“Developing Innovative Business Leaders”

STUDENT HANDBOOK

(Revised: October 22, 2020)

MASTER OF BUSINESS ADMINISTRATION

(MBA)
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MBA Mission and Goals

Program Description

The Master of Business Administration degree offers the critical preparation needed by working professionals for challenging careers in business. Competing in the complex, rapidly changing environment of business and public sectors requires having the knowledge, skills, and values that the MBA degree provides. The CSUB MBA program is continuously assessing and evaluating itself to provide advanced business knowledge to prepare professionals for the changing global market place. Individuals from all areas of study and industries are welcome to apply.

Mission

The mission of the MBA program is to provide our region with an advanced business education which will foster a commitment to lifelong learning and facilitate the career growth of our graduates.

Values

The faculty and the students of the CSUB MBA program will work together to create an environment that is supportive of the highest standards of ethical behavior.

Professional and Academic Standards

The MBA program acknowledges the significant impact of business on society. Consequently, those admitted to the program, retained, and awarded degrees; must demonstrate academic and professional integrity in all activities. In addition, all established university academic performance and student conduct standards for graduate students apply. Any student or applicant that is found by formal review to be lacking in academic integrity or in professional ethical standards of behavior may be denied admission, placed on probation, suspended, or dismissed from the program. Such actions are subject to university review and appeal.

Program Goals

Goal 1: The MBA graduate will demonstrate advanced knowledge of all the functional areas of business and the external business environment.

Goal 2: The MBA graduate will demonstrate professional presentation and communication skills.

Goal 3: The MBA graduate will demonstrate complex problem solving skills.

Goal 4: The MBA graduate will have explored personal and professional ethical frameworks.
Academic Integrity Policy

The principles of truth and integrity are recognized as fundamental to a community of teachers and scholars. The University expects that both faculty and students will honor these principles and in so doing will protect the integrity of all academic work and student grades. Students are expected to do all work assigned to them without unauthorized assistance and without giving unauthorized assistance. Faculty have the responsibility of exercising care in the planning and supervision of academic work so that honest effort will be encouraged and positively reinforced.

There are certain forms of conduct that violate the university’s policy of academic integrity:

ACADEMIC DISHONESTY (CHEATING) is a broad category of actions that involve fraud and deception to improve a grade or obtain course credit. Academic dishonesty (cheating) is not limited to examination situations alone but arises whenever students attempt to gain an unearned academic advantage.

PLAGIARISM is a specific form of academic dishonesty (cheating) which consists of the misuse of published or unpublished works of another by claiming them as one’s own. Plagiarism may consist of handing in someone else’s work as one’s own, copying or purchasing a pre-written composition and claiming it as one’s own, using paragraphs, sentences, phrases, words or ideas written by another without giving appropriate citation, or using data and/or statistics compiled by another without giving appropriate citation.

Another example of academic dishonesty (cheating) is the SUBMISSION OF THE SAME, OR ESSENTIALLY THE SAME, PAPER or other assignment for credit in two different courses without receiving prior approval from the instructors of the affected courses.

When a faculty member discovers a violation of the university’s policy of academic integrity, the faculty member is required to notify the Office of Student Rights and Responsibilities and the student(s) involved. A course grade of ‘F’ may be assigned, or another grade penalty may be applied at the discretion of the course instructor. Additional disciplinary sanctions are determined by the Director of the Office of Student Rights and Responsibilities.

Disciplinary sanctions may include:

- disciplinary probation,
- suspension,
- permanent expulsion from the university or from the California State University system,
- administrative hold on the release of records,
- and withholding a degree.

Disciplinary probation shall be noted on the student’s formal academic record only for the duration of the probationary period. Disciplinary suspension of more than one academic year and expulsion are a part of the student’s permanent record.
The student may pursue a formal hearing or make a settlement agreement with the Director of the Office of Student Rights and Responsibilities.

The Office of Student Rights and Responsibilities shall conduct an investigation, confer with the faculty member, students and any witnesses identified, and review all evidence. The student is entitled to a formal hearing scheduled by the Office of Student Rights and Responsibilities, in which the evidence of the alleged violation shall be presented before an impartial Hearing Officer (appointed by the President) and the student shall be present to provide an explanation or defense. The Hearing Officer shall submit a written report to the President containing the findings, conclusions, and recommendations.

