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Program Description
The Master of Business Administration degree offers critical preparation needed by working professionals for challenging careers in business. Competing in the complex, rapidly changing environment of business and public sectors requires having the knowledge, skills, and values that the MBA degree provides. The CSUB MBA program is continuously assessing and evaluating itself to provide advanced business knowledge to prepare professionals for the changing global market place. Individuals from all areas of study (business and not-business) and industry (private and public sector) are welcome to apply.

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

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

Faculty: All MBA courses are taught by full-time academically qualified (i.e., Ph.D. or other equivalent degrees) faculty and all of them have some type of domestic or international real-world business experience. The Faculty maintains currency in their fields by actively engaging in research, consulting, and serving on local, regional, and national boards. The Faculty brings a strong theoretical foundation, as well as relevant practical experience, to the classroom, providing for a relevant, applied approach to masters level education.

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

Program Goals
Goal 1: The MBA graduate will demonstrate advanced knowledge of the functional areas of business and the external business environment.
Goal 2: The MBA graduate will demonstrate professional presentation and communication skills.
Goal 3: The MBA graduate will demonstrate complex problem solving skills.
Goal 4: The MBA graduate will demonstrate the skills necessary to perform as an organizational leader (i.e., leadership, interpersonal, and team skills).
Goal 5: The MBA graduate will have explored personal and professional ethical frameworks.

Student Population. The CSUB MBA Program student population is primarily composed of professionals and executives representing a variety of industries. There are also a number of international students representing a variety of countries. The student mix enriches learning by providing exposure to various industries, cultures, and international perspectives. The average MBA student enters the program with a 3.2/4.0 undergraduate GPA and a 520 GMAT score. There is approximately a 60/40 male/female ratio within the program. Half of the currently enrolled students are completing classes at a full-time pace. The Occidental Petroleum Graduate Research Lab and the BPA Graduate Students’ Association provide networking opportunities.

Facilities. CSUB’s MBA students have their own facility - the Occidental Petroleum Graduate Research Laboratory - to study, work in teams, or network. This facility serves as a resource center for the students by providing study space, individual and team computing facilities, and academic support resources. Students also have the benefit of a state-of-the-art library and computing resources to facilitate the development of the skills needed in an information-oriented world.

Accreditation. The CSUB MBA program is the only program in its region accredited by The Association to Advance Collegiate Schools of Business-International (AACSB). "AACSB International accreditation represents the highest standard of achievement for business schools worldwide. Institutions that earn accreditation confirm their commitment to quality and continuous improvement through a rigorous and comprehensive peer review. AACSB accreditation is the hallmark of
excellence in management education.” (Source: The Association to Advance Collegiate Schools of Business, Tampa, Florida USA).

APPLICATION AND ADMISSION
Application for admission to the MBA program is simple. Complete the CSU graduate application at www.csumentor.edu. Two levels of review are completed: University and MBA program. Prospective students are notified of admission decisions at the completion of the MBA program review. We encourage prospective students with questions to call us or “drop-in” with questions. The CSUB Graduate Student Center in Dorothy Donohoe Hall is also an excellent resource for potential graduate students.

All domestic applicants must hold a baccalaureate degree from a four-year college or university accredited by a regional accrediting association. International applicants who attended non-US institutions are required by the University to provide a professionally evaluated transcript.

Application Procedure
All MBA applicants must submit the following items to the Admissions Office of the California State University, Bakersfield, 9001 Stockdale Highway, Bakersfield, CA 93311-1099.
1. A completed application and the application fee;
2. Two official transcripts from each college or university attended (international students must submit foreign transcripts in the original language and an English copy);
3. An official GMAT or GRE score;
4. A resume;
5. Two letters of reference;

International applicants must also submit:
1. An official TOEFL Score (international applicant);
2. Submission of a financial declaration and supporting documentation (international applicant); and
3. A professionally evaluated transcript that demonstrates prior education equivalence.

