MASTER OF BUSINESS ADMINISTRATION

The School of Business has been a leader in offering relevant, personalized management education for over 40 years. USD’s business programs are professionally accredited by AACSB International—the Association for the Advancement of Collegiate Schools of Business at both the graduate and undergraduate levels. At USD, there are several graduate business programs to choose from, the largest being the Master of Business Administration (MBA) program. The MBA program is offered in both a full-time and part-time format.

The Full-Time MBA is a two-year, cohort-based program committed to developing responsible leaders who will make a positive impact in the global business environment. Full-Time MBA students select one of two tracks: General Management track or International Business track. Both tracks provide students with the professional skills they need to succeed in the global marketplace; the International Business track specifically focuses on preparing students for leadership roles within international organizations. The Full-Time MBA starts in early August each year.

The Professional MBA program is designed for working professionals by offering evening, weekend and hybrid classes year-round. The flexible schedule allows for program completion in 2-3 years while attending courses on a part-time basis. The Professional MBA, which is the same program as the General Management track of the Full-time MBA, starts in both the Fall and Spring semesters.

Students in both the Full-Time and Professional MBA programs are offered varied elective offerings, career and professional development opportunities, socially responsible leadership development programs and study abroad programs creating a variety of innovative learning opportunities.

Faculty employ a mixture of lecture-discussion, case studies, cutting-edge technology, practical field projects and business simulations in the classroom and course assignments. The small classes and personalized attention foster a supportive environment that stresses strategic thinking and collaborative teamwork. The end result is a rigorous academic experience in which graduates emerge with a mastery of analytical techniques and an understanding of how to apply business theory to solve real-world problems for their companies and society.

With the approval of the director and subject to the program requirements of specific concentrations, students may take as electives a maximum of 6 units of relevant coursework from the USD School of Law or other USD graduate programs.

Both program formats begin one to three weeks prior to the university semester calendar to allow for completion of orientation activities and preterm coursework.

Dual Degree Programs

**MBA/MSF Dual Degree Program**

The Master of Business Administration/Master of Science in Finance dual degree program allows students to obtain an MS in Finance (MSF) and MBA in two years. Students benefit from both business and finance courses and will receive two diplomas upon completion of all coursework. Students must apply to and be accepted into both programs and they must begin with the MBA program to participate in the dual degree option.

**MBA/MSRE Dual Degree Program**

The Master of Business Administration/Master of Science in Real Estate dual degree program allows students to obtain an MS in Real Estate (MSRE) and MBA in two or two and a half years. Students benefit from both business and real estate courses and will receive two diplomas upon completion of all coursework. Students must apply to and be accepted into both programs and can begin with either program (note: students must start with the MBA to complete both programs in two years).

**MBA/JD Dual Degree Program**

The School of Business offers a dual degree program in conjunction with the School of Law. This dual degree offers the concurrent pursuit of a JD degree along with an MBA. Since these programs allow the concurrent pursuit of two degrees, with some courses credited to both a JD degree and the MBA, students can generally save one semester of time and expense. However, graduate credits may not be transferred to the law school until completion of the entire first year of law study is completed. Students interested in the dual degree program must apply to and be accepted by both schools. Students generally begin the dual degree programs in their second year of law school.

**International Dual Degree Programs**

Graduate business students at the University of San Diego have the opportunity to enroll in a Dual Degree Program with the Tecnológico de Monterrey (Tec) in Mexico or WHU, Otto Beisheim School of Management in Germany.

As dual degree candidates, students complete one year of coursework at USD and one year at one of the partner institutions to complete two masters degrees in approximately two years of full-time study. This is possible because each institution accepts coursework from the other to meet degree requirements. Students will receive an MBA from USD along with an MBA, MS in Finance or MS in Marketing from Tecnológico de Monterrey or an MBA from WHU.

**Tecnológico de Monterrey (Tec)**

The Tec system includes several campuses across Mexico as well as a Virtual University, which provides cutting-edge, distance education throughout the Americas. The Monterrey Campus has been consistently ranked as one of the top MBA programs in Latin America and the world (America Economia, Wall Street Journal, Financial Times). The Monterrey campus is also fully accredited by AACSB International and by EQUIS standards of the European Foundation for Management Development.

Applicants must meet admissions requirements at USD and Tecnológico de Monterrey. Courses at some of the campuses in Mexico are offered in English, although a working knowledge of Spanish upon arrival is suggested. Particular courses will be required by each institution to ensure that students receive both the traditional foundation in business and/or their chosen area of expertise and also courses which reflect the business and economic environment of the U.S. and Mexico. Graduates of this program, after being fully immersed in two cultures, will be highly proficient in English and Spanish as well as have a strong understanding of the business systems in both countries.

**WHU, Otto Beisheim School of Management**

WHU, The Otto Beisheim School of Management, was founded in 1984 at the initiative of the Chamber of Commerce and Industry in Koblenz to serve the business needs of the region. Their MBA program is offered in English and is well known for excellence in Marketing. The programs are accredited by Equis and well respected throughout Europe.
Applicants must meet admissions requirements at USD and WHU. Particular courses will be required by each institution to ensure that students receive both the traditional foundation in business and/or their chosen area of expertise and also courses which reflect the business and economic environment of the U.S. and Europe. In order to expand their European knowledge, USD students will do a European Management Project. Additional requirements for the WHU Dual Degree include the International Management Module in Asia, in which students will travel to China and India to learn about business opportunities and management challenges. Graduates of this dual degree will also write a master’s thesis.

For more information about this program contact the MBA office at mba@sandiego.edu

Additional Requirements for Admission

MBA

See here (catalogs.sandiego.edu/graduate/admissions) for basic admission requirements.