Alternatively, a settlement agreement may be made with the Office of Student Rights and Responsibilities. The settlement agreement will specify the disciplinary sanctions, the length and terms of disciplinary probation or suspension, and the conditions the student is expected to meet in order to remain in good standing (e.g., training or regular meetings with the Office of Student Rights and Responsibilities). All sanctions are reported to the instructor reporting the incident, the student’s Chair, and the student’s Dean.

Any repeated violation of academic integrity shall result in more serious academic sanctions. Normally, this will include suspension or expulsion from the university with a note on the student’s permanent record.

Contact Information

**MBA Director**  
Dr. Dan Zhou, Ph.D  
Email: dzhou@csub.edu

**Admissions**  
Phone: (661) 654-3036  
Fax: (661) 654-3389  
Email: admissions@csub.edu

**BPA-GT Graduate Programs Office**  
Luis Hernandez, MBA  
Email: MBA@csub.edu

**Financial Aid**  
Phone: (661) 654-3016  
Fax: (661) 654-6800  
Email: finaid@csub.edu
Academic Probation and Academic Disqualification

All graduate and post-baccalaureate students should be aware of the following regulations concerning academic probation and academic disqualification. Students enrolled in a second baccalaureate degree program are governed by the academic standards for undergraduate students.

Academic Probation for Graduate Students

In general, a graduate student shall be subject to academic probation at the end of any academic term where the student’s grade point average for all course work that is in the Plan of Study falls below a “B” (3.0) average. However, students admitted to a graduate program may be subject to academic probation when their performance is judged to be unsatisfactory with respect to the scholastic and/or professional standards established by the individual graduate program. The appropriate program director will initiate the Academic Probation process using the Academic Probation form. Judgment of performance will be based upon review by the graduate program director and the Office of Academic Programs. All graduate students are encouraged to consult with their respective graduate program directors regarding acceptable scholastic and/or professional standards established by the graduate program.

Academic Disqualification for Graduate Students

A graduate student shall be subject to academic disqualification if, while on academic probation, the student fails to satisfy the conditions of probation and attain a 3.00 GPA. Academic disqualification will be initiated by the program director using the Academic Disqualification form and must be approved by the appropriate academic dean, and the Office of Academic Programs.
# Academic Calendar 2020/2021