Note: Applicants whose preparatory education is principally in a language other than English must have a TOEFL score of 550 or higher (or 213 on the new conversion scale for the computer based TOEFL exam). Documentation must be in original form by the testing institution. Copies submitted by the applicant are not acceptable. Please note that despite a TOEFL score of 550 or higher, students whose English competency is deemed insufficient by the faculty may be required to take additional courses to improve communication skills in English before continuing with MBA courses.

Admissions Pathways
The goal of the admission policy is the selection of those candidates who demonstrate high potential for academic and professional success. There are three admissions pathways into the CSUB MBA: Traditional Admission; Executive Experience; and National Certification.

Traditional Admission
This process is the traditional process relying on either the GMAT or the GRE on a sliding scale with GPA to determine admissions. There is a required minimum score of 500 on the Graduate Management Admission Test (GMAT) or 450 verbal and 500 quantitative on the Graduate Records Exam (GRE). The GMAT or GRE scores are used with GPA to compute an index score that is the primary component of the admissions decision. Students who achieve this index score will be granted classified admission into the program.

Students who meet the Classified Admissions standard but require program prerequisite courses will be required to complete the identified program prerequisite courses with a “B” or better (3.0/4.0) in every foundation course. Students not meeting this standard will be subject to dismissal.

Students who do not meet the GMAT or GPA standards for Classified Admission may be considered for Conditionally Classified Admission. Applicants who present an upper division GPA of 2.75/4.00 or a 450 GMAT (or equivalent GRE) will be evaluated on a case by case basis. There is no guarantee admission will be granted. If granted conditionally classified admission, the student must earn grades of “B” (3.0 on a 4.0 scale) or above in the first 12 hours of MBA coursework. Students not meeting this standard are subject to dismissal.

In rare instances, the applicant who has taken the GMAT but does not meet requirements may be considered for admission. Those who have previously been denied admission may present new information to be reconsidered. In either case, the applicant must petition, in writing, the MBA Admissions Committee, giving those reasons relevant to the situation that demonstrate the likelihood of success; the burden of proof is on the applicant.

Executive Experience
“Executive experience” is defined as including supervisory duties, management of a budget, or management of a set of accounts. It would need to meet all of the following criteria:
• The job title requires a bachelor’s degree
The job title represents a promotion from entry level ("entry level" would not include "trainee" or "intern" positions)
The job title is specified as "executive or management level" in official company documents.
The work experience would need to be verifiable, an official job description will be required, and letters of reference from employers sponsoring the student are required.

Each year of managerial work experience after five years of employment (post high school) is worth 200 points. No more than 2.5 years can be applied to the formula. The decision regarding the applicability of work experience must come from the MBA admissions committee.

Students who are admitted using this process will be Conditionally Classified. These students are required to earn grades of "B" (3.0 on a 4.0 scale) or above in the first 12 hours of MBA coursework. Students not meeting this standard are subject to dismissal.

National Certification
This admissions pathway recognizes professional certification/license in lieu of standardized testing. Acceptable certifications are administered by professional organizations with the twin goals of ensuring a high level of knowledge about, and to provide an incentive for the individual to maintain currency in, the relevant body of knowledge. To qualify, the license or certification would need to require an exam, work experience, and have ongoing continuing education requirements. The potential student must also be currently maintaining their license/certification. The following licenses qualify; others may apply but they would have to be approved by the MBA Admissions Committee.

- Certified Public Accountant (CPA)
- Certified Financial Accountant (CFA)
- Chartered (or Certified) Property and Casualty Underwriters (CPCU)
- Certified Liability Underwriter (CLU)
- Professional in Human Resource Management (PHR)
- Senior Professional in Human Resource Management (SPHR)

The potential student must be (1) maintaining currency on their license/certification, and (2) hold a Bachelor’s degree with an appropriate GPA. A current acceptable license counts for 500 points in the formula. Students who are admitted using this process will be Conditionally Classified. These students are required to earn grades of "B" (3.0 on a 4.0 scale) or above in the first 12 hours of MBA coursework. Students not meeting this standard are subject to dismissal.

