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 a two-year, full-time format and a flexible 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. The Full-Time MBA provides students with the professional skills they need to succeed in the global marketplace. 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 follows the same curriculum as the Full-Time MBA program, starts in both the Fall (evening format) and Spring (hybrid format) semesters.

Students in all of our 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 MBA programs begin one to three weeks prior to the university semester calendar to allow for completion of orientation activities and preterm coursework.

In addition to the regular Full-Time MBA and Professional MBA programs, the School of Business offers a number of USD dual degree programs and some international dual degree programs. See the MBA Dual Degrees section for additional information.

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

Additional Admission Requirements

See the Admission page for basic admission requirements.

<table>
<thead>
<tr>
<th>Entrance Semesters</th>
<th>Full-time MBA: Fall</th>
<th>Evening MBA: Fall, Spring</th>
</tr>
</thead>
<tbody>
<tr>
<td>Application Deadline</td>
<td>Fall: Nov. 1, Jan. 15, Mar. 1, May 1</td>
<td>Spring: Oct. 1, Dec. 1</td>
</tr>
</tbody>
</table>

Applications will be considered after these deadlines on a space-available basis.

Minimum Grade Point Average | 3.0 (4.0 scale)
Standardized Admission Test | GMAT
IELTS or TOEFL - International applicants only (minimum IELTS score of 7.0 or TOEFL score of 92/237/580 required)
Required Coursework | No specific undergraduate coursework required
Required Licenses/Credentials | None
Additional Requirement for MBA | 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.

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>Units</th>
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<tbody>
<tr>
<td></td>
<td><strong>Leadership Development (3 units)</strong></td>
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<tr>
<td></td>
<td>GSBA 515 Leading Multicultural Teams and Organizations</td>
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<td></td>
<td>International Experience: An international practicum short-term course abroad, semester exchange, or international dual degree program</td>
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<td>Career and Professional Development Course</td>
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<td>Leadership Labs</td>
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<td></td>
<td><strong>Business Function Core (13 units)</strong></td>
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<td>GSBA 504 Marketing for Global Managers</td>
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<td>GSBA 517 Sustainable Business Model Innovation and Design</td>
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<td>Elective in CSR/Sustainability/Ethics Area (2 units)</td>
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<td>Two business related community service activities (12 - 15 hours)</td>
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<td><strong>Integrated Problem Solving (9 units)</strong></td>
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<td>GSBA 500 Strategy for the Entrepreneurial Manager</td>
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<td>GSBA 590 Agile Strategies</td>
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<td>Select one from the following:</td>
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<tr>
<td></td>
<td>GSBA 593 International Consulting Project</td>
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<td>GSBA 595 Business Consulting Project</td>
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<td></td>
<td><strong>Program Electives (22)</strong></td>
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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.

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MBA Dual Degree Programs

MBA/MSBA Dual Degree Program

The Master of Business Administration/Master of Science in Business Analytics (MSBA) dual degree program allows students to obtain an MBA and MSBA degree in two years by completing specific prescribed courses for a total of 77 units. Students benefit from both business and analytics 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.

The MBA program will accept the following 14-units of MSBA coursework to fulfill MBA elective units. MSBA 507 Data for Social Good also satisfies the MBA requirement that students take at least 2-units of electives in the CSR area. The MSBA program will waive the MSBA 509 Professional Seminar for students who have completed the Career and Professional Development course in the MBA program. Students must fulfill all other degree requirements for each degree.
Master of Business Administration

MBA/MSF Dual Degree Program
The Master of Business Administration/Master of Science in Finance (MSF) dual degree program allows students to obtain an MBA and MSF degree in two years by completing specific prescribed courses for a total of 66 units. 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.

The MBA program will accept the following 14 units in transfer from the MSF program to fulfill MBA elective units.

<table>
<thead>
<tr>
<th>Code</th>
<th>Title</th>
<th>Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>MFIN 503</td>
<td>Fixed Income</td>
<td>3</td>
</tr>
<tr>
<td>MFIN 504</td>
<td>Derivatives</td>
<td>3</td>
</tr>
<tr>
<td>MFIN 506</td>
<td>Portfolio Management</td>
<td>3</td>
</tr>
<tr>
<td>MFIN 509</td>
<td>Alternative Investments</td>
<td>3</td>
</tr>
<tr>
<td>MFIN 511</td>
<td>Advanced Financial Reporting and Analysis</td>
<td>3</td>
</tr>
<tr>
<td>MFIN 512</td>
<td>Equity Valuation and Modeling</td>
<td>3</td>
</tr>
<tr>
<td>MFIN 513</td>
<td>Advanced Portfolio Management</td>
<td>3</td>
</tr>
</tbody>
</table>

In addition, the MSF program will accept the following courses in transfer from the MBA program to fulfill MSF requirements.

