

GRADUATE BUSINESS ADMINISTRATION (GSBA)

GSBA 500 | SUSTAINABLE STRATEGIES FOR THE ENTREPRENEURIAL MANAGER

Units: 2 Repeatability: No

The purpose of this course is to provide students with a fundamental understanding of how sustainable strategy is formulated in a global environment from the perspective of “changemakers” top executives. Participants will be introduced to and apply various core strategy and sustainability concepts and models such as industry environment analysis, internal analysis of resources and competences, business-level strategies, sustainable business modeling issues and its relationship to organizational performance. The intent is to provide students with a comprehensive perspective of how business strategy impacts competitiveness. Learning dynamics may include case studies, simulations, projects, and fieldwork.

GSBA 501 | LEADING MULTICULTURAL TEAMS AND ORGANIZATIONS

Units: 2 Repeatability: No

Prerequisites: GSBA 500 with a minimum grade of C- (Can be taken Concurrently)

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.

GSBA 502 | STATISTICS AND ANALYTICS FOR DECISION MAKING

Units: 2 Repeatability: No

Prerequisites: GSBA 500 with a minimum grade of C-

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 with a minimum grade of C-

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 500 with a minimum grade of C- (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 with a minimum grade of C- and GSBA 510 with a minimum grade of C-

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 502 with a minimum grade of C-

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 507 | FINANCIAL ACCOUNTING AND STATEMENT ANALYSIS

Units: 2 Repeatability: No

Prerequisites: GSBA 500 with a minimum grade of C- (Can be taken Concurrently)

This course provides an introduction to the financial reporting system that business entities use to convey information to external parties. The primary emphasis is on understanding 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, and how to assess the quality of the reported financial information.

GSBA 508 | LAW, POLICY AND ETHICS IN GLOBAL BUSINESS

Units: 2 Repeatability: No

Prerequisites: GSBA 500 with a minimum grade of C-

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 | FINANCIAL MANAGEMENT AND ANALYSIS

Units: 2 Repeatability: No

Prerequisites: GSBA 502 with a minimum grade of C- and GSBA 507 with a minimum grade of C-

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, cost of capital. Common business processes and business skills practiced are free cash flow projections, capital budgeting and the valuation of a firm.

GSBA 510 | FINANCIAL ACCOUNTING AND STATEMENT ANALYSIS

Units: 3 Repeatability: No

Prerequisites: GSBA 500 with a minimum grade of C- (Can be taken Concurrently)

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 Repeatability: No

Prerequisites: GSBA 510 with a minimum grade of C- or GSBA 507 with a minimum grade of C-

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 Repeatability: No

Prerequisites: GSBA 500 with a minimum grade of C- (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 with a minimum grade of C- and GSBA 515 with a minimum grade of C-

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 | ECONOMICS IN A GLOBAL ENVIRONMENT

Units: 2 Repeatability: No

Prerequisites: GSBA 502 with a minimum grade of C-

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 and regional trade agreements. It also examines these topics from an economic, social and ethical perspective.

GSBA 515 | LEADING MULTICULTURAL TEAMS AND ORGANIZATIONS

Units: 3 Repeatability: No

Prerequisites: GSBA 500 with a minimum grade of C-

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 516 | CURRENT TRENDS IN THE BUSINESS ENVIRONMENT**Units: 2 Repeatability: No**

Prerequisites: GSBA 500 with a minimum grade of C- (Can be taken Concurrently)

This course will focus on current issues impacting business and society - both external changes facing management and emerging trends in contemporary management thought and practice. Students will learn how to analyze rapidly changing national, regional, and global trends in the business environment and their effects on markets, supply chains, financial systems, infrastructure, and geopolitical relationships. Through real-world case studies, both historical and contemporary, students will examine how changes within one society affect others. By the end of this course, students will have gained the tools to be able to identify, analyze, and adapt to global changes as they affect business and society. Students will also explore emerging research and practice in contemporary business management.

GSBA 517 | MANAGING SUSTAINABILITY WITH ENVIRONMENTAL, SOCIAL AND GOVERNANCE (ESG) FACTORS**Units: 2 Repeatability: No**

Prerequisites: GSBA 504 with a minimum grade of C- and (GSBA 505 with a minimum grade of C- or GSBA 509 with a minimum grade of C-) and GSBA 506 with a minimum grade of C- (Can be taken Concurrently)

Consistent with USD's philosophy that business success is more than just the bottom line, students will learn how sustainability and environmental, social, and governance (ESG) factors create value for society and business. The rising interest in sustainability and ESG means stakeholders increasingly expect leaders across all disciplines to incorporate sustainability and ESG factors into decision making and management. Specific topics covered in the course include climate change impacts; human rights practices; diversity, equity and inclusion initiatives; reporting standards and requirements; and ESG metrics and ratings. Through case studies and collaborative project work, students will study evolving corporate sustainability practices that address responsible management of environmental, social and governance factors.

