Programs Offered

Master of Business Administration (MBA)
Master of Accounting (MAcc)
Bachelor of Science in Accounting/Master of Accounting Dual Degree Program
JD/MBA
PharmD/MBA

Mission

The Eberhardt School of Business develops knowledgeable, innovative business leaders in a personalized, experience-based learning environment and produces scholarship that contributes to disciplinary knowledge, informs teaching, and advances the practice of business.

We share a set of underlying principles that govern our behaviors and our ability to achieve our mission. These include:

- Maintaining a student-centered learning environment;
- Educating the whole person;
- Stimulating intellectual growth;
- Maintaining a mutually supportive community of faculty, staff and students;
- Engaging external stakeholders;
- Promoting excellence;
- Being socially responsible;
- Behaving ethically and with integrity;
- Providing service to the university, community and profession.

Degree programs offered by the Eberhardt School of Business are designed to fulfill this mission and to provide the educational breadth and depth tomorrow’s leaders will need.

Learning Goals, Objectives, and Outcomes

The goals of the Eberhardt School of Business graduate programs are to produce graduate students who possess business knowledge and skills, who are able to apply their knowledge and skills in a global business setting, who are able to work as part of a team, and who are able to communicate effectively.

The specific objectives and outcomes are:

1. Demonstrate business knowledge and skills
   a. For each business discipline, each student demonstrates knowledge of business principles, concepts, theories, and perspectives.
   b. For each business discipline, each student is skilled in the use of business procedures, methods, strategies, and approaches.
   c. Each student demonstrates an understanding of the interrelationships among business disciplines.

   The business disciplines include accounting, finance, organizational behavior, marketing, operations management, managerial economics, information systems, quantitative analysis, and strategy formulation and implementation.

2. Apply business knowledge and skills

Each student can apply knowledge and skills to business situations and problems in domestic and international settings. This includes:

a. Strategic thinking. Each student can analyze business environments and opportunities, and to align business activities in developing and implementing organizational strategy and change in complex and uncertain conditions.

b. Critical thinking. Each student can identify problems, define objectives, gather and analyze information, evaluate risks and alternatives, and make decisions that are ethical and socially responsible and incorporate cultural perspectives.

3. Demonstrate effective teamwork skills

Each student can work effectively with others as a colleague and as a manager. This includes:

a. Teamwork. Each student is able to work in a team and collaborate effectively with others.

b. Group and organization effectiveness. Each student is able to manage, influence, and lead others.

4. Communicate clear ideas and plans
   a. Each student demonstrates effective oral communication skills.
   b. Each student demonstrates effective written communication skills.

Master of Business Administration

The Eberhardt School of Business 16-month full-time MBA Program is designed to train the managers of the 21st century. The rigorous and intellectually challenging coursework goes beyond the traditional business school curriculum to emphasize important managerial skills like leadership, innovation, communication and a global perspective. Admission, prerequisite, and program requirements are the same for both pathways.

Master of Accounting

The Master of Accounting is designed for students who wish to apply for licensure as a Certified Public Accountant under California’s accounting education rules. The challenging coursework goes beyond traditional accounting curriculum to emphasize important skills such as leadership, communication, professional ethics, and applied research. Students who have an undergraduate degree in accounting complete the program in two semesters. Students who do not have an undergraduate accounting degree typically will spend two years completing the coursework necessary for licensure as a Certified Public Accountant.

Bachelor of Science in Accounting/Master of Accounting Dual Degree Program

The Dual Degree Program is a five-year program designed for Pacific’s undergraduate accounting students. The program begins in the third undergraduate academic year with a “junior core” in accounting, includes a broad foundation in business, and finishes with a specific focus in professional accounting. At the end of the fifth year successful graduates will be awarded both a Bachelor of Science in Accounting and a Master of Accounting, and will meet the current education requirements for California licensure as a Certified Public Accountant.
Graduate Admission Requirements

- Admission to the Eberhardt School of Business MBA and Master of Accounting programs is competitive and based on criteria which indicate a high promise of success. Performance in prior coursework and standardized test scores are strong considerations in the admission decision.
- A U.S. bachelor’s degree or its equivalent is required for admission. The Graduate Admissions Committee gives equal consideration to all undergraduate majors in the admissions process.
- Admission decisions are made on a rolling basis. Applicants are notified immediately when decisions have been made.
- The completed application packet must be submitted before the Admissions Committee can render a final decision. The required materials include:
  - The completed application form and supporting materials.
  - Transcripts from all undergraduate, graduate and professional schools attended.
  - Two letters of recommendation written by people knowledgeable of the applicant’s qualifications for graduate work.
  - A score on the Graduate Management Admissions Test (GMAT). For GMAT information and materials go to www.mba.com (http://www.mba.com). These scores must be less than five years old.
- Applicants are encouraged to prepare for the GMAT by obtaining review material and sample questions published specifically for this purpose.