Advising. The School is dedicated to meeting the needs of our individual students. Students should schedule an appointment with the BPA Student Services Center to discuss individual background, experiences, goals, and objectives so that a program of study can be developed to best meet the student’s academic and career needs. The BPA Student Services Center can be contacted at (661) 654-2326 for an appointment. The BPA Student Services Center will serve as the advising center for each MBA student. It is recommended that each student meet with the MBA advisor during pre-registration to enroll in classes for each subsequent quarter and to discuss their progress in general.

COURSE REQUIREMENTS
The Master of Business Administration program is designed to advance current business knowledge and to and to update the student’s continuous learning foundation. MBA courses provide both additional depth and breadth through the identification of relevant learning materials, faculty interaction, and interaction with their peers on current personal business issues.

A minimum of 52 units of approved 600-level graduate courses are required for the Master of Business Administration degree. The typical MBA candidate is expected to have a working knowledge of the fundamentals of business including management, quantitative decision-making, accounting, finance, and the current business environment.

All graduate students are required to maintain a cumulative 3.0 grade point average in all graduate coursework. Students who receive a “C” in any course will not be able to use that result towards the fulfillment of any degree requirement. Graduate courses may not be taken on a credit, no-credit basis.

Program Prerequisites
All MBA applicants will be expected to demonstrate competency in the following topic areas identified as program prerequisites. Competency can be established by any one of the following:
1. Proof of appropriate coursework at the undergraduate level;
2. Taking a foundation knowledge course as recommended by the MBA Coordinator;
3. Completing an online review course and passing the appropriate competency exam.

For applicants with baccalaureate degrees not in business administration or those persons needing review, courses are available.
It is incumbent upon the student to provide such evidence to the BPA Student Services office. Applicants should consult with the MBA Director or BPA Student Services office regarding which course(s) might be appropriate.

1. Business Communications-equivalent to one of the following communications classes (COMM 304, 330; 405; 434; 481); achievement of a GMAT Verbal score at or above the 60th percentile; or passage of the GWAR with an appropriate score.

2. Statistics or Quantitative Methods for Business Decision Making (equivalent to MGMT 301)

3. Principles of Financial Accounting (equivalent to ACCT 220)

4. Principles of Finance (equivalent to FIN 300)

5. Economics Theory (equivalent to ECON 202)

Core Courses (40 units)
All candidates for the degree must complete the following courses: ACCT 600, 620, FIN 600, MGMT 602, 604, 605, 690, MIS 610, MKTG 600, BA 690

Elective Courses (12 units)
All CSUB MBA students are required to take a minimum of 12 units (3 courses) of electives. While MBA programs typically do not have formal concentrations, the MBA student may specialize in an area of interest. For example, the student who is interested in small business management or entrepreneurship might select FIN 640, MGMT 600, MGMT 610, and/or MKTG 601. Perhaps your interest is marketing – in which case you might select a couple of additional marketing courses and an advanced statistics/data analysis course. Should you wish to build something in your field please see the MBA Director or the MBA advisor.

Industry Specific Elective Patterns
The MBA currently has three industry-specific specializations.

Accounting
Accounting majors who intend to seek CPA licensing outside of California are required to complete a fifth year of course work prior to licensure. The CSUB MBA Program has developed a course track that enables accounting majors to complete the fifth year while simultaneously engaging in personal development. This fifth year requirement will soon be adopted by California as well – and at that time an appropriate course solution will be developed.

Upon completion of their fourth year and graduation, the student wishing to complete the fifth year should apply to the MBA Program using the standard MBA Program Application process. Once enrolled in the program, the student should contact the MBA advisor for an appropriate course list. At the completion of the 5th year course sequence, students who would like to complete the MBA degree program need only take the remaining courses. Accounting students are not required to take ACCT 600 or 620 and electives are substituted in place of those courses.

Insurance Industry–CPCU (Chartered Property Casualty Underwriter)
Students who have passed the Chartered Property Casualty Underwriter national certification exams (CPCU 510, 520, 530, 540) may count these as their electives towards their CSU Bakersfield MBA. See the MBA Director or the MBA Advisor for more specific information.