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<thead>
<tr>
<th>Code</th>
<th>Title</th>
<th>Units</th>
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</thead>
<tbody>
<tr>
<td>MSBA 502</td>
<td>Analytics Programming I</td>
<td>3</td>
</tr>
<tr>
<td>MSBA 503</td>
<td>Analytics Programming II</td>
<td>2</td>
</tr>
<tr>
<td>MSBA 504</td>
<td>Data Management</td>
<td>2</td>
</tr>
<tr>
<td>MSBA 506</td>
<td>Prescriptive Analytics</td>
<td>2</td>
</tr>
<tr>
<td>MSBA 507</td>
<td>Data for Social Good</td>
<td>2</td>
</tr>
<tr>
<td>MSBA 511</td>
<td>Data Mining for Business Analytics</td>
<td>3</td>
</tr>
</tbody>
</table>

Students must fulfill all other degree requirements for each degree.

MBA/MSRE Dual Degree Program
The Master of Business Administration/Master of Science in Real Estate (MSRE) dual degree program allows students to obtain an MBA and MSRE degree in a minimum of two years by completing specific prescribed courses for a total of 74 units. 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.

The MBA program will accept the following 14-units of MSRE coursework to fulfill MBA elective units. MSRE 517 Sustainable Real Estate also satisfies the MBA requirement that students take at least 2-units of electives in the CSR area. Students must fulfill all other degree requirements for each degree.

<table>
<thead>
<tr>
<th>Code</th>
<th>Title</th>
<th>Units</th>
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<tbody>
<tr>
<td>MSRE 503</td>
<td>Commercial Real Estate Finance and Investment</td>
<td>3</td>
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<tr>
<td>MSRE 508</td>
<td>Commercial Real Estate Valuation</td>
<td>3</td>
</tr>
<tr>
<td>MSRE 509</td>
<td>Commercial Real Estate Capital Markets</td>
<td>3</td>
</tr>
<tr>
<td>MSRE 513</td>
<td>Real Estate Market Analysis</td>
<td>3</td>
</tr>
<tr>
<td>MSRE 517</td>
<td>Sustainable Real Estate</td>
<td>3</td>
</tr>
</tbody>
</table>

MBA/MSSCM Dual Degree Program
The Master of Business Administration/Master of Science in Supply Chain Management (MSSCM) dual degree program allows students to obtain both an MBA and MSSCM degree in two to three years by completing specific prescribed courses for a total of 70 units. Students benefit from both business and supply chain courses and will receive two diplomas upon completion of all coursework. Students who wish to complete the dual degree program may begin with either program. The course sequence will depend upon which program they begin first.

The MBA program will accept the following 14-units of MSSCM coursework to fulfill MBA elective units. MSCM 585 Global Sustainable Supply Chain Management also satisfies the MBA requirement that students take at least 2-units of electives in the CSR area.

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<tr>
<th>Code</th>
<th>Title</th>
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<tbody>
<tr>
<td>MSCM 561</td>
<td>Supply Chain Strategy and Design</td>
<td>3</td>
</tr>
<tr>
<td>MSCM 562</td>
<td>Operational Processes</td>
<td>3</td>
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<tr>
<td>MSCM 563</td>
<td>Supply Management</td>
<td>3</td>
</tr>
<tr>
<td>MSCM 564</td>
<td>Strategic Cost Management</td>
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<tr>
<td>MSCM 585</td>
<td>Sustainable Global Supply Chain Management</td>
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</table>

In addition, the MSSCM program will accept the following courses in transfer from the MBA program to fulfill MSSCM requirements.