Graduate Program Prerequisites

Although there are no required program prerequisites, MBA applicants are strongly urged to take courses in macroeconomics, microeconomics, statistics, and calculus.

MBA Program Requirements

Curriculum
The full-time MBA curriculum has a global orientation and is designed around an intensive phase of foundation courses and an advanced phase of integrated management studies. It offers a carefully designed combination of rigorous classroom work, intensive case-based discussions, and off-campus experiences. Full-time students progress through the program as part of a cohort.

Internship Program
All students are required to participate in an internship during the MBA program.

Applied Research/Consulting Projects
All students participate in field projects throughout their MBA courses. Students who desire additional field experience may apply for additional internships or consulting projects.

International Experience
Because international competency is an essential element of success in today's global economy, all Eberhardt School of Business MBA students participate in an international business experience through the Global Business Competition course (BUSI 268). This course requires overseas travel of approximately two-weeks, and has been conducted locations such as China, Turkey, Panama, Costa Rica, Chile, Finland, Hong Kong, Korea, Singapore, France, Spain, Taiwan, England and Ireland. Students are responsible for all travel costs including airfare, lodging, ground transportation, meals, and other program costs.

Master of Business Administration - Full Time Program

Students must complete a minimum of 51 units with a Pacific cumulative grade point average of 3.0 to earn the master of business administration degree.

I. Course Requirements

Financial Management
First Fall Semester
BUSI 211 Applied Business Principles 17

Spring Semester
BUSI 220 Corporate Finance 3
or BUSI 250 Health Finance: Health Insurance 3
BUSI 265 Global Marketing Strategy 3
BUSI 274 Managing Quality/Productivity 3
BUSI 276 Entrepreneurial Management 3
Plus One Elective Course * 3

First Summer Session
BUSI 268 Global Business Competition 3

Second Fall Semester
BUSI 213 Ethics and Corporate Social Responsibility 3
BUSI 214 Negotiation 2
BUSI 279 Leadership 2
BUSI 281 Strategic Management 3
Plus Two Elective Courses * 6
Total Hours 51

Electives
The 16-month MBA includes electives in Finance, Marketing, Entrepreneurship, Sport Management, and Healthcare Management.

Finance Electives
BUSI 221 Entrepreneurial Finance 3
BUSI 222 Student Investment Fund 3
BUSI 223 Investment Management 3
BUSI 226 Financial Statement Analysis 3
BUSI 263 International Finance 3

Marketing Electives
BUSI 241 Marketing Research 3
BUSI 246 Marketing of Services 3
BUSI 247 Consumer Behavior 3
BUSI 293 Special Topics 4

Entrepreneurship Electives
BUSI 221 Entrepreneurial Finance 3
BUSI 272 Entrepreneurship 3
BUSI 275 Technology and Innovation 3
BUSI 293 Special Topics 4

Healthcare Management Electives
BUSI 250 Health Finance: Health Insurance 3
BUSI 251 International Healthcare Systems 3
BUSI 252 Healthcare Law 3
BUSI 254 Health Economics 4
BUSI 293 Special Topics 4

Sport Management Electives
HESP 265 Advanced Sports Law 4
HESP 269 Advanced Management of Sport Enterprises 4
### Master of Business Administration - Part Time Program

Students must complete a minimum of 51 units with a Pacific cumulative grade point average of 3.0 to earn the master of business administration degree.