GSBA 518 | ECONOMICS IN A GLOBAL ENVIRONMENT**Units: 3 Repeatability: No**

Prerequisites: GSBA 502 with a minimum grade of C-

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 519 | SOCIAL IMPACT CONSULTING PROJECT**Units: 2 Repeatability: No**

Prerequisites: (GSBA 504 with a minimum grade of C- and GSBA 508 with a minimum grade of C- and GSBA 509 with a minimum grade of C- (Can be taken Concurrently))

In this integrative course, students work in teams to provide solutions to a business challenge faced by a social venture either in the U.S. or abroad. A social venture may be considered any organization that prioritizes social impact along with financial performance. The course requires students to apply essential consulting tools and design thinking methodologies, as well as analytical and problem-solving skills developed in earlier foundational courses to strengthen an organization's capability to fulfill its mission.

GSBA 520 | ADVANCED CORPORATE FINANCE**Units: 3 Repeatability: No**

Prerequisites: GSBA 505 with a minimum grade of C- or GSBA 509 with a minimum grade of C-

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 Repeatability: No**

Prerequisites: GSBA 505 with a minimum grade of C- or GSBA 509 with a minimum grade of C-

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 Repeatability: No**

Prerequisites: GSBA 505 with a minimum grade of C- or GSBA 509 with a minimum grade of C-

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 with a minimum grade of C- or GSBA 509 with a minimum grade of C-) and (GSBA 514 with a minimum grade of C- or GSBA 518 with a minimum grade of C-)

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 Repeatability: No**

Prerequisites: GSBA 505 with a minimum grade of C- or GSBA 509 with a minimum grade of C-

This course is based on experiential learning and presents a comprehensive stage-sensitive approach to entrepreneurial 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 Repeatability: No**

Prerequisites: GSBA 505 with a minimum grade of C- or GSBA 509 with a minimum grade of C-

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 527 | FINANCIAL STATEMENT ANALYSIS**Units: 3 Repeatability: No**

Prerequisites: GSBA 505 with a minimum grade of C- or GSBA 509 with a minimum grade of C-

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 Repeatability: No**

Prerequisites: GSBA 502 with a minimum grade of C- and GSBA 503 with a minimum grade of C- and (GSBA 514 with a minimum grade of C- or GSBA 518 with a minimum grade of C-)

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 529 | DERIVATIVES**Units: 3 Repeatability: No**

Prerequisites: GSBA 505 with a minimum grade of C- or GSBA 509 with a minimum grade of C-

This course is intended to provide students with the necessary foundation to analyze forward, futures, and options contracts as well as swap contracts. Equity, interest rate, and currency derivatives will be examined with applications involving risk management. Credit default swaps will also be examined.

GSBA 530 | HUMAN RESOURCES MANAGEMENT**Units: 2 Repeatability: No**

Prerequisites: GSBA 500 with a minimum grade of C-

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 Repeatability: No**

Prerequisites: GSBA 500 with a minimum grade of C-

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 Repeatability: No**

Prerequisites: GSBA 500 with a minimum grade of C-

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 Repeatability: No**

Prerequisites: GSBA 500 with a minimum grade of C-

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 Repeatability: No**

Prerequisites: GSBA 500 with a minimum grade of C-

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 Repeatability: No**

Prerequisites: GSBA 500 with a minimum grade of C-

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 with a minimum grade of C-

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 Repeatability: No**

Prerequisites: GSBA 505 with a minimum grade of C- or GSBA 509 with a minimum grade of C-

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 538 | TORERO VENTURES LAB**Units: 4 Repeatability: No**

The purpose of the Torero Ventures Lab is to provide real world, hands on learning to enable students to create their own sustainable ventures - doing well by doing good. Focusing on opportunities for creating a positive impact as identified by United Nation's Sustainable Development Goals (SDGs), this course is an experiential learning opportunity. During this course students will work in teams to bring their ideas into reality by working with customers, mentors, investors, partners, and other key stakeholders. Students will learn to confront the ambiguity, uncertainty, and the messiness inherent in the startup process, and navigate these to bring their ideas one step closer to the launch stage. In this course through a combination of lectures, interaction with potential customers and investors, live case studies, and readings, students will be able to create a sustainable business model for their new ventures, understand the concepts of customer discovery and prototyping, identify key practices involved in founding a startup, work in interdisciplinary teams to understand how to build and work in startup teams and learn from failures to develop a workable business model.