<table>
<thead>
<tr>
<th>Entrance Semesters</th>
<th>Full-time MBA: Fall</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Evening MBA: Fall, Spring</td>
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<table>
<thead>
<tr>
<th>Application Deadline</th>
<th>Fall: Nov. 1, Jan. 15, Mar. 1, May 1</th>
</tr>
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<tbody>
<tr>
<td></td>
<td>Spring: Oct. 1, Dec. 1</td>
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<table>
<thead>
<tr>
<th>Minimum Grade Point Average</th>
<th>3.0 (4.0 scale)</th>
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<table>
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<tr>
<th>Standardized Admission Test</th>
<th>GMAT</th>
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<table>
<thead>
<tr>
<th>Required Coursework</th>
<th>No specific undergraduate coursework required</th>
</tr>
</thead>
<tbody>
<tr>
<td>Required Licenses/Credentials</td>
<td>None</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Additional Requirement for MBA</th>
<th>Two professional letters of recommendation. At least two years of full-time work experience is expected for admission to the program. Deferred admission may be granted pending completion of two years of full-time work experience; additional consideration may be given to candidates with substantial business experience.</th>
</tr>
</thead>
</table>

Applicants who received their bachelor’s degree from a non-US educational institution must have their transcripts evaluated by the International Education Research Foundation (IERF) or World Education Services, Inc. (WES).

Requirements for the MBA Degree: Full-Time MBA

Prerequisites are indicated in parentheses. Degree requirements include coursework, applied projects, international experiences and career/professional development-oriented activities.

<table>
<thead>
<tr>
<th>Code</th>
<th>Title</th>
<th>Hours</th>
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</thead>
<tbody>
<tr>
<td>GSBA 515</td>
<td>Leading Multicultural Teams and Organizations</td>
<td></td>
</tr>
<tr>
<td></td>
<td>International Experience: An international practicum short-term course abroad, semester exchange, or international dual degree program</td>
<td></td>
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<tr>
<td></td>
<td>Career and Professional Development Course</td>
<td></td>
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<tr>
<td></td>
<td>Leadership Labs</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Code</th>
<th>Title</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>GSBA 504</td>
<td>Marketing for Global Managers</td>
<td></td>
</tr>
<tr>
<td>GSBA 505</td>
<td>Financial Management and Analysis</td>
<td></td>
</tr>
<tr>
<td>GSBA 506</td>
<td>Operations and Global Supply Chain Management</td>
<td></td>
</tr>
<tr>
<td>GSBA 510</td>
<td>Financial Accounting and Statement Analysis</td>
<td></td>
</tr>
<tr>
<td>GSBA 518</td>
<td>Economics in a Global Environment</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Code</th>
<th>Title</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>GSBA 508</td>
<td>Law, Policy and Ethics in Global Business</td>
<td></td>
</tr>
<tr>
<td>GSBA 517</td>
<td>Sustainable Business Model Innovation and Design</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Elective in CSR/Sustainability/Ethics Area (2 units)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Two business related community service activities (12 - 15 hours)</td>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Code</th>
<th>Title</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>GSBA 500</td>
<td>Strategic Thinking and Communication</td>
<td></td>
</tr>
<tr>
<td>GSBA 502</td>
<td>Statistical Decision Making</td>
<td></td>
</tr>
<tr>
<td>GSBA 503</td>
<td>Problem Formulation and Decision Analysis</td>
<td></td>
</tr>
<tr>
<td>GSBA 590</td>
<td>Strategic Execution</td>
<td></td>
</tr>
</tbody>
</table>

Select one from the following:

<table>
<thead>
<tr>
<th>Code</th>
<th>Title</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>GSBA 593</td>
<td>International Consulting Project</td>
<td></td>
</tr>
<tr>
<td>GSBA 595</td>
<td>Business Consulting Project</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Code</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Electives</td>
</tr>
</tbody>
</table>

There are a wide variety of elective courses. Students may also select a concentration by focusing electives in particular area of expertise. A maximum of 6 units may be chosen from the School of Law or other relevant USD graduate program. For courses outside the MBA program, permission must also be obtained from the MBA advisor. See the appropriate section of this course catalog or the School of Law Course Catalog for information about course offerings outside the School of Business. Prerequisites for all elective courses must be observed.

Courses Abroad: Electives (as well as the international courses) can be taken in the study abroad programs sponsored by the John Ahlers Center for International Business. These courses can also be taken at one of our partner universities for a semester study abroad experience.

Requirements for the MBA Degree: Professional MBA

Prerequisites are indicated in parentheses. Degree requirements include coursework, applied projects and career/professional development-oriented activities.
Students pursuing this concentration are required to complete at least 12 units of electives as indicated below, including a minimum of two courses offered abroad.

**International Business Concentration**

The International Business Concentration offers the MBA student the opportunity to gain international expertise by selecting electives that emphasize international topics. The need for managers with a global perspective continues to grow as international trade and overseas markets become increasingly important.

Students pursuing this concentration are required to complete at least 12 units of electives as indicated below.
Managerial Leadership Concentration
Completion of courses towards the Managerial Leadership Concentration will provide students with the knowledge and skills necessary to pursue career opportunities in human resources, project, program and organizational change management. The Management Concentration allows students to focus their electives in the management area to gain additional expertise in the field beyond the core business courses.

Students pursuing this concentration are required to complete at least 12 units of any combination of the following electives:

<table>
<thead>
<tr>
<th>Code</th>
<th>Title</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>GSBA 512</td>
<td>Negotiations</td>
<td>3</td>
</tr>
<tr>
<td>GSBA 530</td>
<td>Human Resources Management</td>
<td>2</td>
</tr>
<tr>
<td>GSBA 531</td>
<td>Business Leadership and Spirituality</td>
<td>2</td>
</tr>
<tr>
<td>GSBA 532</td>
<td>International Comparative Management</td>
<td>2</td>
</tr>
<tr>
<td>GSBA 533</td>
<td>Organization Change and Design</td>
<td>3</td>
</tr>
<tr>
<td>GSBA 534</td>
<td>Values, Ethics and Corporate Culture</td>
<td>3</td>
</tr>
<tr>
<td>GSBA 535</td>
<td>Interpersonal and group Dynamics</td>
<td>3</td>
</tr>
<tr>
<td>GSBA 536</td>
<td>Current Topics in Management Consulting</td>
<td>2</td>
</tr>
<tr>
<td>GSBA 537</td>
<td>Entrepreneurship</td>
<td>3</td>
</tr>
<tr>
<td>GSBA 539</td>
<td>Power in Politics</td>
<td>3</td>
</tr>
<tr>
<td>GSBA 581</td>
<td>Global Entrepreneurship for Social Change</td>
<td>2</td>
</tr>
<tr>
<td>GSBA 582</td>
<td>Advanced International Business Negotiations</td>
<td>2</td>
</tr>
<tr>
<td>GSBA 583</td>
<td>Business and Social Innovation</td>
<td>2</td>
</tr>
<tr>
<td>GSBA 594</td>
<td>Special Topics (Models of Participatory Leadership)</td>
<td>3</td>
</tr>
<tr>
<td>GSBA 594</td>
<td>Special Topics</td>
<td>1-3</td>
</tr>
</tbody>
</table>