#### I. Course Requirements

**First Fall Semester**
- BUSI 201 Financial and Managerial Accounting 3
- BUSI 205 Fundamentals of Finance 3

**First Spring Semester**
- BUSI 200 Management Information Systems 2
- BUSI 206 Data and Decisions 2
- BUSI 209 Organizational Behavior 2

**First Summer Session**
- BUSI 207 Marketing Management 2
- BUSI 208 Managerial Economics 2

**Second Fall Semester**
- BUSI 214 Negotiation 2
- BUSI 279 Leadership 2
- MBA Elective 3

**Second Spring Semester**
- BUSI 220 Corporate Finance 3
- BUSI 265 Global Marketing Strategy 3

**Second Summer Session**
- MBA Elective 3

**Third Fall Semester**
- BUSI 213 Ethics and Corporate Social Responsibility 3
- MBA Elective 3

**Third Spring Semester**
- BUSI 274 Managing Quality/Productivity 3
- BUSI 276 Entrepreneurial Management 3

**Third Summer Session**
- BUSI 268 Global Business Competition 3

**Fourth Fall Semester**
- BUSI 212 MBA Career Development Seminar 1
- BUSI 281 Strategic Management 3
- MBA Elective 3

**Electives**

The part time MBA includes electives in Finance, Marketing, Entrepreneurship, Sport Management, and Healthcare Management.

#### Finance Electives
- BUSI 221 Entrepreneurial Finance 3
- BUSI 222 Student Investment Fund 3
- BUSI 223 Investment Management 3
- BUSI 226 Financial Statement Analysis 3
- BUSI 263 International Finance 3

#### Marketing Electives
- BUSI 241 Marketing Research 3
- BUSI 246 Marketing of Services 3
- BUSI 247 Consumer Behavior 3
- BUSI 293 Special Topics 4

#### Entrepreneurship Electives
- BUSI 221 Entrepreneurial Finance 3
- BUSI 272 Entrepreneurship 3
- BUSI 275 Technology and Innovation 3
- BUSI 293 Special Topics 4

#### Healthcare Management Electives
- BUSI 250 Health Finance: Health Insurance 3
- BUSI 251 International Healthcare Systems 3
- BUSI 252 Healthcare Law 3
- BUSI 254 Health Economics 4
- BUSI 293 Special Topics 4

#### Sport Management Electives
- HESP 265 Advanced Sports Law 4
- HESP 269 Advanced Management of Sport Enterprises 4
- HESP 274 Advanced Sport Marketing and Promotions 4
- HESP 275 Advanced Sport Management 4
- HESP 287A Advanced Internship: Sport Management 4

### Master of Business Administration - Sacramento Program

Students must complete a minimum of 36 units with a Pacific cumulative grade point average of 3.0 to earn the master of business administration degree.

#### I. Course Requirements

**Year 1**

**Fall**
- MBAS 230 Accounting for Managers 3
- MBAS 285 Leading and Managing Organizations 3

**Spring**
- MBAS 203 Decision Making and Analytics 3
- MBAS 286 Innovation and Entrepreneurial Management 3

**Summer**
- MBAS 240 Financial Management 3
- MBAS 255 Marketing Management 3

**Year 2**

**Fall**
- MBAS 287 Power, Conflict, and Negotiations 3
- MBAS 288 Service Design and Operations Management 3

**Spring**
- MBAS 290 Strategic Management 3
- One Elective Course 3

**Summer**
- Two Elective Courses 6

**Electives**

The program will offer electives in healthcare management and in general business.
Bachelor of Science in Accounting/Master of Accounting Dual Degree Program Requirements

Students must complete a minimum of 150 units with a Pacific cumulative and school/program grade point average of 2.0 in order to earn the bachelor of science in accounting degree. Students must earn a grade point average of 3.0 in all graduate courses to earn the master of accounting degree.

Admission to the Dual Degree Program

Current Pacific students, or admitted transfer students who have completed the Junior Core with a 3.0 overall GPA and a 3.0 Accounting GPA are eligible to begin the dual degree program. Students receiving a C- or below in any of the Junior Core courses do not qualify for admission into the dual degree program. The Junior Core consists of:

- ECON 053 Introductory Microeconomics
- ECON 055 Introductory Macroeconomics: Theory and Policy
- MATH 037 Introduction to Statistics and Probability
- MATH 045 Introduction to Finite Mathematics and Calculus
- BUSI 023 Business Communications
- BUSI 031 Principles of Financial Accounting
- BUSI 033 Principles of Managerial Accounting
- BUSI 100 Management Information Systems
- BUSI 105 Financial Management
- BUSI 113A Intermediate Accounting I
- BUSI 113B Intermediate Accounting II

Students should apply for admission into the dual degree program at the beginning of the spring semester of their junior year.

I. General Education Requirements (for students starting as Freshmen):

- PACS 001 What is a Good Society
- PACS 002 Topical Seminar on a Good Society
- PACS 003 What is an Ethical Life?

Note: 1) Pacific Seminars cannot be taken for Pass/No Credit. 2) Transfer students with 28 or more transfer units complete 2 additional General Education elective courses from IC and IIIC.