GSBA 539 | POWER & INFLUENCE IN ORGANIZATIONS**Units: 3 Repeatability: No**

Prerequisites: GSBA 500 with a minimum grade of C-

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 Repeatability: No**

Prerequisites: GSBA 510 with a minimum grade of C- or GSBA 507 with a minimum grade of C-

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 Repeatability: No**

Prerequisites: GSBA 505 with a minimum grade of C- or GSBA 509 with a minimum grade of C-

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 542 | FINANCIAL MODELING**Units: 3 Repeatability: No**

Prerequisites: GSBA 505 with a minimum grade of C- or GSBA 509 with a minimum grade of C-

This course is a detailed, hands-on examination of financial modeling techniques applied to optimal decision-making in the areas of corporate finance and investment banking. Topics include the construction of comprehensive valuation models (including capital structure and dividend policy modifications), using precedent transactions and comparable companies in valuation, strategic industry examination and application of valuation in the context of mergers and acquisitions. The course makes an extensive use of the Microsoft Excel®.

GSBA 543 | GLOBAL PRIVATE EQUITY FINANCE**Units: 3 Repeatability: No**

Prerequisites: GSBA 505 with a minimum grade of C- or GSBA 509 with a minimum grade of C-

Private equity represents a significant source of global investment capital. Private equity funds bring sophisticated investors together with companies needing capital as a catalyst for value creation. Private equity funds also are organized as businesses that require management and strategy. This course covers the global private equity and venture capital sectors in the U.S., Europe, and Latin America. The learning objective of the course is an understanding of the private equity firm business model, capital fundraising, deal assessment, due diligence practices, firm valuation, deal execution, financial, operational, and governance engineering strategies, gain realizations, return measurement, and exit strategies. Coverage of private equity fund types includes buyout funds, venture capital funds, mezzanine, distressed debt funds, impact investing funds, and fund of funds.

GSBA 550 | MARKETING RESEARCH**Units: 3 Repeatability: No**

Prerequisites: GSBA 504 with a minimum grade of C-

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 with a minimum grade of C-

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 with a minimum grade of C- and GSBA 504 with a minimum grade of C-) or GSBA 516 with a minimum grade of C-
This course will take an applied, data driven, approach to understanding how analytics can help firms with various insights such as measuring the effectiveness of promotions, estimating sales, and segmenting their customers. Students will learn how different types of data and analytical methodologies can be used to solve these problems. They will also develop proficiency in communicating their insights to a managerial audience.

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

Prerequisites: GSBA 504 with a minimum grade of C- or GSBA 516 with a minimum grade of C-
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.

GSBA 554 | STRATEGIC MARKETING**Units: 3 Repeatability: No**

Prerequisites: GSBA 504 with a minimum grade of C-
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 with a minimum grade of C-
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 with a minimum grade of C- or GSBA 516 with a minimum grade of C-
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 | SOCIAL MEDIA MARKETING**Units: 3 Repeatability: No**

Prerequisites: GSBA 504 with a minimum grade of C-
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 with a minimum grade of C-
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 STRATEGY AND DESIGN**Units: 3 Repeatability: No**

Prerequisites: GSBA 506 with a minimum grade of C- (Can be taken Concurrently)
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 | GLOBAL PURCHASING AND SUPPLY MANAGEMENT**Units: 3 Repeatability: No**

Prerequisites: GSBA 506 with a minimum grade of C-
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 with a minimum grade of C- (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 Repeatability: No**

Prerequisites: GSBA 500 with a minimum grade of C-

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 with a minimum grade of C-

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 565 | LOGISTICS AND DISTRIBUTION MANAGEMENT**Units: 3 Repeatability: No**

Prerequisites: MSCM 501 with a minimum grade of C- or GSBA 506 with a minimum grade of C-

Distribution and logistics management is a critical element of supply chain management because distribution and logistics expenses often represent the largest single category of costs faced by a company and logistics activities touch all aspects of supply chain performance, creating value and competitive differentiation. Students will gain an in-depth understanding of basic distribution and logistics management principles and be able to identify those distribution and logistics issues critical to supply chain managers in today's business environment and to project their likely impact on overall business performance. Students will become familiar with contemporary concepts and techniques and be able to use these for analyzing and resolving distribution and logistics problems. (This course is equivalent to MSCM 502.)