Marketing Concentration
Completion of courses towards the Marketing Concentration will provide students with the requisite knowledge and skill set to pursue career opportunities in product and brand management, advertising, public relations, multinational marketing management and other areas in the marketing field.

Students pursuing this concentration are required to complete at least 12 units of electives as indicated below.

<table>
<thead>
<tr>
<th>Code</th>
<th>Title</th>
<th>Hours</th>
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</thead>
<tbody>
<tr>
<td>Required Courses</td>
<td></td>
<td></td>
</tr>
<tr>
<td>GSBA 550</td>
<td>Marketing Research</td>
<td>3</td>
</tr>
<tr>
<td>Select at least nine units of the following:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>GSBA 551</td>
<td>Seminar in Consumer Behavior</td>
<td></td>
</tr>
<tr>
<td>GSBA 553</td>
<td>Seminar in Global Marketing</td>
<td></td>
</tr>
<tr>
<td>GSBA 552</td>
<td>Marketing Analytics</td>
<td></td>
</tr>
<tr>
<td>GSBA 554</td>
<td>Strategic Marketing</td>
<td></td>
</tr>
<tr>
<td>GSBA 555</td>
<td>Brand Management</td>
<td></td>
</tr>
<tr>
<td>GSBA 556</td>
<td>New Product Development</td>
<td></td>
</tr>
<tr>
<td>GSBA 558</td>
<td>High Technology Marketing</td>
<td></td>
</tr>
<tr>
<td>GSBA 594</td>
<td>Special Topics (Digital Marketing)</td>
<td></td>
</tr>
<tr>
<td>GSBA 594</td>
<td>Special Topics (in Marketing)</td>
<td></td>
</tr>
</tbody>
</table>

New Venture Management Concentration
The New Venture Management Concentration is intended for students interested in understanding the skills required to successfully launch and manage new ventures in entrepreneurial or corporate organizational settings. Each course in this concentration addresses strategies and managerial actions required for the successful exploitation of opportunities that deliver above-average returns to the organization and its investors.

Students pursuing this concentration are required to complete at least 12 units of electives as indicated below.

<table>
<thead>
<tr>
<th>Code</th>
<th>Title</th>
<th>Hours</th>
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</thead>
<tbody>
<tr>
<td>Required Courses</td>
<td></td>
<td></td>
</tr>
<tr>
<td>GSBA 524</td>
<td>Entrepreneurial Finance</td>
<td>3</td>
</tr>
<tr>
<td>GSBA 537</td>
<td>Entrepreneurship</td>
<td>3</td>
</tr>
<tr>
<td>Select at least 6 units of the following:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>GSBA 511</td>
<td>Managerial Accounting</td>
<td></td>
</tr>
<tr>
<td>GSBA 528</td>
<td>Business Cycles and Forecasting</td>
<td></td>
</tr>
<tr>
<td>GSBA 530</td>
<td>Human Resources Management</td>
<td></td>
</tr>
<tr>
<td>GSBA 533</td>
<td>Organization Change and Design</td>
<td></td>
</tr>
<tr>
<td>GSBA 540</td>
<td>Taxes in Business Decisions</td>
<td></td>
</tr>
<tr>
<td>GSBA 541</td>
<td>Negotiations for Entrepreneurial Ventures</td>
<td></td>
</tr>
<tr>
<td>GSBA 556</td>
<td>New Product Development</td>
<td></td>
</tr>
<tr>
<td>GSBA 594</td>
<td>Special Topics (in Venture Management)</td>
<td></td>
</tr>
</tbody>
</table>

Supply Chain Management Concentration
Supply chain management is a core competence at world-class firms. The principal benefit of supply chain management is the generation of a sustainable competitive advantage. A firm’s supply chain extends from the end customer back through the firm’s distributors, the firm itself, its suppliers and their suppliers. Supply chain management focuses on the design, development and management of relationships, both inside the firm and with the firm’s supply world. These relationships are essential to ensure a smooth flow of quality goods, services and technology which optimizes end customer satisfaction. The program integrates three key legs: procurement, logistics and information systems. Students also will be able to participate in the activities of the Supply Chain Management Institute.

Students pursuing this concentration are required to complete at least 12 units of electives as indicated below.

<table>
<thead>
<tr>
<th>Code</th>
<th>Title</th>
<th>Hours</th>
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</thead>
<tbody>
<tr>
<td>Required Courses</td>
<td></td>
<td></td>
</tr>
<tr>
<td>GSBA 511</td>
<td>Managerial Accounting</td>
<td>2</td>
</tr>
<tr>
<td>GSBA 560</td>
<td>Supply Chain Systems</td>
<td>3</td>
</tr>
<tr>
<td>Select at least 7 units of the following:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>GSBA 512</td>
<td>Negotiations</td>
<td></td>
</tr>
<tr>
<td>GSBA 528</td>
<td>Business Cycles and Forecasting</td>
<td></td>
</tr>
<tr>
<td>GSBA 561</td>
<td>Supply Management</td>
<td></td>
</tr>
<tr>
<td>GSBA 562</td>
<td>Strategic Cost Management</td>
<td></td>
</tr>
<tr>
<td>GSBA 563</td>
<td>Sustainable Global Supply Chain Management</td>
<td></td>
</tr>
<tr>
<td>GSBA 594</td>
<td>Special Topics (in Supply Chain Management)</td>
<td></td>
</tr>
</tbody>
</table>
Courses

GSBA 500 | STRATEGIC THINKING AND COMMUNICATION
Units: 2
The purpose of this course is to provide students with a fundamental understanding of how strategy is formulated in a global environment from the perspective of top executives. Students will be introduced to and apply various core strategies management concepts and models including but not limited to the industry environmental analysis, the internal analysis of resources, capabilities and competencies, corporate social responsibility, business-level strategy and corporate-level strategy. The intent is to provide students with a comprehensive perspective of how organizational problems and information flow impact organizational competitiveness. Teaching methods may include case studies, simulations, projects and field work. This course is taken in the first semester of the program.