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<tr>
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<tbody>
<tr>
<td>GSBA 502</td>
<td>Statistics and Analytics for Decision Making (for MFIN 501 Quantitative Methods)</td>
<td>3</td>
</tr>
<tr>
<td>GSBA 505</td>
<td>Financial Management and Analysis (for MFIN 508 Corporate Finance)</td>
<td>3</td>
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<tr>
<td>GSBA 510</td>
<td>Financial Accounting and Statement Analysis (for MFIN 507 Financial Reporting and Analysis)</td>
<td>3</td>
</tr>
<tr>
<td>GSBA 518</td>
<td>Economics in a Global Environment (for MFIN 502 Economics for Finance)</td>
<td>3</td>
</tr>
</tbody>
</table>

Students must fulfill all other degree requirements for each degree.

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 six units of JD coursework transferred in to fulfill MBA electives and six units of MBA coursework transferred to meet JD requirements, students can generally save one semester of time and expense. As graduate credits may not be transferred to the law school until completion of the entire first year of law study is completed, students generally begin the dual degree program in their second year of law school. Students interested in the dual degree program must apply to and be accepted by both schools.

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. Students may start at either USD or
one of our international dual degree partner institutions. Students who start at
USD will receive an MBA from USD along with an MBA or MS in Finance from Tecnológico de Monterrey or an MBA from WHU.

Students in an international dual degree program must complete all USD MBA
program requirements by taking coursework at either USD or the partner
institution and are required to take a minimum of 30 semester units at USD.

**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.

**Concentrations**

MBA students may focus their elective options in a particular area to earn a
concentration by meeting the requirements indicated below. If a student wants to
pursue more than one concentration, a maximum of one course may be counted
towards two concentrations. Students must observe all prerequisites as listed in
the course descriptions. Courses taken towards a concentration also fulfill MBA
elective units.

**Business Analytics Concentration**

The Business Analytics concentration helps students develop applied analytical
skills in order to make relevant and informed data-driven business decisions.

Business analytics is a growing field and business professionals are increasingly
asked to use data to make informed decisions. Completion of this concentration
will equip students with analytical and business skills that can be applied to many
functional business roles. Additionally, this concentration will provide students
with a competitive edge when applying for jobs.

The concentration has 12 units of required courses (4, 3-unit courses), which will
emphasize both skills and applications.

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<td>GSBA 552</td>
<td>Customer Analytics</td>
<td>3</td>
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<tr>
<td>GSBA 575</td>
<td>Database Foundations and Interactive Database Visualization</td>
<td>3</td>
</tr>
<tr>
<td>GSBA 576</td>
<td>Big Data &amp; Business Analytics</td>
<td>3</td>
</tr>
<tr>
<td>GSBA 594</td>
<td>Special Topics (Business Analytics and Digitization)</td>
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<td></td>
<td><strong>Total Units</strong></td>
<td><strong>10-13</strong></td>
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**Corporate Social Responsibility and Sustainable Enterprise Concentration**

The Corporate Social Responsibility and Sustainable Enterprise Concentration
prepares students to strive to achieve success in the triple bottom line: economic,
environmental and social. Courses analyze what business must do to be socially
responsible in a global landscape. Students develop leadership skills to face
compact managerial decisions to align economic wealth creation and social value.
A focal point is on management and governance systems, as well as personal
values, leading to responsible conduct by firms and their employees.

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>Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>GSBA 513</td>
<td>Corporate Governance and Values</td>
<td>2</td>
</tr>
<tr>
<td>GSBA 531</td>
<td>Business Leadership and Spirituality</td>
<td>2</td>
</tr>
<tr>
<td>GSBA 534</td>
<td>Values, Ethics and Corporate Culture</td>
<td>3</td>
</tr>
<tr>
<td>GSBA 563</td>
<td>Sustainable Global Supply Chain Management</td>
<td>2</td>
</tr>
<tr>
<td>GSBA 581</td>
<td>Global Entrepreneurship for Social Change</td>
<td>2</td>
</tr>
<tr>
<td>GSBA 583</td>
<td>Business and Social Innovation</td>
<td>2</td>
</tr>
<tr>
<td>GSBA 584</td>
<td>Microfinance and Wealth Creation</td>
<td>3</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 (Special Topics in Corporate Social Responsibility and Sustainable Enterprises)</td>
<td>1-3</td>
</tr>
</tbody>
</table>

**Entrepreneurship Concentration**

The Entrepreneurship 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
any combination of electives as indicated below.

<table>
<thead>
<tr>
<th>Code</th>
<th>Title</th>
<th>Units</th>
</tr>
</thead>
<tbody>
<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>6</td>
</tr>
</tbody>
</table>
International Business Concentration
Completion of courses towards the Finance Concentration will provide students with the requisite knowledge and skill set to pursue career opportunities in corporate finance, multinational financial management and in venture capital finance. Additional career opportunities include business consulting and investment banking.