GSBA 567 | VALUE NETWORK MANAGEMENT**Units: 3 Repeatability: No**

Prerequisites: (GSBA 506 with a minimum grade of C- or MSCM 504 with a minimum grade of C-) and ((GSBA 563 with a minimum grade of C- or MSCM 514 with a minimum grade of C-) or (GSBA 561 with a minimum grade of C- or MSCM 503 with a minimum grade of C-))

Competition does not take place between organizations, but between competing value networks." This course is concerned with examining the nature and development of strategic advantage through networks of coordinating and collaborating partners. The course serves as a capstone for the MS-SCM and adopts a critical perspective to the fields of strategic management, human relations, behavioral science and innovation. It is intended to both consolidate prior studies and develop strategies for future personal development. This course begins by analyzing contemporary understanding of human behavior within the context of complex network relationship interactions. It addresses the theories and mechanics involved in development and management of dyadic and triadic relationships, including the economics of trust and the various schools of thoughts associated with strategic capabilities. This course also addresses the complex nature of innovation set within networks, specifically exploring the Schumpeterian approach to strategies for collaborative innovation. Students will learn about developing and managing integrated relationships, knowledge and resources, identifying opportunities for strategic improvement and developing their understanding of strategic value network through reflective learning and joint problem-solving. (This is equivalent to MSCM 515.)

GSBA 570 | PROGRAM/PROJECT MANAGEMENT**Units: 2 Repeatability: No**

Prerequisites: GSBA 502 with a minimum grade of C-

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 with a minimum grade of C-

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**

Prerequisites: GSBA 502 with a minimum grade of C-

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 502 with a minimum grade of C-

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 500 with a minimum grade of C-

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 500 with a minimum grade of C-

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 with a minimum grade of C- (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 Repeatability: No**

Prerequisites: GSBA 500 with a minimum grade of C-

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 Repeatability: No**

Prerequisites: GSBA 500 with a minimum grade of C-

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 (MFI's) and wealth creation? Which of these models are sustainable, scalable and reproducible? What is the social and economic impact of MFI's? 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 Repeatability: No**

Prerequisites: GSBA 500 with a minimum grade of C- (Can be taken Concurrently)

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 Repeatability: No**

Prerequisites: GSBA 500 with a minimum grade of C- (Can be taken Concurrently)

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 Repeatability: No**

Prerequisites: GSBA 500 with a minimum grade of C- (Can be taken Concurrently)

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 FOR THE FOURTH INDUSTRIAL REVOLUTION**Units: 3 Repeatability: No**

This capstone course builds on the various functional courses introduced throughout the MBA program. The class highlights several agile strategies for the fourth industrial revolution, such as augmented reality strategies, smart automation techniques, digital performance management, and digital twin simulations. Additional topics also include but are not limited to Scrum/Scrumban strategies, agility and strategic planning, Industry 4.0 strategies, acquisition and restructuring, developing and implementing sustainable business strategies, and technology innovation strategies. The purpose is to provide students with an opportunity to integrate topics, such as advanced strategic management, business analytics, corporate entrepreneurship, sustainable innovation management, mergers and acquisitions, and rapid international growth. Teaching methods may include case studies, simulations, projects and fieldwork. (This course is to be taken in the last semester of the MBA program.).

GSBA 592 | SOCIAL IMPACT CONSULTING PROJECT**Units: 3 Repeatability: No**

Prerequisites: GSBA 504 with a minimum grade of C- (Can be taken Concurrently) and GSBA 508 with a minimum grade of C- (Can be taken Concurrently) and GSBA 509 with a minimum grade of C- (Can be taken Concurrently)

In this integrative course, students work in teams to provide solutions to a business challenge faced by a social venture either in the U.S. or abroad. A social venture may be considered any organization that prioritizes social impact along with financial performance. The course requires students to apply essential consulting tools and design thinking methodologies, as well as analytical and problem-solving skills developed in earlier foundational courses to strengthen an organization's capability to fulfill its mission.

GSBA 593 | INTERNATIONAL CONSULTING PROJECT**Units: 3 Repeatability: Yes (Can be repeated for Credit)**

Prerequisites: GSBA 504 with a minimum grade of C- and (GSBA 505 with a minimum grade of C- or GSBA 509 with a minimum grade of C-)

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 500 with a minimum grade of C-

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 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: 1-4 Repeatability: Yes (Can be repeated for Credit)**

Independent study usually involving empirical research and written reports.