GSBA 501 | ETHICAL LEADERSHIP AND ORGANIZATIONAL BEHAVIOR
Units: 3
This course provides the concepts and skills for the ethical leadership of people in organizations. It also introduces the basic behavioral skills needed for self-management and promoting productive relationships with others in organizations. Topics include self-leadership, leading others, creating vision and strategy, understanding people (perception, learning, values, personality, diversity, etc.), managing change, ethical decision making, power and influence, motivation, team facilitation, conflict resolution and organizational culture. Mastery of the concepts and skills in this course provide the foundation for other behavioral science based business courses in management, marketing, ethics and social responsibility, etc. Learning methods include self-assessment, lecture/discussion, case studies, team projects, computer simulations and experiential exercises. This course is taken in the first semester of the MBA Program.

GSBA 502 | STATISTICAL DECISION MAKING
Units: 2  Repeatability: No
Prerequisites: GSBA 501 or GSBA 515
This course examines how managers use data as the key input for systematic business problem-solving. Topics include collecting data, describing and presenting data, probability, statistical inference, regression analysis, forecasting and risk analysis. Extensive use of Excel for data analysis with a focus on applied business decision-making. Common business processes and business skills practiced are gathering and organizing data, quantitative data analysis, forecasting, decision-making under uncertainty and communicating or presenting results.

GSBA 503 | PROBLEM FORMULATION AND DECISION ANALYSIS
Units: 2
Prerequisites: GSBA 502
Whether managing a task, a project, or a corporation, business leaders often must make critical decisions with seemingly insufficient information to structure an effective analysis. Such an analysis requires framing the problem appropriately, formulating alternative actions and evaluating their advantages and disadvantages. This course will provide the student with the skills necessary to be able to approach decision making in a systematic and fruitful manner. Using spreadsheets as the medium, this course will exam such topics as modeling, decision analysis tools, constrained optimization methods and Monte Carlo simulation. This course will also provide experience with using these tools in such areas as marketing, finance and operations.

GSBA 504 | MARKETING FOR GLOBAL MANAGERS
Units: 2  Repeatability: No
Prerequisites: GSBA 501 or GSBA 515 (Can be taken Concurrently)
This course examines the key elements of marketing and the economic concepts that underlie them. Topics include understanding the competitive structure of industries, product differentiation, branding, pricing, promotion and distribution. Common business processes and business skills practiced are free cash flow projections, capital budgeting and the valuation of a firm. Teaching methods are lecture, assignments and case studies.

GSBA 505 | FINANCIAL MANAGEMENT AND ANALYSIS
Units: 3
Prerequisites: GSBA 502 and GSBA 510
This course discusses how firms acquire, use and value capital resources. Topics covered are domestic and international capital markets, the time value of money, financial securities, risk and return, capital market efficiency, cost of capital and option basics. Common business processes and business skills practiced are free cash flow projections, capital budgeting and the valuation of a firm. Teaching methods are lecture, assignments and case studies.

GSBA 506 | OPERATIONS AND GLOBAL SUPPLY CHAIN MANAGEMENT
Units: 2  Repeatability: No
Prerequisites: GSBA 503
This course examines the operational processes of the logistical chain from acquisition of materials through conversion to physical distribution of goods and services. Topics include supply systems, workflow systems, inventory systems, quality systems, logistics systems, cost estimation, optimization tools and continuous improvement. Common business processes and business skills practiced are production planning, workflow scheduling, cost estimation, resource allocation, work methods design, inventory management and continuous improvement methods.

GSBA 508 | LAW, POLICY AND ETHICS IN GLOBAL BUSINESS
Units: 2  Repeatability: No
Prerequisites: GSBA 501 (Can be taken Concurrently) or GSBA 515 (Can be taken Concurrently)
This course examines the complex array of political, legal, historical and ethical concerns in the global business environment by analyzing the principles of social responsibility, ethics, diversity, and law and stakeholder theory as they apply to organizations, domestically and abroad. Coverage includes business ethics; diverse ethical foundations; diverse interests of various stakeholders; individual versus societal interests; pluralism and socioeconomic issues; anti-discrimination legislation; labor and employment issues; environmental justice; public policy; politics; globalization; and government regulation of business. Particular attention is given to cultivating moral reasoning skills. Fundamentally, we evaluate how businesses around the world do operate and, more significantly, how they should operate. Teaching methods include lecture, case studies, class discussion and debate.

GSBA 509 | THE ECONOMIC ENVIRONMENT OF BUSINESS
Units: 3
Prerequisites: GSBA 502
This course provides managers with an overview of the economic environment within which business must operate and an understanding of some of the analytical tools that economists use to solve business and economic problems. The focus is to enable students to identify, understand and evaluate the domestic and global forces causing economic change. Key concepts and ideas from both microeconomics and macroeconomics are introduced. Topics relevant to real-world issues and problems provide the focus for in-class discussion. Upon completion, students are expected to be familiar with the fundamental concepts of economics and to be able to analyze how changes in the economic environment affect business performance and future strategic options.
GSBA 510 | FINANCIAL ACCOUNTING AND STATEMENT ANALYSIS  
Units: 3  Repeatability: No
This course provides an introduction to the financial reporting system that business entities use to convey information to parties external to the firm. The primary emphasis is on understanding the financial statements, what they impart about a business entity, and how to use this information to make decisions. Students learn the accounting principles, conventions and concepts underlying financial reporting with the objective of developing the ability to analyze and interpret financial statements. The course provides an understanding of the financial reporting process from the inputs to the end products, including what motivates a manager to select a particular accounting treatment, how this choice affects the financial statements, what constitutes ethical financial reporting, how to assess the quality of the reported financial information, and how to adjust and use this information for analysis. This course is taken in the first semester of the program.