### California State University, Bakersfield

**Fall Semester, 2020**

<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>February 17</td>
<td>Deadline to Apply for <strong>Fall 2020</strong> Graduation</td>
</tr>
<tr>
<td>March 23</td>
<td>Academic Advising for Continuing Students Begins (for Summer 2020 and Fall 2020)</td>
</tr>
<tr>
<td>April 20</td>
<td><strong>Registration</strong> for Continuing Students Begins (for Summer 2020 and Fall 2020)</td>
</tr>
<tr>
<td>April 27</td>
<td>Academic Advising for New Students Begins (for Fall 2020)</td>
</tr>
<tr>
<td>April 27</td>
<td><strong>Registration</strong> for New Students Begins (for Fall 2020)</td>
</tr>
<tr>
<td>June 24</td>
<td><strong>Orientation</strong> for First-Time Freshmen (for Fall 2020)</td>
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<tr>
<td>June 25</td>
<td><strong>Orientation</strong> for Transfer Students (for Fall 2020)</td>
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<tr>
<td>July 15</td>
<td><strong>Orientation</strong> for First-Time Freshmen (for Fall 2020)</td>
</tr>
<tr>
<td>July 16</td>
<td><strong>Orientation</strong> for Transfer Students (for Fall 2020)</td>
</tr>
<tr>
<td>July 29</td>
<td><strong>Orientation</strong> for First-Time Freshmen (for Fall 2020)</td>
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<tr>
<td>July 30</td>
<td><strong>Orientation</strong> for Transfer Students (for Fall 2020)</td>
</tr>
<tr>
<td>August 12</td>
<td><strong>Orientation</strong> for First-Time Freshmen (for Fall 2020)</td>
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<tr>
<td>August 13</td>
<td><strong>Orientation</strong> for Transfer Students (for Fall 2020)</td>
</tr>
<tr>
<td>August 17</td>
<td><strong>ALL FACULTY DUE ON CAMPUS</strong></td>
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<tr>
<td>August 24</td>
<td><strong>First Day of Classes</strong></td>
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<tr>
<td>September 02</td>
<td>Last Day to Add Classes</td>
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<tr>
<td>September 02</td>
<td>Last Day to Change between Audit and Letter Grading</td>
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<tr>
<td>September 07</td>
<td><strong>HOLIDAY</strong> - Labor Day - Campus Closed</td>
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<tr>
<td>September 21</td>
<td>Census Day</td>
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<tr>
<td>September 21</td>
<td>Last Day to Change between Credit/No-credit and Letter Grading</td>
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<tr>
<td>September 21</td>
<td>Last Day to Withdraw from Classes without a &quot;W&quot; being recorded</td>
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<tr>
<td>September 21</td>
<td>Deadline to Apply for <strong>Spring 2021</strong> Graduation</td>
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<tr>
<td>September 21</td>
<td>Deadline to apply for <strong>Summer 2021</strong> Graduation</td>
</tr>
<tr>
<td>October 05</td>
<td>Academic Advising for Continuing Students Begins (for Spring 2021)</td>
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<tr>
<td>October 13</td>
<td>Campus-wide Emergency Evacuation Day</td>
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<tr>
<td>October 26</td>
<td><strong>Registration</strong> for Continuing Students Begins (for Spring 2021)</td>
</tr>
<tr>
<td>November 02</td>
<td>Academic Advising for New Students Begins (for Spring 2021)</td>
</tr>
<tr>
<td>November 02</td>
<td><strong>Registration</strong> for New Students Begins (for Spring 2021)</td>
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<tr>
<td>November 09</td>
<td>Last Day to Withdraw from Classes for a Serious and Compelling Reason</td>
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<tr>
<td>November 11</td>
<td><strong>HOLIDAY</strong> - Veterans Day - Campus Closed</td>
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<tr>
<td>Nov 16 - 20</td>
<td><strong>SOCI Week</strong></td>
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<tr>
<td>Nov 26 - 27</td>
<td><strong>HOLIDAY</strong> - Thanksgiving - Campus Closed</td>
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<tr>
<td>December 08</td>
<td>Last Day to Submit Completed Thesis / Dissertation</td>
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<tr>
<td>December 08</td>
<td><strong>Last Day of Classes</strong></td>
</tr>
<tr>
<td>December 09</td>
<td>Study/Reading Day</td>
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<tr>
<td>Dec 10 - 16</td>
<td>Examination Period</td>
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<tr>
<td>December 16</td>
<td>Fall Commencement (Occurrence of Fall commencement is tentative year-by-year)</td>
</tr>
<tr>
<td>December 17</td>
<td>Evaluation Day</td>
</tr>
<tr>
<td>Dec 18 - 21</td>
<td>Grades Due</td>
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**Winter Break: December 22, 2020 - January 20, 2021**
**Academic Calendar 2020/2021**

**California State University, Bakersfield**

**Spring Semester, 2021**

- **September 21** ............... Deadline to Apply for **Spring 2021** Graduation
- **September 21** ............... Deadline to Apply for **Summer 2021** Graduation
- **October 05** .................. Academic Advising for Continuing Students Begins (for Spring 2021)
- **October 26** ................... **Registration** for Continuing Students Begins (for Spring 2021)
- **November 02** ............... Academic Advising for New Students Begins (for Spring 2021)
- **November 02** ............... **Registration** for New Students Begins (for Spring 2021)
- **January 18** ................. **HOLIDAY** - Martin Luther King, Jr. Day - Campus Closed
- **January 21** ................. ALL FACULTY DUE ON CAMPUS
- **January 25** ................. First Day of Classes
- **February 03** ............... Last Day to Add Classes
- **February 03** ............... Last Day to Change between Audit and Letter Grading
- **February 19** ............... Census Day
- **February 19** ............... Last Day to Change between Credit/No-credit and Letter Grading
- **February 19** ............... Last Day to Withdraw from Classes without a "W" being recorded
- **February 19** ............... Deadline to Apply for **Fall 2021** Graduation
- **March 22** .................. Academic Advising for Continuing Students Begins (for Summer 2021 and Fall 2021)