One course from each subdivision below:

Social and Behavioral Sciences
- IA. Individual and Interpersonal Behavior (ECON 053)
- IB. U.S. Studies (ECON 055)
- IC. Global Studies (Transfers only)

Arts and Humanities
- IIA. Language and Literature (ENGL 025 or COMM 027)
- IIB. Worldviews and Ethics
- IIC. Visual and Performing Arts

Natural Sciences and Mathematics
- IIIA. Natural Sciences
- IIIB. Mathematics and Formal Logic (MATH 045 or MATH 051)
- IIIC. Science, Technology and Society (Transfers only)

or a second IIIA Natural Sciences course (Transfers only)

II. Diversity Requirement

Students must complete one diversity course (3-4 units)

Note: 1) Transfer students with 28 units or more transfer units prior to fall 2011 are encouraged but not required to complete a designated course prior to graduation. 2) Courses may be used also to meet general education and/or major/minor requirements.

III. Fundamental Skills

Students must demonstrate competence in:

- Writing
- Quantitative analysis

IV. Pre-professional Skills Requirements

Advanced Writing
Select one of the following:

<table>
<thead>
<tr>
<th>Course</th>
<th>Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>BUSI 023</td>
<td>Business Communications</td>
</tr>
<tr>
<td>ENGL 025</td>
<td>English 25</td>
</tr>
</tbody>
</table>

Public Speaking

<table>
<thead>
<tr>
<th>Course</th>
<th>Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>COMM 027</td>
<td>Public Speaking</td>
</tr>
</tbody>
</table>

Mathematics

<table>
<thead>
<tr>
<th>Course</th>
<th>Units</th>
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</thead>
<tbody>
<tr>
<td>MATH 045</td>
<td>Introduction to Finite Mathematics and Calculus</td>
</tr>
<tr>
<td>MATH 037</td>
<td>Introduction to Statistics and Probability</td>
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</tbody>
</table>

Computer Literacy

<table>
<thead>
<tr>
<th>Course</th>
<th>Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>COMP 025</td>
<td>Computers and Information Processing</td>
</tr>
</tbody>
</table>

Economics

<table>
<thead>
<tr>
<th>Course</th>
<th>Units</th>
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</thead>
<tbody>
<tr>
<td>ECON 053</td>
<td>Introductory Microeconomics</td>
</tr>
<tr>
<td>ECON 055</td>
<td>Introductory Macroeconomics: Theory and Policy</td>
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Note: These courses are also part of the Pacific General Education Program, and can be counted toward the University General Education requirements.

V. Core Requirements

<table>
<thead>
<tr>
<th>Course</th>
<th>Units</th>
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<tbody>
<tr>
<td>BUSI 010</td>
<td>Dean's Seminar</td>
</tr>
<tr>
<td>BUSI 031</td>
<td>Principles of Financial Accounting</td>
</tr>
<tr>
<td>BUSI 033</td>
<td>Principles of Managerial Accounting</td>
</tr>
<tr>
<td>BUSI 053</td>
<td>The Legal and Ethical Environment of Business</td>
</tr>
<tr>
<td>BUSI 100</td>
<td>Management Information Systems</td>
</tr>
<tr>
<td>BUSI 105</td>
<td>Financial Management</td>
</tr>
<tr>
<td>BUSI 107</td>
<td>Marketing Management</td>
</tr>
<tr>
<td>BUSI 109</td>
<td>Management and Organizational Behavior</td>
</tr>
<tr>
<td>BUSI 110</td>
<td>Career and Development Seminar</td>
</tr>
</tbody>
</table>

Note: 1) BUSI 274 below is substituted for BUSI 104. 2) BUSI 281 below is substituted for BUSI 181.