GSBA 511 | MANAGERIAL ACCOUNTING  
Units: 2  Prerequisites: GSBA 510
This course focuses on the design of cost systems and managerial accounting reports to aid in the planning and control of a business entity. Topics include incremental analysis, cost-volume-profit, activity based costing and budgeting.

GSBA 512 | NEGOTIATIONS  
Units: 3  Prerequisites: GSBA 501 or GSBA 515 (Can be taken Concurrently)
Efforts to influence the goals, structure and direction of an organization are undertaken by individuals and groups who frequently hold diverse and competing perspectives. Accordingly, negotiation is a central skill in managing conflict, creating value and distributing resources. People want to participate effectively in decisions that affect them and will resist accepting decisions dictated by others. People differ and they use negotiation to handle their differences. This course will explore the science and art of negotiation. The “science” will be learned largely through readings and discussions of the readings. The “art” will be learned through experience in simulated negotiations.

GSBA 513 | CORPORATE GOVERNANCE AND VALUES  
Units: 2  Prerequisites: GSBA 505
This course surveys the major corporate governance systems in the world, focusing on the values and legal and financial traditions that have led to the development of systems with quite divergent goals and institutional mechanisms. Topics such as the purpose and nature of the firm, models of corporate governance and their correspondence with legal and financial traditions, internal and external governance mechanisms, the role of regulatory authorities and executive compensation are covered in a comparative and interdisciplinary manner. The course will require active student participation in case discussions, presentations, papers and role-plays.

GSBA 514 | GLOBALIZATION AND THE MANAGER  
Units: 2  Prerequisites: GSBA 501 or GSBA 515 (Can be taken Concurrently)
This course is designed as an introduction to the global business environment, focusing on the contemporary debates over the political, social and economic consequences of the globalization of markets and industries. Beginning with broader themes about globalization and its implications, the course proceeds to survey the macroeconomic, political and socio-cultural terrain of global business. Topics include the political economy of international trade and investments, regional integration, the international monetary system and the socio-cultural context of international business.

GSBA 515 | LEADING MULTICULTURAL TEAMS AND ORGANIZATIONS  
Units: 3  Repeatability: No
This course provides concepts and skills for socially responsible and ethical leadership of international teams and organizations. Students acquire competencies in critical thinking, comparative ethical reflection, situational leadership and multicultural team building. Topics include communicating across cultures, leading multicultural and virtual teams, adapting to different cultural behavioral styles, creative problem solving, conflict resolution, capitalizing on cultural diversity, motivating and empowering followers, comparative leadership theories and styles, moral considerations in power and politics, thinking strategically, and creating socially responsible organizational cultures. Pedagogy includes lecture/discussion, self-assessment instruments, case studies, team projects, experiential exercises, coaching in interpersonal skills and 360-degree feedback. This course is taken in the first semester of the MBA program.

GSBA 517 | SUSTAINABLE BUSINESS MODEL INNOVATION AND DESIGN  
Units: 1-2  Repeatability: No
Prerequisites: GSBA 504 and GSBA 505 and GSBA 506 (Can be taken Concurrently)
Students work in teams to develop a CSR or sustainability project for an existing company or a new entrepreneurial venture. Consistent with USD’s philosophy that business leaders need to understand that success is more than just the bottom line, each project must also serve society in some way beyond the financial success of the private-sector organization. The business initiative must create mutual value, such as capacity building and sustainable wealth creation, for both society and the organization. All of the projects must be cross-functional in nature so that students use the full spectrum of knowledge and skill that they have acquired during their first year.

GSBA 518 | ECONOMICS IN A GLOBAL ENVIRONMENT  
Units: 3  Repeatability: No
Prerequisites: GSBA 502
This course examines how the business environment and public policy affect industry and firm strategies for competitiveness. The focus is to enable students to identify, understand and evaluate the domestic and global forces causing economic change. Key concepts and ideas from both microeconomics and macroeconomics are introduced. Global issues are emphasized, such as the role that interest rates and exchange rates play in the movement of goods and capital between countries, national income and balance of payment accounting, trade barriers, regional trade agreements, emerging markets and political risk. It also examines these topics from an economic, social and ethical perspective. Teaching methods include lecture, case studies, and class discussion.

GSBA 520 | ADVANCED CORPORATE FINANCE  
Units: 3
Prerequisites: GSBA 505
Advanced topics in the area of financial management integrated through the use of case analysis. Topics include mergers and acquisitions, takeovers, leveraged buyouts, real options, dividend policy, capital structure decisions, financial forecasting, leasing and other contemporary financial issues.

GSBA 521 | INVESTMENTS  
Units: 3
Prerequisites: GSBA 505
A broad study of investment securities, capital markets and financial institutions with emphasis on security analysis and portfolio management techniques. The course will cover asset pricing, risk-return models, bond duration and portfolio immunization, the Black-Scholes option pricing model and option strategies and the use of derivative contracts in hedging risk.
GSBA 522 | ADVANCED SEMINAR IN FINANCE AND INVESTMENTS  
Units: 2  
Prerequisites: GSBA 505  
Integrates the theory and practical aspects of the fields of Managerial Finance and Investments by examining contemporary research on topics such as the creation of value, capital budgeting, corporate restructuring, market efficiency, agency theory, capital markets and asset portfolio theory.

GSBA 523 | INTERNATIONAL FINANCIAL MANAGEMENT  
Units: 3  
Prerequisites: GSBA 505 and (GSBA 514 or GSBA 518)  
Provides a survey of the major financial decisions faced by multinational enterprises. Topics include the international financial environment, exchange risk management, global financing and the investment and funds management decisions of multinationals. Common business processes and skills practiced are usage of currency instruments, hedging strategies, valuation of multi-currency financial and real assets and the design of multinational fund-flow mechanism. Teaching methods include lecture, class discussion and case studies.