Non-Profit/Public Administration
Students who would like to combine the MBA with non-profit or public sector work interests may create a specialization using classes from the Masters in Public Administration. For example, a student who is interested in non-profit should take non-profit management (PPA 519), grant writing (PPA 520), and a marketing elective. See the MBA Director or MBA Advisor for an appropriate plan of study.

COURSE DESCRIPTIONS–ACCOUNTING

ACCT 600 Financial Accounting for Leaders (4)
This course focuses on the use of financial statements in evaluating the success or failure of a business. Financial statements are the main method of communicating business results. Leaders in business and without need such knowledge.

ACCT 620 Accounting for Decision Making and Control (4)
This course examines how accounting information is used in managerial decision-making and control. The course stresses how to use rather than how to prepare accounting reports. Topics to be covered include: basic cost concepts, cost volume profit relationships, product costing, differential analysis, strategic product pricing, cost allocation, budgeting and the evaluation of financial performance. This course is designed for MBA and MPA students who have not had ACCT 303 Cost Accounting or its equivalent. Prerequisite: This course is not open to students who have taken ACCT 303 Managerial Accounting or its equivalent.
ACCT 640 Financial Reporting and Statement Analysis (4)
This course examines how generally accepted accounting principles impact the quality and volatility of both earnings and cash flow. Specific focus will be placed upon recent accounting scandals which led to the Sarbanes-Oxley Act and the ethical issues these scandals have raised. Other current topics will be discussed. ACCT 677 Selected Topics in Accounting (5)
Special topic courses provide each department with the opportunity to present an in-depth study of a selected subject not covered in regular courses. When offered, prerequisites and course requirements will be announced for each course. Each department will determine applicability toward the concentration.

ACCT 450/650 Accounting Ethics (5)
This course will focus on the unique issues and obligations of professional accountants. We will begin this study with a discussion of why accounting ethics matters and why students should study ethics at this point in their academic career. Further, students will examine what it means to be a professional accountant and will discuss what virtues accountants must possess to best serve the public interest. Students will study the language of ethics and will be able to distinguish between principles and rules. High profile cases will be used to demonstrate the failings of the profession and individual accountants. An in-depth study of ethical standards for the various professional accounting organizations at the national and state levels will enable students to understand the ethical framework from which they will operate as professional accountants. Prerequisites: ACCT 301 or graduate standing.

ACCT 677 Selected Topics in Accounting (1-4)
Special topic courses provide each department with the opportunity to present an in-depth study of a selected subject not covered in regular courses. When offered, prerequisites and course requirements will be announced for each course. Each department will determine applicability toward the concentration.

ACCT 699 Individual Graduate Study in Accounting (1-4)
Individual study is offered to give the student experience in planning and outlining a course of study on the student's own initiative under departmental supervision. Independent study should deal with a special interest not covered in a regular course or with the exploration in greater depth of a subject presented in a regular course. Instructor consent is required. No more than 5 quarter units may be used to satisfy degree requirements. (May not be substituted for any required graduate seminar).

COURSE DESCRIPTIONS–BUSINESS ADMINISTRATION

BA 690 Master’s Culminating Project (4)
The culminating project provides an opportunity for each student to utilize and demonstrate the tools and understanding he or she has developed during the program. Through a comprehensive interactive competitive simulation, each student will manage a firm in competition with other student-managed firms. At the completion of the simulation, each student will produce a historical account of the firm’s performance via an annual report, an account of how the firm responds to its key stakeholder groups via a social audit, and a strategic plan for the future via a business plan. Each student is expected to demonstrate mastery of the essential tools of the business disciplines and an understanding of markets and the external environment. Prerequisites: ACCT 620, FIN 600, MGMT 600, 602, 605, 690, MIS 610, MKTG 600.

COURSE DESCRIPTIONS–ECONOMICS

ECON 510 Economic Issues in Health and Health Care (4)
Study of health issues using the economic perspective. Topics include lifestyle choices and health outcomes, technology and demand, health insurance, labor markets in the health professions, role of government in health care markets, role of nonprofits, international comparisons of health care systems, and reform proposals.