**Spring Semester Break: March 29, 2021 – April 4, 2021**

- **March 31** .................. **HOLIDAY** - Cesar Chavez Day - Campus Closed
- **April 07** ..................... Campus-wide Emergency Evacuation Day
- **April 16** ..................... Last Day to Withdraw from Classes for a Serious and Compelling Reason
- **April 19** ..................... **Registration** for Continuing Students Begins (for Summer 2021 and Fall 2021)
- **April 26 - 30** .............. SOCI Week
- **April 26** ..................... Academic Advising for New Students Begins (for Fall 2021)
- **April 26** ..................... **Registration** for New Students Begins (for Fall 2021)
- **May 14** ..................... Last Day to Submit Completed Thesis / Dissertation
- **May 14** ..................... **Last Day of Classes**
- **May 15** ..................... Study/Reading Day (Saturday)
- **May 17 - 22** ............... Examination Period
- **May 21** ..................... Spring Commencement
- **May 24** ..................... Evaluation Day
- **May 25 - 26** .............. Grades Due
- **May 31** ..................... **HOLIDAY** - Memorial Day - Campus Closed

**THIS IS NOT TO BE CONSTRUED AS AN EMPLOYEE WORK CALENDAR**

Approved by the Academic Senate on 12/05/19
Approved by the President on 12/17/19
Student ID

Location: Walter W. Stiern Library (refer to building 43 by parking lot D, in the campus map located at the end of this handbook)

For students first ID is free, first replacement is $5, all subsequent replacements are $10.

Please fill out an online form to request a student ID:
https://its.csub.edu/services/service-areas/photo-id
Graduate Lab Access

The Lab is in the second floor of the Business Development Center (BDC) room 262B.
The Lab code is emailed to Graduate Students the Friday before classes start, each semester.

The Occidental Petroleum Graduate Research Lab continues to serve the BPA graduate students 24 hours a day, 365 days a year. In other words, we are open when the library is closed. The lab (and patio) are considered by the students to be an excellent place to study and network with other graduate students. It’s your lab—treat it well.

Occidental provided funding to build and outfit this room and the patio. Occidental felt that the MBA students, MPA students, and MS-HCA students needed a place of their own to study, network, and relax between classes.

All the equipment and furnishings have been suggested by the BPA graduate students. Should you have an idea for something we don’t have please send an email to MBA@CSUB.EDU with any suggestions.

Restrooms:
The 1st floor of the BDC classroom building closes around 10:00pm. If you need to use the restroom downstairs after that time, go down the stairs to the restroom. Then exit out the end near the elevator. If campus police arrive because a silent alarm has been tripped—point to this note.

Security Cameras in Use:
The occupants of the Grad Lab are protected via video-only surveillance by campus police. Should an emergency arise, and you need immediate police or other assistance, push the red emergency button on the wall by the door and campus police will respond.

Graduate Lab is unavailable until further notice due to COVID-19
MBA Course Requirements

Core Courses

All admitted students must complete the following courses:
1. Accounting 6200: Accounting for Decision Making and Control
2. Finance 6000: Financial Management and Policy
3. Management 6020: Operations and Technology Management
4. 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.
• If a student’s GPA falls below a 3.0, they will be put on probation for one semester to bring their GPA back to a 3.0 or above.
• Additionally, any course with a grade below a B- will not count toward the MBA degree requirements.
• If a student is accepted conditionally, they must receive a grade of “B” or above on their first 4 classes. If they do not, they are subject to disqualification from the program.
Graduation Writing Assessment Requirement (GWAR)

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.

GWAR Testing Dates

For information on GWAR Testing, please click on this link: https://www.csub.edu/testing/

Testing may be limited due to COVID-19

LIST OF COURSES TO SATISFY THE GWAR

Communications 3008: Technical and Report Writing

Extensive practice in writing clearly and persuasively in technical and specialized forms, such as reports of experiments, abstracts, business reports and proposals, letters, memoranda.

English 3109: Modes of Writing

An online course in effective expository writing. Emphasis on writing as a process.

English 3119: Advanced Writing
Comprehensive study of the techniques of effective expository writing with emphasis on development of prose style. Frequent writing exercises, both in and out of class. Fulfills the GWAR and Junior-Year Diversity/Reflection Requirement.

**History 3008: Historical Writing**

This is an advanced expository writing course that focuses on historical subjects. Its purpose is to develop the skills of writing, critical thinking, historical research, and synthesis. It is required of all History majors and satisfies the university’s upper-division writing requirement (GWAR). It involves practical exercises in style, form, argumentation; improvement of critical skills and powers of synthesis and analysis; historiography and historical research methods.