GSBA 524 | ENTREPRENEURIAL FINANCE  
Units: 3  
Prerequisites: GSBA 505  
This course is based on experiential learning and presents a comprehensive stage-sensitive approach to entrepreneurship finance. The course provides students with the opportunity to perform financial analyses and make financial decisions for a company in a real-world setting throughout a venture's life cycle, including the valuation of intellectual property brought to a venture at founding, production planning based on cash flow constraints, financial forecasting, venture valuation, venture capital funding, and the acquisition of the venture as an exit for investors. Financial modeling is used as a tool to analyze the various financial elements of a venture.

GSBA 525 | COMMERCIAL REAL ESTATE FINANCE AND INVESTMENT  
Units: 3  
Prerequisites: GSBA 505  
Introduces core concepts, principles, analytical methods and tools useful for making finance and investment decisions regarding commercial real estate assets. Uses a multi-disciplinary approach to study the financial, spatial and social economics of commercial real estate. Builds cohesive framework to analyze complex real estate finance and investment decisions emphasizing fundamentals of property markets and financial markets (primary emphasis on "Main Street" deals rather than Wall Street).

GSBA 526 | REAL ESTATE MARKETS, FINANCING, AND INSTITUTIONS  
Units: 3  
Prerequisites: GSBA 505  
Provides an introduction to the real estate financial system. This course discusses the financial institutions and markets that provide real estate credit; the various types of mortgage instruments used to finance real estate purchases; the sources of capital in financing both residential and commercial real estate transactions; and the decisions participants in the real estate market need to make. It will also provide opportunities to interact with real estate professionals through outside speakers, field trips and conferences or meetings involving real estate executives.

GSBA 527 | FINANCIAL STATEMENT ANALYSIS  
Units: 3  
Prerequisites: GSBA 505  
GSBA 510 Financial Accounting provides an introduction to basic financial statements and the financial reporting system that business entities use to report their results to shareholders. GSBA 527 Financial Statement Analysis provides the knowledge and skills required to decipher more complex financial disclosures and become sophisticated, skeptical users of financial information. This course will provide an understanding of how financial reporting choices affect financial disclosures, how to detect manipulation of financial information, how to assess the quality of financial information, and how to adjust this information to deliver more meaningful analysis and valuation results. The emphasis is on using financial information to make decisions, in particular, investing decisions. This course is especially relevant to students considering careers in investment banking, security analysis, public accounting, corporate finance, consulting, or executive management. This course is also beneficial for personal investing.

GSBA 528 | BUSINESS CYCLES AND FORECASTING  
Units: 3  
Prerequisites: GSBA 505 and (GSBA 509 or GSBA 518)  
This course examines the business cycle and techniques for forecasting fluctuations. The emphasis of the course is to gain hands-on exposure to specific business forecasting techniques and learn to apply them to limit the range of uncertainty in management decision making. Specific techniques covered include lead-lag, exponential smoothing and econometric and ARIMA (Box-Jenkins) time series analysis. This course provides an introduction to the statistical tools used in forecasting. Its focus is on the application of these tools. While some statistical theory is covered, primary activities will center on data analysis to produce forecasts and insights in the same way it is done in business or policy context. Student teams will develop forecasting models for industries and/or macroeconomic variables. Students will be able to combine statistical rigor, economic insight and data presentation skills into a persuasive written forecast and presentation.

GSBA 530 | HUMAN RESOURCES MANAGEMENT  
Units: 2  
Prerequisites: GSBA 501 or GSBA 515  
An overview of the field of Human Resource Management is covered highlighting such topics as recruitment, selection, benefits, performance appraisal, compensation, labor relations and recent trends within the context of relevant laws.

GSBA 531 | BUSINESS LEADERSHIP AND SPIRITUALITY  
Units: 2  
Prerequisites: GSBA 501 or GSBA 515  
This course addresses the current social movement connected with spirituality by exploring the relationship between business and spirituality, with a focus on the challenges of business leadership. Topics covered will include: How is business leadership related to the idea of calling? What special challenges for spirituality do the power and wealth that accompany successful business leadership pose? How can spiritual discipline and contemplative practice be tailored for the time-pressures of life?.

GSBA 532 | INTERNATIONAL COMPARATIVE MANAGEMENT  
Units: 2  
Prerequisites: GSBA 501 or GSBA 515  
This course highlights the impact of culturally-based values on the practice of management. It emphasizes the consideration of both business and cultural issues in managerial decision-making. Further, it explores the wisdom and myriad of issues involved in the transfer of managerial practices across cultures. It provides the individual with insight into their own cultural assumptions as well as their basis of business ethics. Topics range from cultural self-awareness to designing culturally-appropriate and ethical management systems.
GSBA 533 | ORGANIZATION CHANGE AND DESIGN
Units: 3
Prerequisites: GSBA 501 or GSBA 515
Study of change, change theory and change practice, including both adapting to changes thrust upon us and initiating change toward a desired objective within the environment, the organization, the small group and the individual. Emphasis is on implications for administrative leadership.

GSBA 534 | VALUES, ETHICS AND CORPORATE CULTURE
Units: 3
Prerequisites: GSBA 501 or GSBA 515
An examination of business practices and ethical values that prevail in various nations of the world. Case studies examine conflicts between the national culture and corporate policy.

GSBA 535 | INTERPERSONAL AND GROUP DYNAMICS
Units: 3
Prerequisites: GSBA 501 or GSBA 515
Examines how interpersonal behaviors and group processes impact productive relationships and team effectiveness. Interpersonal competency and team leadership are developed through discussing theories and research on interpersonal dynamics, applying new interpersonal skills and experiencing the consequences of different relationship strategies. The class serves as a laboratory where individuals increase their understanding of interpersonal behavior and its impact on the development and performance of teams. Individuals also learn about the effectiveness of their own behaviors and how they affect specific relationships and team functioning.