VI. Accounting Requirements

<table>
<thead>
<tr>
<th>Course</th>
<th>Units</th>
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</thead>
<tbody>
<tr>
<td>BUSI 111</td>
<td>Accounting Information Systems</td>
</tr>
<tr>
<td>BUSI 112</td>
<td>Computer Skills for Accountants</td>
</tr>
<tr>
<td>BUSI 113A</td>
<td>Intermediate Accounting I</td>
</tr>
<tr>
<td>BUSI 113B</td>
<td>Intermediate Accounting II</td>
</tr>
<tr>
<td>BUSI 115</td>
<td>Tax Accounting</td>
</tr>
<tr>
<td>BUSI 117</td>
<td>Cost Accounting</td>
</tr>
</tbody>
</table>
VII. Master of Accounting Requirements

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Units</th>
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<tbody>
<tr>
<td>BUSI 213</td>
<td>Ethics and Corporate Social Responsibility</td>
<td>3</td>
</tr>
<tr>
<td>BUSI 214</td>
<td>Negotiation</td>
<td>2</td>
</tr>
<tr>
<td>BUSI 215</td>
<td>Taxation of Business Entities</td>
<td>3</td>
</tr>
<tr>
<td>BUSI 216</td>
<td>Professional Accounting Research</td>
<td>2</td>
</tr>
<tr>
<td>BUSI 217</td>
<td>Ethics for Professional Accountants</td>
<td>3</td>
</tr>
<tr>
<td>BUSI 218</td>
<td>Advanced Financial Accounting Graduate Level</td>
<td>3</td>
</tr>
<tr>
<td>BUSI 219</td>
<td>Graduate Auditing Seminar</td>
<td>3</td>
</tr>
<tr>
<td>BUSI 226</td>
<td>Financial Statement Analysis</td>
<td>3</td>
</tr>
<tr>
<td>BUSI 274</td>
<td>Managing Quality/Productivity</td>
<td>3</td>
</tr>
<tr>
<td>BUSI 279</td>
<td>Leadership</td>
<td>2</td>
</tr>
<tr>
<td>BUSI 281</td>
<td>Strategic Management</td>
<td>3</td>
</tr>
</tbody>
</table>

Electives - May be undergraduate and/or graduate courses 10-17

Master of Accounting

Students must complete a minimum of 30 units with a cumulative grade point average of 3.0 in order to earn the Master of Accounting degree.

I. Course Requirements

<table>
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<td>BUSI 279</td>
<td>Leadership</td>
<td>2</td>
</tr>
<tr>
<td>BUSI 281</td>
<td>Strategic Management</td>
<td>3</td>
</tr>
</tbody>
</table>

Doctor of Pharmacy/Master of Business Administration Joint Degree

PharmD/MBA: This joint-degree program allows students interested in management positions in the pharmaceutical, biotechnology, and healthcare industries to develop the needed expertise. Both degrees can be completed in four years, regardless of academic background. Students interested in this program must apply and be accepted by both the MBA and Doctor of Pharmacy programs separately. Please see MBA application for special instructions.

The Eberhardt School of Business PharmD/MBA is modeled after the 16-month MBA. Students spend one year as a member of a full-time MBA cohort before beginning their pharmacy studies. Students then return to the Eberhardt School of Business MBA program in the fall of their third year for a two-unit capstone MBA course.

Students must complete a minimum of 51 units with a cumulative grade point average of 3.0 in order to earn the PharmD/MBA degrees.

Juris Doctorate/Master of Business Administration Joint Degree

Joint-degree JD/MBA Program: The joint-degree JD/MBA Program allows students to complete their three-year law degree at Pacific’s McGeorge School of Law and the 16-month Eberhardt MBA Program together in only four years. To combine the two programs, students can count up to 24 units of course credit toward both degrees. Students interested in the joint-degree JD/MBA Program must apply and be accepted by both the MBA Program and the Law Program separately.

Contact the MBA Program Office for a sample Plan of Study.

Master of Business Administration Peace Corps International Program

Peace Corps Masters International MBA Program: Masters Internationalist students complete a portion of their studies on campus prior to entering the Peace Corps. Students then leave for a Peace Corps assignment that includes language, technical and cross-cultural training. After completing a Peace Corps assignment, students return to campus for a semester to complete their degree. All returned Peace Corps volunteers receive a stipend from the Peace Corps for their volunteer service. Students interested in the Masters International Program must apply and be accepted by both the MBA Program and the Peace Corps separately.

Contact the MBA Program Office for a sample plan of study.
BUSI 100. Management Information Systems. 4 Units.
This course is an introduction to the concepts and skills needed to utilize information systems resources. The course focuses on the role of information systems in management function with an emphasis on end-user computing, that includes the role of users in information system planning and design. Topics include information systems technology, applications and development. Students gain experience with spreadsheet, data base and network applications. Prerequisite: COMP 025 or COMP 051.

BUSI 104. Operations Management. 4 Units.
Students analyze the production and operations systems in the organization and application of quantitative methods in solution of production and operations problems. A major emphasis is on managerial and economic implications. Prerequisites: BUSI 031, BUSI 033, ECON 053, ECON 055, MATH 037, MATH 045 and an acceptable computer course. Junior standing.