**PPA 4038 The Public Policy-Making Process**

This course examines the public policy-making process at the federal, state, and local levels. Students will explore problem definition, agenda setting, policy formulation, policy legitimation, policy implementation, and policy evaluation. The course allows students to explore individual policies across multiple writing assignments (for example, opinion editorials, policy memoranda, and research papers). Students receive instruction and constructive feedback in writing. The course satisfies the University’s Graduation Writing Assessment Requirement with a grade of C- or better.
Tuition + Fees: 2020-2021 MBA Program
Per Semester

Fall 2020 & Spring 2021

0 to 6 units
$2,962 Tuition + $270 Fees per Unit

Example:
$2,962 Tuition + $810 Fees (3 units or one course) =$3,772
$2,962 Tuition + $1,620 Fees (6 units or two courses) =$4,582

6.1 or more units
$4,468 Tuition + $270 Fees per Unit

Example:
$4,468 Tuition + $2,430 Fees (9 units or three courses) =$6,898
$4,468 Tuition + $3,240 Fees (12 units or four courses) =$7,708

*Non-California Resident Fees are an extra $396 per unit.
*For full fee breakdown, Click Here

Financial Aid

For any financial aid questions, please visit or call:
http://www.csub.edu/finaid/
(661) 654-3016
Paying for Classes & Parking Permit

▼ How can I pay for classes?

Payments may be made online through your MyCSUB account. You may use a credit card (there is a 2.75% service fee) or an electronic check (no fee). To pay online log in to your MyCSUB, go to Account Inquiry, click on the Make a Payment link. This link will open a new window to CASHNet where you can choose from the available options. Payments may also be made at the Cashier’s Office during business hours. We accept cash, checks, cashier's checks and money orders. Please make sure that you have your CSUB ID with you.

To find out more, go to: MyCSUB

▼ When are class fees due and what happens if I pay late?

Class fees are due the Thursday before classes start. Payments made after that date may result in a $20.00 Late Payment Fee. Failure to pay or make payment arrangements (payment plans are available through Student Financial Services) by the due date may also result in disenrollment from your registered classes.

▼ How do I purchase a Parking permit online?

To purchase a Parking permit online start by logging in to your MyCSUB. Click on Account Inquiry under the Finance section. You will then see the Make a Payment link on the right. Clicking on this link will open the CASHNet window where you may select the Parking Permit you wish to purchase. Once the purchase is complete your receipt will serve as a temporary permit for 14 days, until you receive your permit in the mail. (Please note: Make sure your mailing address in MyCSUB is correct as that is the only address we will mail your permit to)

Please be aware all parking permits will be mailed to the address on your MyCSUB regardless if they're purchased online or in person. NO PARKING PERMITS WILL BE HANDED OUT AT THE CASHIER’S WINDOW.

To find out more, go to: MyCSUB

▼ What are the Cashier’s Office hours?

The Cashier’s Office is open Monday-Friday 8:15am-4:45pm. We offer extended hours the first week of classes and will remain open until 5:45pm Monday-Thursday. Summer hours may vary.

▼ Can I pay with a credit card?

You may use a credit card online through your MyCSUB. The service we use (CASHNet/Smartpay) charges a 2.75% fee for this service and they accept American Express, Mastercard, Visa, Discover, and Carte Blanche. You may use an electronic check online free of charge.
Applying for Graduation

1. Log into myCSUB and view Student Center
2. Select “Apply for Graduation” from the drop-down menu

3. Click “Apply for Graduation”

4. Select the expected term of graduation. Click “Continue”

5. Verify Graduation Data. Click “Submit Application”

Apply for Graduation
Submit Confirmation
You have successfully applied for graduation.

After you have successfully submitted your application, you will be required to pay the application fee of $70.00 online or in person at the Cashier's window. Once the fee is submitted, your application will be reviewed.
How-to: MAKE A PAYMENT Online

1. Log on to myCSUB and click on the "Account Inquiry & Make Payment" link under the Finances section.

2. Click on the "Make a Payment" button under Account Summary. Make sure your pop-up blockers are disabled!

3. Select the applicable category and click "View Details" on the item you need to purchase if it is listed.
Course Descriptions

Core

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 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 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 6200 Accounting for Decision Making and Control (3)**
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 3030 or its equivalent. Prerequisite: This course is not open to students who have taken ACCT 3030 or its equivalent.