GSBA 536 | CURRENT TOPICS IN MANAGEMENT CONSULTING
Units: 2
Prerequisites: GSBA 500
Current topics in management consulting is a unique course for students interested in a career in management consulting, private equity or industry leadership. The first half of the course is dedicated to learning management consulting techniques that find application in all aspects of working life. This includes consulting approaches from various academic and practitioner perspectives as well as different client management approaches. The second half of the course contains current topics in management consulting, which are led and presented by a professor in association with leading executives and professionals from strategic management consultancies, private equity enterprises, venture capitalists or industry executives.

GSBA 537 | ENTREPRENEURSHIP
Units: 3
Prerequisites: GSBA 505
This course examines the process of identifying and evaluating opportunities and the creation of new ventures to exploit those opportunities. Students will learn to evaluate the attractiveness of new venture opportunities and the key managerial skills required to successfully exploit those opportunities.

GSBA 539 | POWER IN POLITICS
Units: 3 Repeatability: No
Prerequisites: GSBA 501 or GSBA 515
This course covers the analysis, explanation and evaluation of power and politics in organizations. It offers frameworks for assessing the sources of power in organizations, the conditions that lead to its attainment and its effective use from both a practical and an ethical perspective. Our discussions will cover how people in organizations try to get what they want by influencing others, how their ability to do so is affected by power distributions and how people try to change power distributions in their favor. We will evaluate these behaviors and discuss how (if at all) we should participate in these behaviors.

GSBA 540 | TAXES IN BUSINESS DECISIONS
Units: 3
Prerequisites: GSBA 510
Case studies and current readings in tax issues relating to common business transactions. Students learn to recognize the tax problems and tax planning opportunities that attach to most business decisions. Topics include: concepts of income, forms of business, capital gains and losses, nontaxable transactions, corporate re-organizations, employee compensation and tax accounting methods.

GSBA 541 | NEGOTIATIONS FOR ENTREPRENEURIAL VENTURES
Units: 2
Prerequisites: GSBA 505
This course presents foundational negotiating principles and the advanced strategies and skills required to successfully negotiate key agreements in the entrepreneurial venture life-cycle, and the financial elements and implications of those agreements. Through a combination of class discussions and experiential learning negotiations, the course provides students with the opportunity to learn and apply advanced negotiating strategies and skills in negotiating financial agreements throughout the entrepreneurial venture life cycle, as well as other negotiating situations.

GSBA 550 | MARKETING RESEARCH
Units: 3
Prerequisites: GSBA 504 or GSBA 516
Intended for future managers working with market data, includes defining marketing research goals, budgeting of expenditures, estimating the size of the markets, delineation of consumers, product research, estimating market response to advertising, price, distribution and selling activities and test marketing, with cases drawn from manufacturing and service industries. The main thrust will be directed to “down-to-earth” problems confronting operating managers, with some attention to data analysis techniques using the computer and to information systems.

GSBA 551 | SEMINAR IN CONSUMER BEHAVIOR
Units: 3
Prerequisites: GSBA 504 or GSBA 516
Examines individual and group influences on consumer behavior. Information processing, motivation and decision processes are analyzed to provide a managerial understanding of aggregate consumer decision-making. Course format may include lecture, case studies and readings.

GSBA 552 | MARKETING ANALYTICS
Units: 3 Repeatability: No
Prerequisites: GSBA 502 and (GSBA 504 or GSBA 516)
This course takes an applied, data driven, approach to understand how firms make various marketing decisions such as measuring the effectiveness of their promotions, pricing strategy, and market segmentation. Students will learn both descriptive and predictive techniques to help make marketing decisions. Topics include: data sources, data manipulation, data visualization, advanced statistical methods, and text analysis.

GSBA 553 | SEMINAR IN GLOBAL MARKETING
Units: 2
Prerequisites: GSBA 504 or GSBA 516
This course focuses on the major issues regarding international branding. Mastering marketing skills of building and managing a company’s brand equity in multinational setting is at the center of the seminar. Specifically, topics examine those aspects of the brand policy that can be adapted to global standardized use and those which should remain flexible. Topics may include mega-brands, brand equity, brand development and its protection. The course emphasizes global branding within a socially responsible and ethical framework. Teaching methods may include lecture, case studies, class discussion and debate.
combination of lecture, seminar and case discussions. and, therefore, its market share and profitability. Teaching methods include a organization’s profits, its productivity and the quality of its products and services of modern organizations. Supply management is responsible for the design, development and product launch activities; organizational structures that promote creativity and development effectiveness and efficiency; controlling, promoting and managing innovation; and creating and sustaining competitive advantage through product development.

GSBA 556 | NEW PRODUCT DEVELOPMENT
Units: 3
Prerequisites: GSBA 504 or GSBA 516
This course explores the principles for building and maintaining brand equity. Brand management can drive customer loyalty, superior financial results, as well as competitive advantage. The course offers a thorough perspective of brand management as a discipline and as a career.

GSBA 557 | STRATEGIC MARKETING
Units: 3
Prerequisites: GSBA 504 or GSBA 516
Examines the critical issues and variables in selecting a marketing strategy, with an emphasis on how to accomplish strategic analysis and planning. Topics included in the course are the comparison of business and marketing strategies, market situation analysis, designing marketing strategy, marketing program development and marketing strategy management and implementation.

GSBA 558 | HIGH TECHNOLOGY MARKETING
Units: 3
Prerequisites: GSBA 504 or GSBA 516
This course explores the principles and challenges of marketing high-technology or innovative products. It is essentially an advanced marketing class that provides an in-depth view of how firms articulate a technology strategy; how market opportunities for innovative products are identified, investigated and evaluated; how innovative products are defined in terms of their features and value propositions; and finally how the market place for these products is engaged via appropriate pricing and distribution strategies.

GSBA 559 | BRAND MANAGEMENT
Units: 3 Repeatability: No
Prerequisites: GSBA 504 or GSBA 516
This course explores the principles for building and maintaining brand equity. Brand management can drive customer loyalty, superior financial results, as well as competitive advantage. The course offers a thorough perspective of brand management as a discipline and as a career.