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>Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>GSBA 520</td>
<td>Advanced Corporate Finance</td>
<td>3</td>
</tr>
<tr>
<td>GSBA 521</td>
<td>Investments</td>
<td>3</td>
</tr>
<tr>
<td>GSBA 522</td>
<td>Advanced Seminar in Finance and Investments</td>
<td>6</td>
</tr>
<tr>
<td>GSBA 523</td>
<td>International Financial Management</td>
<td></td>
</tr>
<tr>
<td>GSBA 524</td>
<td>Entrepreneurial Finance</td>
<td></td>
</tr>
<tr>
<td>GSBA 525</td>
<td>Commercial Real Estate Finance and Investment</td>
<td></td>
</tr>
<tr>
<td>GSBA 527</td>
<td>Financial Statement Analysis</td>
<td></td>
</tr>
<tr>
<td>GSBA 528</td>
<td>Business Cycles and Forecasting</td>
<td></td>
</tr>
<tr>
<td>GSBA 541</td>
<td>Negotiations for Entrepreneurial Ventures</td>
<td></td>
</tr>
<tr>
<td>GSBA 594</td>
<td>Special Topics (in Finance)</td>
<td></td>
</tr>
</tbody>
</table>

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>Units</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>Entrepreneur</td>
<td>3</td>
</tr>
<tr>
<td>GSBA 539</td>
<td>Power and 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 541</td>
<td>Negotiations for Entrepreneurial Ventures</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>Units</th>
</tr>
</thead>
<tbody>
<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>9</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>Customer 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 557</td>
<td>Digital Marketing</td>
<td></td>
</tr>
<tr>
<td>GSBA 594</td>
<td>Special Topics (in Marketing)</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>Units</th>
</tr>
</thead>
<tbody>
<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>
</tbody>
</table>

Select at least 7 units of the following:

- GSBA 512 Negotiations [2 units]
- GSBA 528 Business Cycles and Forecasting [3 units]
- GSBA 561 Supply Management [3 units]
- GSBA 562 Strategic Cost Management [3 units]
- GSBA 563 Sustainable Global Supply Chain Management [2 units]
- GSBA 594 Special Topics (in Supply Chain Management) [3 units]

**GSBA 500 | STRATEGY FOR THE ENTREPRENEURIAL MANAGER**

Units: 2 Repeatability: No

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 strategy concepts and models such as industry environment analysis, internal analysis of resources and competences, business-level strategies, business growth issues and its relationship to organizational performance. The intent is to provide students with a comprehensive perspective of how organizational infrastructure impacts competitiveness. Teaching methods may include case studies, simulations, projects, and field-work. This course is to be taken in the first term of the MBA 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 | STATISTICS AND ANALYTICS FOR 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 examine 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 developing and positioning a product, choice of distribution channels, promotional techniques, demand estimation, pricing decisions and developing marketing strategy.

**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 or GSBA 515  
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; divergent 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 realworld 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  
**Repeatability:** No  
**Prerequisites:** GSBA 505 and GSBA 515  
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 | 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 Repeatability: No
Prerequisites: GSBA 505 and 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 present s a comprehensive stage-sensitive approach to entrepreneurship. 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 AND 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  Repeatability: No
Prerequisites: GSBA 504
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  Repeatability: No
Prerequisites: GSBA 504
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 | CUSTOMER ANALYTICS
Units: 3  Repeatability: No
Prerequisites: GSBA 502 and GSBA 504
This course takes a data-driven approach to understand how firms make various marketing and customer decisions such as measuring promotion effectiveness, pricing strategy, and market segmentation. Students will learn both descriptive and predictive techniques to help make marketing decisions. Students will work with different types of data (e.g., point of sale, survey, and scanner/panel) and learn how to use SPSS to conduct statistical analyses such as advanced regressions (including logistic), cluster and factor analyses, and conjoint analyses to solve business problems. Emphasis will be placed on learning how to apply statistical skills to business problems.

GSBA 553 | SEMINAR IN GLOBAL MARKETING
Units: 2  Repeatability: No
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 a 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.