ECON 661 Managerial Economics (4)
A study of the tools of economic analysis oriented toward analysis of managerial behavior and the managerial decision making process as related to demand analysis, cost and pricing problems, market organization, forecasting, capital budgeting, and location analysis. Carries credit in either Business Administration or Economics.

ECON 677 Selected Topics (1-4)
Special topic courses provide each department with the opportunity to present an in-depth study of a selected subject not covered in regular courses. When offered prerequisites and course requirements will be announced for each course.

ECON 680 Labor Economics (4)
This course covers topics in labor economics including dynamic theories of labor supply, employment, and unemployment; labor supply in a household framework; and labor market activity and income distribution. It explores both theoretical models and empirical tests in each area. Prerequisites: ECON 602
ECON 699 Individual Graduate Study (1-4)
This is an investigation of an approved project leading to a written report. The project is selected in conference with a professor in an area of major interest; regular meetings are to be arranged with professor.

**COURSE DESCRIPTIONS—FINANCE**

FIN 600 Seminar in Financial Management and Policy (4)
This course addresses the formulation of financial policies for obtaining and using financial resources for the purpose of value creation. Heavy emphasis is placed on the analysis of real-world cases that focus on the decisions confronting the financial manager. Statistical analysis, financial analysis, and advanced spreadsheet applications are required. Students will be challenged with both theoretical and practical problems in the following areas: performance analysis, long-term planning, working capital management, capital budgeting, long-term financing, acquisitions, and international financial management. Student presentations are required.

FIN 620 Seminar in Investments (4)
This course includes discussion and analysis of security investments. Emphasis directed toward understanding financial investment theories and concepts from both a qualitative and quantitative perspective. Topics include: securities markets, risk and return, portfolio theory, asset pricing theory, valuation, fundamental analysis, and portfolio management. Case analysis, statistical analysis, and other computer applications are required.

FIN 640 Short Term Financial Management (4)
This is an in-depth exploration of subjects essential to an enterprise’s financial success. Topics covered include management of the firm’s working capital accounts (i.e., receivables, inventories, and payables), short term financing alternatives, cash management systems, short term investments choices, financial institution relationships, and electronic payment and information management systems.

FIN 677 Selected Topics in Finance (1-4)
Special topic courses provide each department with the opportunity to present an in-depth study of a selected subject not covered in regular courses. When offered, prerequisites and course requirements will be announced for each course.

FIN 680 Seminar in Real Estate Investments (4)
This course investigates methods of analyzing real estate investments. It includes an examination of appraisal methods, capitalization approaches, and cash flow models. Consideration is also given to legal, tax, and financing issues. Specific project analysis techniques are part of the course, i.e., analysis of residential properties, commercial properties and shopping centers. A term project and oral presentation are required along with computer applications.

FIN 685 Seminar in International Financial Management (4)
This course looks at the international financial environment, including balance of payments, the international monetary system, foreign exchange and financial markets. Specific topics include managing foreign exchange exposure, domestic versus foreign financing, cash management, political risk, and international legal constraints. A term project and oral presentation will be a part of the course.

FIN 699 Individual Graduate Study in Finance (1-4)
Individual study is offered to give the student experience in planning and outlining a course of study on the student's own initiative under departmental supervision. Independent study should deal with a special interest not covered in a regular course or with the exploration in greater depth of a subject presented in a regular course. Instructor consent is required. No more than 5 quarter units may be used to satisfy degree requirements. (May not be substituted for any required graduate seminar).