GSBA 560 | SUPPLY CHAIN SYSTEMS
Units: 3
Prerequisites: GSBA 506
Addresses the systems necessary to develop and manage successful supply chains. Enterprise management systems, (SAS, SAP, etc.); information, EDI and logistics systems; supplier measurement systems, supply chain modeling and optimization; and the integration strategies are examined.

GSBA 561 | SUPPLY MANAGEMENT
Units: 3
Prerequisites: GSBA 506
Supply management is one of the most critical and the least understood functions of modern organizations. Supply management is responsible for the design, development, optimization and management of an organization’s internal and external components of its supply system. Supply chain management addresses the challenges of integrating the members of an organization’s supply chain in a seamless manner. A well-run supply system will greatly improve an organization’s profits, its productivity and the quality of its products and services and, therefore, its market share and profitability. Teaching methods include a combination of lecture, seminar and case discussions.

GSBA 562 | STRATEGIC COST MANAGEMENT
Units: 3
Prerequisites: GSBA 511 (Can be taken Concurrently)
Investigates the highly dynamic, timely and little- understood area of cost management in the supply chain. The focus on cost management is designed to give the student an appreciation of cost reduction as a critical tool in the business strategy of competitive firms. Emphasis is redirected from price to total cost of ownership. Students will be introduced to the process of identifying costs in the system, methods of measuring costs, determining cost drivers and developing written strategies on reducing or managing costs. Teaching methods include a combination of lecture, case studies and industrial projects.

GSBA 563 | SUSTAINABLE GLOBAL SUPPLY CHAIN MANAGEMENT
Units: 2
Prerequisites: GSBA 501 or GSBA 515
This course provides students with an understanding of Corporate Social Responsibility (CSR) issues in relation to the organization, operation and development of global operations and supply networks (‘the extended enterprise’). The emphasis in this course is to examine the current global environment relating to CSR and to explore processes and strategies for the adoption of a ‘triple bottom line’ approach to organization’s supply chain strategies through student project work. Topics examined may include challenges in driving change in design, procurement, outsourcing, operations, facilities, logistics, marketing and distribution in order to develop more compassionate, conscientious and efficient practices.

GSBA 564 | PROGRAM/PROJECT MANAGEMENT
Units: 3
Prerequisites: GSBA 502
This course provides students with an understanding of project management. Strategies are explored through student project work. Topics examined may include challenges in driving change in design, procurement, outsourcing, operations, facilities, logistics, marketing and distribution in order to develop more compassionate, conscientious and efficient practices.

GSBA 565 | GLOBAL ENTREPRENEURSHIP FOR SOCIAL CHANGE
Units: 2 Repeatability: No
Prerequisites: GSBA 501 or GSBA 515
Social Entrepreneurship is an emerging and rapidly changing business field that examines the practice of identifying, starting and growing successful mission-driven for profit and nonprofit ventures, that is, organizations that strive to advance social change through innovative solutions. In this course we analyze ways in which different entities couple business skills with innovation and passion to address a wide range of global issues like inequality, hunger, illiteracy, lack of access to potable water and poverty. This course provides an opportunity to learn about different social ventures by examining a diverse set of organizational models and practices that are making a difference worldwide with a particular focus on a particular country (Argentina, Brazil, etc.).
GSBA 583 | BUSINESS AND SOCIAL INNOVATION
Units: 2
Prerequisites: GSBA 501 or GSBA 515 (Can be taken Concurrently)
This course focuses on the linkages between business and social innovation. Changes in business are driven by a myriad of combined forces including global competition, the search for new market opportunities, consumer changes or stakeholder demands. At the same time businesses all over the world can affect and be affected by social issues such as social inequality, poverty, conflict, and violence. In the current state of affairs in which market opportunities cross paths with demands and expectations for addressing complex social issues, business can play a role sparking entrepreneurship and leadership going beyond the bottom line to include the creation of social and environmental value. A unique business and entrepreneurial imagination is evolving leading to a heretofore-unexplored intersection of business and social innovation.

GSBA 584 | MICROFINANCE AND WEALTH CREATION
Units: 3
Prerequisites: GSBA 501 or GSBA 515
This course explores the area of microfinance and wealth creation — both from a theoretical and practical point of view — with a unique international perspective. Since Grameen Bank founder, Professor Muhammad Yunus’ winning the Nobel Peace Prize in 2006, awareness of and interest in microfinance/microcredit has risen dramatically. This course is designed to explore and analyze the key issues associated with microfinance and wealth creation. In the process students will critically investigate such questions as: What are the various business models for microfinance institutions (MFIs) and wealth creation? Which of these models are sustainable, scalable and reproducible? What is the social and economic impact of MFIs? What are the benefits and limitations of microfinance as a path for alleviating poverty?.

GSBA 585 | BUSINESS ENVIRONMENT OF ASIA AND THE PACIFIC RIM
Units: 2
Prerequisites: GSBA 501 or GSBA 515
Provides an overview of various aspects of doing business in Asian-Pacific countries. The implications of political, socio-economic and cultural environment for developing successful business strategies will be discussed with reference to selected countries from the region (Japan, NIEs, ASEAN).

GSBA 586 | EUROPE IN THE GLOBAL ECONOMY
Units: 2
Prerequisites: GSBA 501 or GSBA 515
This course will examine how regional strategies, as opposed to global or home country strategies, are providing a primary determinant of competitive advantage in Europe. It is within the region that managers determine investment locations, product mix, competitive position and performance appraisals. Topics include assessing the role of the EURO and European monetary unification, enlargement issues and industry studies in the context of offering future scenarios of the role of Europe in the global economy.

GSBA 587 | LATIN AMERICAN BUSINESS ENVIRONMENT
Units: 2
Prerequisites: GSBA 501 or GSBA 515
This course provides an overview of Latin America from perspectives essential to effective international business management. There is emphasis on inter-cultural understanding and communication, along with economic, political, legal and historical characteristics of Latin America and how these affect the business environment. An integral part of this regional approach is the analysis of differences among countries and their relationship to the region as a whole.