GSBA 554 | STRATEGIC MARKETING
Units: 3  Repeatability: No
Prerequisites: GSBA 504
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, marketing situation analysis, designing marketing strategy, marketing program development and marketing strategy management and implementation.

GSBA 555 | BRAND MANAGEMENT
Units: 3  Repeatability: No
Prerequisites: GSBA 504
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 556 | NEW PRODUCT DEVELOPMENT
Units: 3  Repeatability: No
Prerequisites: GSBA 504 or GSBA 516
Proposes and examines an integrated view of the process of designing, developing and launching new products. Students gain a thorough understanding of the significant strategic and multi-functional concerns encountered by both entrepreneurs and intrapreneurs as they work to construct high-performance development organizations. Topics covered include the phase review process; the alignment of business strategy with development; the link between product 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 557 | DIGITAL MARKETING
Units: 3  Repeatability: No
Prerequisites: GSBA 504 (Can be taken Concurrently)
This course explores the Internet and digital domain in the context of business issues that concern marketers. The course extends beyond a narrow definition of e-marketing and expands it to all aspects of digital communications including mobile and social media. Students work through case study analysis and client interaction to apply course concepts. There is a dual focus on both theory and application concerning the digital elements of marketing variables; online consumer behavior; search engine marketing; social media; analytics; and measurement.

GSBA 558 | HIGH TECHNOLOGY MARKETING
Units: 3  Repeatability: No
Prerequisites: GSBA 504
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 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 | OPERATIONS AND SUPPLY CHAIN STRATEGY AND TOOLS
Units: 3 Repeatability: No
Prerequisites: GSBA 506
This course is designed to provide students with simple, powerful approaches for improving supply chains and operations, particularly at small to mid-sized companies. The level of analysis ranges from strategic to tactical. Students will learn a framework for formulating and implementing an operations strategy. This simple yet powerful approach has been used frequently to add value to companies as they review their operations and supply chain strategies, as well as to help them develop one for the first time. It is also the starting point for companies as they address major strategic supply chain issues, such as whether or not to offshore or reshore their operations. Students will also learn a number of tools that have been successfully applied to help companies, large and small, improve their operations and supply chains. These include benchmarking, inventory management, production scheduling, production allocation and distribution, risk management, and implementing supply chain improvements.

GSBA 570 | PROGRAM/PROJECT MANAGEMENT
Units: 3
Prerequisites: GSBA 502
This course provides the student with hands-on experience taking a project from the planning phase through implementation to close-out. Course topics will include work breakdown structures, project scheduling, budgeting, project organizational structure and leadership, project monitoring and control, risk analysis, crisis management, quality assurance, status reporting and post project evaluation.

GSBA 575 | DATABASE FOUNDATIONS AND INTERACTIVE DATABASE VISUALIZATION
Units: 3 Repeatability: No
Prerequisites: GSBA 502
This course provides an introduction to relational database concepts, Structured Query Language (SQL), principles of effective data visualization, and interactive data visualization. The course is structured to introduce new concepts using self-paced online content that is completed outside of the classroom and uses class-time to work hands-on assignments that reinforce previously learned concepts. Analytical Platforms: SQL, Tableau.

GSBA 576 | BIG DATA & BUSINESS ANALYTICS
Units: 3 Repeatability: No
This is a graduate course (MBA level) on predictive analytics and is one component of four courses in the analytics specialization. Topics include, but are not limited to, programming, repository management, preprocessing & cleaning data, documentation & reproducibility, machine learning, and validation. By the end of the course, you will understand how to clean a data set and apply a predictive algorithm using the tidy data. Analytical Platforms: R (Swirl), Git, GitHub.

GSBA 577 | BUSINESS ANALYTICS & DIGITIZATION
Units: 3 Repeatability: No
Prerequisites: GSBA 515
Business Analytics and Digitization is centered on the increasing digitization of businesses and the application of business analytics. This phenomenon is situationally referred to as smart industries, industry 4.0 or the next industrial revolution. Various technological developments, such as additive manufacturing, internet-of-things or big data and business analytics are jointly redefining the established rules of competition and enabling new business models in an increasingly digitized world. Since the real world of production and the virtual world are increasingly converging, one can observe the emergence and development of cyber-physical systems (CPS) that are governed and controlled by computer-based algorithms. The successful management of CPS will be the key differentiating factor in our digitized future of doing business.