**COURSE DESCRIPTIONS—MANAGEMENT**

MGMT 600 Seminar in Organizational Theory and Design (4)
This is a study of the theories and research that explain why business organizations operate the way they do. A social systems perspective is presented that views the business organization’s external environment and structure as critical determinants of organizational effectiveness. Key department-level and organizational-level variables and models are studied with the goal of developing an understanding of the patterns and relationships among organizational dimensions such as strategy, goals, size, technology, and external environment. The case method is used extensively to develop skill in diagnosing and solving organizational design problems.
MGMT 602 Seminar in Operations and Technology Management (4)
This course is an examination of principles related to effective utilization of factors of production in manufacturing and nonmanufacturing systems. This course uses extensive readings and case studies to define and analyze problems of productivity improvement, production planning, inventory management, quality control, system design and implementation from the operating manager’s perspective. Issues in management of technology-based organizations, capacity planning, scheduling, facilities design, operations strategy in services, and supply chain management will also be explored.

MGMT 604 Advanced Organizational Behavior (4)
This course provides a review and extension of the basic theoretical and conceptual framework necessary for making sense out of behavior in organizations. The emphasis is on applying theory and concept to management, particularly in business organizations. Topics include: individual differences, perception, learning, motivation, group dynamics, communication, leadership, conflict management, organizational structure, organizational culture, and change management. Application is made through case studies, analysis of video clips, and through group and classroom discussions.

MGMT 605 Managerial Skills (4)
This course focuses on developing and enhancing managerial skills that are of major importance for current and future career survival and success. Specific skill areas include: self-management, communication, decision making, motivation, delegation, team management, diversity management, negotiation, organizational politics, and change management. The course is primarily experiential in nature with skill assessments, exercises, role-plays, case studies, and group discussion activities being the primary learning tools. Relevant literature from the behavioral sciences will provide a knowledge base for skill development.

MGMT 610 Seminar in Human Resource Management (4)
This course is about the strategic management of human capital. A strategic analysis of the traditional human resource management functions—selection, compensation, recruiting, and training—will be completed. The influences of the legal environment are also considered. Other topics focus on the tools that are used to manage data necessary to manage human capital effectively. These include HR based change management methods, process mapping HR processes, and Human Resource Information Systems (HRIS).

MGMT 650 Seminar in Global Operations Management (4)
This course introduces students to a conceptual framework which will help them recognize and meet international operations management challenges. It studies issues relating to global sourcing and logistics, and manufacturing competencies of different nations. Topic areas include: strategic planning for global competitiveness, managing global facilities, managing global supply chains, improving operations performance, world class manufacturing, building a strategic alliance, coordinating international manufacturing and technology, and overcoming the limits to global operations project.

MGMT 655 Seminar in Statistical Analysis (4)
The issues and methods involved in conducting business research will be explored. Students will collect data that will then be analyzed by utilizing a variety of statistical techniques via computer. Bivariate, multivariate and nonparametric techniques will be covered. A strong emphasis will be placed on the use of statistics to aid in managerial decision-making. Examples of actual business research will be reviewed.

MGMT 677 Selected Topics in Management (1-4)
Special topic courses provide each department with the opportunity to present an in-depth study of a selected subject not covered in regular courses. When offered, prerequisites and course requirements will be announced for each course.

MGMT 680 e-Business: Challenges and Opportunities (4)
This course provides students with a conceptual framework for understanding the challenges and opportunities that face e-Business systems. The course is cross-functional, decision focused, and strategic in its orientation. Different types of e-Business applications are analyzed based on web site reviews and case studies. The course includes a practicum in which teams of students build a prototype e-Business system. Specific topics covered include the integration of supply chain management and e-Business, e-procurement, selling, chain management, enterprise resource planning, collaborative computing technologies, virtual team management, considerations for hardware and software development and/or purchasing, controlling e-Business cost, quality, and risks, and the legal and social environment of e-Business.
MGMT 690 Seminar in Strategic Management (4)
The subject of this course is competitive behavior and the “strategy” of business firms. Competition is defined to be the effort to create and retain economic value within an environment of interdependence among competing firms. Strategic behavior is the effort of a firm as a coherent objective-seeking entity to create economic value within a competitive environment. An understanding of strategic behavior requires a close examination of 1) business objectives, 2) firm structural interdependence, and 3) value creation within the structure of competitive interdependence. Prerequisites: FIN 600, MGMT 600, and MKTG 600.