**ACCT 6400 Financial Reporting and Statement Analysis (3)**
This course examines how generally accepted accounting principles impact the quality and volatility of both earnings and cash flows. 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 6500/4500 Accounting Ethics (3)**
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 3010 or graduate standing.

**ACCT 6600/4600 Fraud Examination (3)**
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 (1-3)**
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 6850 Individual Graduate Study in Accounting (1-3)
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 3 semester units may be used to satisfy degree requirements. (May not be substituted for any required graduate seminar).

Business

BA 6090 International Business with International Study Tour (3)
This course introduces students to the strengths, weaknesses, opportunities, and threats of operating in a global environment along with a short-term immersive experience in a foreign country. In class, we will look at the reasons why leaders must consider their international context. Topics may come from the value chain and from macro issues such as trade policies and exchange rates. While on the tour, students will visit a wide variety of sites and will meet with representatives of a number of businesses and other organizations. We will discover differences across culture, management, labor, and government. Locations will vary.

Economics

ECON 6580 Labor Economics (3)
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.

ECON 6610 Managerial Economics (3)
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.

ECON 6770 Special Topics in Economics (1-3)
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 6800 Special Topics in Economics (1-3)
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.
**Management**

**MGMT 6040 Advanced Organizational Behavior (3)**
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 6090 International Management with International Study Tour (3)**
This course provides an overview of some issues facing managers in today's global environment along with a short-term immersive experience in a foreign country. In Class, we examine the cultural, administrative, geographic, and economic differences facing managers operating across international landscapes. While on the tour, students will visit a wide variety of sites and will meet with representatives of a number of businesses and other organizations. We will discover differences across culture, management, labor and government. Locations will vary.

**MGMT 6110 Negotiation Alternative Dispute Resolution & Conflict Management (3)**
This course is designed to provide the student with a practical and theoretical understanding of negotiations in business, including resolution of conflict and reaching agreement. Principles of Alternative Dispute Resolution (ADR) will be introduced as a tool for resolving disputes by non-litigious approaches, such as third party interventions, mediation, and arbitration.

**MGMT 6200 Managing Small Business Enterprises (3)**
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 Small Business Management (3)**
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 Global Operations Management (3)**
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, building a strategic alliance, coordinating international manufacturing and technology, and overcoming the limits to global operations project.
MGMT 6510 Lean Six Sigma (3)
This course will provide students with the basics of lean six sigma, a powerful and popular management tool for process and quality improvement. By the end of the course, students will have been provided with the body of knowledge required to pass green belt certification. The DMAIC process, including statistical methodology, along with lean techniques, will be explained. An in-class LSS project will allow students to hone their knowledge.

MGMT 6520 Project Management (3)
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 Data Analytics (3)
Issues and methods involved in conducting business research will be explored. Students will learn to collect, analyze, and interpret data using software. Multivariate and nonparametric techniques in data analytics will be covered. Course emphasis and student projects entail the use of statistics to aid in managerial decision-making.

MGMT 6570 Advanced Reading in Management (3)
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 and 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 (3)
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 6850 Individual Graduate Study in Management (1-3)
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 3 semester units may be used to satisfy degree requirements. (May not be substituted for any required graduate seminar).
MGMT 6800 e-Business: Challenges and Opportunities (3)
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.

Marketing

MKTG 6010 Consumer Behavior (3)
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 6000 or by permission of instructor.

MKTG 6020 Advertising and Public Relations Strategy (3)
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 6000 or by permission of instructor.

MKTG 6040 Services Marketing (3)
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 Marketing Channels and Logistics (3)
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 Global Marketing (3)
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 (3)**
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 (1-3)**
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 3 semester 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 (3)**
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. *Must be a Graduate Advanced to candidacy. Must be an English major to take course.*

**MIS 6700 Selected Topics in MIS (3)**
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 6850 Individual Graduate Study MIS (1-3)**
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 3 semester units may be used to satisfy degree requirements. (May not be substituted for any required graduate seminar). *Must be a Graduate advanced to candidacy. Must be an English major to take course.*