GSBA 580 | GLOBAL INNOVATION
Units: 3 Repeatability: No
Prerequisites: GSBA 515
This course introduces and discusses innovation strategies in a global environment. The first half of the course is dedicated to studying and analyzing innovation practices that are related to ideation methods, information decision techniques, prioritization concepts, and international innovation management techniques. This includes innovation approaches from various academic and practitioner perspectives as well as different global approaches of innovation enhancements. The second half of the course is dedicated to innovation management in international environments. Teaching methods may include international case studies, simulations, and/or fieldwork with organizations.

GSBA 581 | 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 582 | ADVANCED INTERNATIONAL BUSINESS NEGOTIATIONS  
Units: 2  
Prerequisites: GSBA 512 (Can be taken Concurrently)  
More and more occasions require negotiation; conflict is growth industry.  
Everyone wants to participate in decisions that affect them; fewer and fewer  
people will accept decisions dictated by someone else. People differ and they  
use negotiation to handle their differences. Whether in business, government,  
or the family, people reach most decisions through negotiations. Even though  
they go to court, they almost always negotiate a settlement before trial. In this  
course, the student will learn the art and science of negotiation. The science  
will be learned largely through readings and discussions of the reading. The art  
will be learned through experience gained in simulated negotiations. These  
negotiations normally are set in foreign country, exposing the student to some  
of the nuances of conducting business abroad.

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  
broker demand. 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  
thoretical 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 (MFI’s) and wealth creation? Which of these models are  
sustainable, scalable and replicable? What is the social and economic impact of  
MFI’s? What are the benefits and limitations of microfinance as a path for  
allaying 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. 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.

GSBA 590 | AGILE STRATEGIES  
Units: 3  
Repeatability: No  
This course builds on the basic understanding of how strategy is formulated  
(GSBA 500) and on the various functional courses introduced throughout the  
MBA program. Topics may include but are not limited to executing strategic  
alliances, engaging in acquisition and restructuring strategies, developing and  
alinning sustainable business strategies and stimulating organizational  
innovation. The purpose is to provide students with an opportunity to integrate  
the various topics introduced throughout the program by engaging in strategy  
execution. Teaching methods may include case studies, simulations, projects and  
field-work. This course is to be taken during the final regular semester of study.

GSBA 593 | INTERNATIONAL CONSULTING PROJECT  
Units: 3  
Repeatability: Yes (Can be repeated for Credit)  
Prerequisites: GSBA 504 and GSBA 505  
Students work in multicultural teams to provide solutions to a business problem  
or strategic project for a company abroad. The overseas professional project delivers  
hands-on experience of the markets, economic policies and business practices of  
the country in which the company operates. The consulting project will require  
students to apply creativity and analytical tools to complete the project and  
communicate the results to clients. Faculty members will serve as supervisors for  
student teams.

GSBA 594 | SPECIAL TOPICS  
Units: 1-4  
Repeatability: Yes (Repeatable if topic differs)  
Prerequisites: GSBA 501 or GSBA 515  
Topics of current interest in Graduate Business Study. Course content and  
structure will differ depending on instructor. Consult your advisor for course  
description for any given semester. Prerequisites will vary depending on topic  
selected.

GSBA 595 | BUSINESS CONSULTING PROJECT  
Units: 3  
Students working in teams provide consulting solutions to operating and strategic  
projects for businesses. Students bring their collective analytical abilities and  
diverse professional experiences to a business project, generating a mutually  
benevolent experience. Students will demonstrate the ability to formulate a  
statement of work, establish goals and milestones, prepare a schedule of  
deliverables and allocate responsibilities to team members. The consulting project  
will require students to apply creativity and analytical tools to complete the  
project and communicate the results to clients. Faculty members will serve as  
supervisors for student teams. To be taken during the fall term of the second year  
of study.

GSBA 597 | INTERNATIONAL STUDIES  
Units: 0.5-10  
Graduate business study abroad courses are offered in Europe, Latin America,  
Africa and Asia to provide students exposure to international culture and business  
practices.

GSBA 598 | INTERNSHIP  
Units: 1-3  
Repeatability: Yes (Can be repeated for Credit)  
Applied learning experience working for a business, government, or nonprofit  
organization. Students undertaken individual project or employer designated  
internship program. Grading is Pass/Fail.
GSBA 599 | INDEPENDENT STUDY
Units: 1-3
Independent study usually involving empirical research and written reports. Repeatable up to 6 units toward degree requirements.