MGMT 699 Individual Graduate Study in Management (1-4)
Individual study is offered to give the student experience in planning and outlining a course of study on the student’s own initiative under departmental supervision. Independent study should deal with a special interest not covered in a regular course or with the exploration in greater depth of a subject presented in a regular course. Instructor consent is required. No more than 5 quarter units may be used to satisfy degree requirements. (May not be substituted for any required graduate seminar).

COURSE DESCRIPTIONS–MANAGEMENT INFORMATION SYSTEMS

MIS 610 Information Systems for Leaders (4)
Information and information systems (IS) are vital organizational resources and constitute an integral part of managerial decision making. It is important to understand how managers can effectively utilize IS to achieve organizational goals. The objective of this course is to train students to identify, understand, and resolve managerial issues surrounding the use and management of IS in organizations. The course adopts the perspective that, in a world where the half-life of a particular hardware or software technology is often measured in months, developing intuitions about the core concepts to assess and deploy Information Systems is more valuable to future managers than learning the intricate details of a specific technology. The focus of the course is to develop - through cases, lectures, discussions, examples, application development assignments, and a system analysis and design project - insights into when and how IS can be used to create and enhance an organization’s competitive advantage.

MIS 630 Applied Decision Support and Expert Systems (4)
This course will provide an overview of decision support (DSS) and expert systems (ES) with specific focus on their conceptual models; the inter-relationship between DSS and ES, and their architectures. Specifically, this course will focus on the use of decision support technologies for future executives. A variety of scenarios related to the future of decision support and expert systems technologies will be examined. New technologies from the growing field of applied artificial intelligence (AI) will also be explored. Finally, students will design and implement small-scale decision support and executive information systems using commercial software.

MIS 677 Selected Topics in MIS (1-4)
Special topic courses provide each department with the opportunity to present an in-depth study of a selected subject not covered in regular courses. When offered, prerequisites and course requirements will be announced for each course.

MIS 699 Individual Graduate Study in MIS (1-4)
Individual study is offered to give the student experience in planning and outlining a course of study on the student’s own initiative under departmental supervision. Independent study should deal with a special interest not covered in a regular course or with the exploration in greater depth of a subject presented in a regular course. Instructor consent is required. No more than 5 quarter units may be used to satisfy degree requirements. (May not be substituted for any required graduate seminar).

COURSE DESCRIPTIONS–MARKETING

MKTG 600 Seminar in Marketing Management (4)
This course presents development of marketing strategy for the organization and design of integrated product-service, promotion, and distribution programs utilizing systems analysis. It includes intensive analysis of management’s marketing problems, including market analyses, pricing, channels of distribution, promotion, competition, product strategies, and marketing research. Applications are emphasized to include research, quantitative, and business analytical techniques through the development of case and project assignments.
MKTG 601 Seminar in Consumer Behavior (4)
This course involves intensive analysis of behavioral science concepts, theories, and current empirical research in buyer behavior. The research orientation of the course requires developing an understanding of statistical tests and research designs currently employed in buyer behavior. Equal emphasis is placed on developing creative marketing strategy and programs on the basis of such research. Prerequisite: MKTG 600 or permission of instructor.

MKTG 602 Seminar in Advertising and Public Relations Strategy (4)
This course regards the development of communications strategy necessary to fulfill the objectives of the marketing program through intensive analyses of situational and primary information, target market(s), creative objective(s), media selection and scheduling, sales promotion, public relations, budgeting and program evaluation. It includes qualitative, statistical, financial, and computer applications. The course integrates theory with case analyses and the development of a comprehensive marketing communications plan. Prerequisite: MKTG 600 or permission of the instructor.

MKTG 604 Seminar in Services Marketing (4)
This course is an investigation into and analysis of the complexities and unique aspects of marketing services contrasted to the marketing of tangibles. Special attention will be given to creating effective customer service, demand management, and quality control. The case study method will be utilized.