BUSI 105. Financial Management. 4 Units.
This course introduces financial instruments and institutions from the perspective of the financial management of the firm. Tools of financial analysis and planning as well as principles of short-term and long-term financing are developed as they relate to profit-ability and liquidity. Prerequisites: BUSI 031, ECON 053, ECON 055, MATH 037, MATH 045. Junior standing.

BUSI 107. Marketing Management. 4 Units.
BUSI 107 is an introduction to the institutions, techniques, policies and procedures utilized in the planning and performance of the activities which direct the flow of goods and services from producers to consumers. An emphasis is placed on the managerial process of decision-making in the setting of marketing strategy. Prerequisite: ECON 053. Sophomore standing.

BUSI 109. Management and Organizational Behavior. 4 Units.
BUSI 109 applies the concepts of organizational behavior and structure theories to the managerial processes, and emphasizes how organizational efficiency and effectiveness are developed. Junior standing.

BUSI 110. Career and Development Seminar. 1 Unit.
This course is designed to enable business students to clearly define their career objectives and available opportunities. Through the course business students understand the connection between internships and full-time careers, are trained in the methods of conducting a successful job search and prepare for on-going career development. Topics include career assessment, resumes and related correspondence, interviewing, career planning, and job search resources. The course also discusses opportunities available in graduate studies. Junior standing.

BUSI 111. Accounting Information Systems. 4 Units.
The course emphasizes the use of accounting software and the interaction of accountants with information systems. It also covers assessment of internal and computer controls in order to identify key risks within accounting cycles, and it reviews the latest computer architectures used in ERP. Prerequisites: BUSI 033 and BUSI 100. Junior standing.

BUSI 112. Computer Skills for Accountants. 1 Unit.
This course is a hands-on laboratory course that continues the study of spreadsheet applications and other accounting software programs, with an emphasis on projects especially important to accountants. This course emphasizes the more advanced accounting situations that spreadsheet applications and other programs make easier. Prerequisites: COMP 025, BUSI 031, BUSI 033, BUSI 100 with a "C" or better. Co-requisite: BUSI 111.

BUSI 113A. Intermediate Accounting I. 4 Units.
Students study the income measurement and asset valuation under generally accepted accounting principles. The course emphasizes current procedures, form and content of financial statements and critical evaluation of alternative accounting practices. Prerequisite: BUSI 031 with a "C" or better. Junior standing.

BUSI 113B. Intermediate Accounting II. 4 Units.
Students continue to study generally accepted accounting principles. Topics include owners’ equity, dilutive securities, pensions, leases, income taxes, statement of cash flows and inflation accounting. Prerequisite: BUSI 113A with a "C" or better. Junior standing.

BUSI 113C. Advanced Accounting. 4 Units.
Students study advanced accounting theory and practice that includes accounting for inter-corporate investments, partnerships, foreign currency transactions, government and nonprofit organizations and current topics. Prerequisite: BUSI 113B with a "C" or better. Junior standing.

BUSI 115. Tax Accounting. 4 Units.
Students study federal tax laws and doctrines that significantly affect businesses, property transactions, and individuals. Tax planning techniques and tax research skills are emphasized. Prerequisites: BUSI 031 and BUSI 033 both with a "C" or better. Junior standing.

BUSI 117. Cost Accounting. 4 Units.
This course emphasizes skills used by management accountants or other decision makers within an organization for planning and control. Topics include analysis of cost structures, profit planning, product cost systems, cost estimation, budgeting, and the behavioral implications of management accounting systems. Prerequisites: BUSI 031 and BUSI 033 both with a "C" or better; MATH 037. Junior standing.

BUSI 119. Auditing. 4 Units.
This capstone course in accounting studies the integration of financial and management accounting systems. Topics include the attest function and ethics, generally accepted auditing standards, systems of internal control, evidence and audit reports. Prerequisite: BUSI 113A with a "C" or better. Junior standing.

BUSI 121. Financial Markets. 4 Units.
Students examine the monetary transmission mechanism with emphasis on its implications for financial management of the individual firm. Topics include the institutions of money and credit creation, the flow-of-funds accounts and financial market subsection interconnection. Prerequisite: BUSI 105 with a "C" or better. Junior standing.