MKTG 606 Seminar in Marketing Channels and Logistics (4)
A study of the distribution functions including retail management, supply chain management, inventory management, transportation, and e-marketing distribution strategies. Includes study of relationship building with channel partners, channel leadership, and integrated channel strategies. Course work will include group projects and case studies.

MKTG 610 Seminar in Global Marketing (4)
This is a study of current global marketing status in industrialized, newly industrialized (NICS) countries, emerging democracies, and the developing world in a dynamic environment of changing communication technologies. Discussion of research techniques one should use in selecting the countries, entry strategies, and developing the right marketing mix and strategies to meet the needs of the countries selected. Marketing management techniques to be used keeping in mind the degree of literacy, economic, legal, political, and socioeconomic environmental variables. Developing and implementing global marketing strategies during the 21st century in an environment in which the countries around the world are grouping into trading blocks like the European Economic Community and NAFTA. Extensive use of library resources, case studies, and empirical research projects.

MKTG 677 Selected Topics in Marketing (1-4)
Special topic courses provide each department with the opportunity to present an in-depth study of a selected subject not covered in regular courses. When offered, prerequisites and course requirements will be announced for each course.

MKTG 699 Individual Graduate Study Marketing (1-4)
Individual study is offered to give the student experience in planning and outlining a course of study on the student's own initiative under departmental supervision. Independent study should deal with a special interest not covered in a regular course or with the exploration in greater depth of a subject presented in a regular course. Instructor consent is required. No more than 5 quarter units may be used to satisfy degree requirements. (May not be substituted for any required graduate seminar).

COURSE DESCRIPTIONS—PUBLIC ADMINISTRATION

PPA 519 Management in Non-Profit Organizations (5)
This elective seminar will provide students with the managerial and supervisory techniques need to administer, develop and market volunteer, nonprofit, and community-based organizations that provide health and human services at the local level.
PPA 520 Fundamentals of Grant Writing (5)
This elective seminar is designed to provide individuals with the practical skills to be a successful grant writer. Topics to be covered include: how to write successful grant proposals; gather information about potential sources (federal, state, local or foundations); evaluate your chances for success, and make agency contacts. Also, how to evaluate and develop alternative funding beyond grants, to include planned giving and fund-raising strategies.

PPA 540 Leadership (5)
This course focuses on the concept of leadership. Leadership is a process of social influence in which one person is able to enlist the aid and support of others in the accomplishment of a common task. This course looks at leadership both theoretically and practically. Topics include trait and behavior theory, contingency theory, and transactional leadership, transformational leadership, catalytic or shared leadership, leadership and change, and decision-making.

PPA 550 Contract Management (5)
This course examines principles, practices, and issues of contract management activities within government, nonprofit, and commercial/business organizations. A comprehensive evaluation of the process addresses the fundamentals of managing the entire contract life cycle of small to large transactions in a management systems approach. Participants develop practical competencies in using different planning, development, implementation, monitoring, and close-out templates and guidelines, as well as techniques relating to critical thinking, problem solving, and decision making. Federal Acquisition Regulations’ principles are integrated into the transaction process to address an extended range of contracting complexities associated with expanded expectations, such as delivery of advanced technology systems or logistical issues involving intricate delivery schedules.

PPA 611 Finance and Budgeting (5)
This graduate seminar provides a survey of current public policies, principles, and issues in public and healthcare finance and budgeting. Topics may include: economic functions and economic goals of public and healthcare entities; public and healthcare fiscal policies; revenues and taxation; debt; public and healthcare budgeting trends; financial methods related to the management and control of public healthcare and human service institutions; the use of cost efficiency techniques; and the application of third party reimbursement through insurance, Medicaid and Medicare.

PPA 685 Strategic Management in Health and Human Service (5)
The management of health care organizations has changed dramatically in the past decade. The regional informal collaborative and cooperative agreements of charitable, religious and governmental organizations have dissolved. Health care organizations now compete in all economic sectors. Management of these organizations requires strategic thinking. This course provides a foundation of traditional organization theories in management, organizational behavior, leadership, and organizational change. However, using a case study format, the focus of the course is on the importance of strategic processes and practices.