BUSI 122. Student Investment Fund (SIF). 4 Units.
Operated entirely by students, this course allows students to gain hands-on, real world experience in managing an investment fund with substantial market value. Students perform sector analyses as well as financial analyses of a wide array of securities. As a group they determine the fund’s sector allocation and stock/bond/cash allocation. SIF, while maintaining a well-diversified profile, strives to outperform the market (S&P 500). Prerequisites: BUSI 105 with a "C" or better and permission of instructor. Junior standing. May be taken twice for credit.

BUSI 123. Investment Analysis. 4 Units.
Students examine the nature of securities markets and the characteristics of various types of securities for institutional and personal investment. Sources of investment information, security valuation and investment planning are introduced. Prerequisite: BUSI 105 with a "C" or better. Junior standing.
BUSI 124. Entrepreneurial Finance. 4 Units.
Entrepreneurial Finance discusses the financial issues facing a business start-up and those of a growing enterprise. Specific attention is paid to the acquisition of financing for new ventures, financial management of new and growing businesses, and the harvest of the entrepreneurial venture. Prerequisite: BUSI 105 with a "C" or better. Junior standing.

BUSI 125. Intermediate Financial Management. 4 Units.
This is a second course in business finance with emphasis on problem solving. Selected problems in the management of long-term and short-term assets are examined in depth and techniques for optimizing the goals of the firm are developed. Prerequisite: BUSI 105 with a "C" or better. Junior standing.

BUSI 126. Topics in Finance. 4 Units.
This course is an in-depth examination of special topics of current interest in the field of finance. Students and faculty together explore empirical and theoretical issues in such areas of finance as investment analysis, financial management, financial markets and other related areas. Prerequisites: BUSI 105 with a "C" or better and BUSI 121. Junior standing.

BUSI 127. Legal Aspects of Real Estate. 4 Units.
Students study the legal aspects that concern real estate and real estate transactions. Topics include deeds, listing agreements, title insurance, real estate contracts, closing, property taxation, land use regulations and landlord-tenant relationships. Prerequisite: BUSI 053. Junior standing. (PLAW)

BUSI 134. Conflict Management. 4 Units.
Conflict is inevitable in organizational, inter-organizational and international settings. This course deals with conflict in concept and in practice and is designed to provide insights into its causes and its productive and destructive consequences. It also focuses on providing tools for managing conflict productively, and particularly emphasizes negotiation. Prerequisite: BUSI 109 with a "C" or better. Junior standing.

BUSI 136. Business Programming. 4 Units.
This course introduces students to programming logic and design. Visual Basic is used to emphasize the development of business applications. Students also study Windows design elements, forms, and events. Junior standing.

BUSI 137. Database Management Systems. 4 Units.
Students learn to develop database management systems to design and build business applications. The course teaches database design (normalization), queries (SQL), development of business applications that use forms and reports, and an introduction to database administration. Prerequisite: BUSI 100 with a "C" or better. Junior standing.

BUSI 138. Networking and Telecommunications Management. 4 Units.
Students examine design, implementation, and management of local area networks. Studies include design issues in wide area networks and telecommunications with emphasis on Internet connectivity in addition to network server setup and administration that includes Web site administration. Prerequisite: BUSI 100 with a "C" or better. Junior standing.

BUSI 139. Electronic Commerce Project. 4 Units.
Students design and build applications for electronic commerce. Students use databases and programming to build interactive Web sites. Prerequisite: BUSI 100 with a "C" or better. Junior standing.

BUSI 140. Business Systems Analysis. 4 Units.
Students study systems development life cycle, methods and tools for systems analysis and design, human factors, user interface, and systems integration issues. Prerequisite: BUSI 136. Junior standing.

BUSI 141. Marketing Research. 4 Units.
Students study the concepts and techniques useful in the solution of marketing problems and in the identification of marketing opportunities. This course emphasizes the design of information acquisition and the evaluation and interpretation of research findings. Prerequisites: BUSI 107 with a "C" or better and MATH 037. Junior standing.

BUSI 142. Personal Selling and Sales Management. 4 Units.
Personal Selling and Sales Management examines the sales function from strategic competitive importance to the firm to required direct sales skills of individual salesperson. Major subject areas covered are: the sales process, recruitment and training, organization and focus, "territories", evaluation and compensation. Prerequisite: BUSI 107 with a "C" or better.

BUSI 143. Product Innovation. 4 Units.
Maintaining competitiveness in the contemporary marketplace requires that companies focus increasingly on the management of product and service innovation. This course addresses the innovation process-technology-based and otherwise-from the identification of new ideas through the development of innovations and eventual introduction of novel products to consumers. Topics include sources of innovation, identification and screening of product innovations, business planning for new products, technological forecasting, integrating innovation with business objectives and organizational models for fostering innovation. Prerequisites: BUSI 107 and BUSI 141 with a "C" or better. Junior standing.

BUSI 144. Strategic Marketing. 4 Units.
Students are introduced to the strategic marketing process, that includes the analysis of marketing situations, identification of problems, determination of solutions, implementation of corrective action, and planning strategy. Prerequisites: BUSI 105 and BUSI 141 both with a "C" or better. Junior standing.

BUSI 145. Entrepreneurial Finance. 4 Units.
Entrepreneurial Finance discusses the financial issues facing a business start-up and those of a growing enterprise. Specific attention is paid to the acquisition of financing for new ventures, financial management of new and growing businesses, and the harvest of the entrepreneurial venture. Prerequisite: BUSI 105 with a "C" or better. Junior standing.

BUSI 146. Topics in Marketing. 4 Units.
This course is an in-depth examination of special topics of current interest in the field of finance. Students and faculty together explore empirical and theoretical issues in such areas of finance as investment analysis, financial management, financial markets and other related areas. Prerequisites: BUSI 105 with a "C" or better and BUSI 121. Junior standing.

BUSI 147. Consumer Behavior. 4 Units.
Students study the bases for consumer behavior, which include relevant information from social psychology, sociology, and cultural anthropology. Topics include the application of analysis of consumers' behavior and attitudes to marketing management decisions. Management decision areas that are discussed include advertising, product development, marketing research and pricing. Prerequisite: BUSI 107 with a "C" or better. Junior standing.

BUSI 148. Promotions Management. 4 Units.
Students study the theory and practices used in the promotions component of the marketing mix. Students are exposed to a number of techniques employed by marketing departments, advertising firms and public relations professionals to advertise and promote products and or services. Prerequisite: BUSI 107 with a "C" or better. Junior standing.

BUSI 149. Strategic Marketing. 4 Units.
Students are introduced to the strategic marketing process, that includes the analysis of marketing situations, identification of problems, determination of solutions, implementation of corrective action, and planning strategy. Prerequisites: BUSI 105 and BUSI 141 both with a "C" or better. Junior standing.

BUSI 153. Entertainment Law. 4 Units.
Students study all aspects of the legal relationships and rights problems in films, television, music and records. This course is also offered as MGMT 153. Prerequisite: BUSI 053 with a "C" or better. Junior standing.

BUSI 157. Commercial Law. 4 Units.
Students study the basic principles of commercial and trade law and business organizations that include agency partnerships and corporations. The course covers contracts and the Uniform Commercial Code, real and personal property, securities regulation, secured transactions, bankruptcy, professional liability and negotiable instruments. Prerequisite: BUSI 053 with a "C" or better. Junior standing. (PLAW)
BUSI 159. Employment Law. 4 Units.
This course examines major labor-management relations legislation and its interpretation and treatment by administrative agencies and the courts. Primary emphasis is on the National Labor Relations Act as amended, but attention is also given to law concerning public sector labor relations, employment discrimination and other related law. Prerequisite: BUSI 053 with a "C" or better. Junior standing. (PLAW)

BUSI 163. International Financial Management. 4 Units.
This course is an analysis of management problems that arise in an international financial environment. Specific consideration is given to financial risk (s), management and international financial markets. Prerequisite: BUSI 105 with a "C" or better. Junior standing.

BUSI 165. International Marketing. 4 Units.
Students examine the environment for marketing across borders. The course covers marketing practice, policies and strategies in the multinational setting. Students complete a global screening of countries and draw up a marketing plan and strategy for a given product. Prerequisite: BUSI 107 with a "C" or better. Junior standing. (DVSY)

BUSI 169. International Management. 4 Units.
Develops cross-cultural awareness through understanding of social, political, economical, and historical influences on managerial practice. Methods include lectures, readings, videos, role-plays, and reports (written and oral). Prerequisite: BUSI 109 with a "C" or better. Junior standing.

BUSI 170. Human Resources Management. 4 Units.
This course introduces the P/HR management area with its core of activities that include job analysis, performance evaluation, employee acquisition, employee and management development, and compensation and benefits. The influences of the equal employment and civil rights laws, wage, and hour laws, labor law and labor unions in organizational operations are studied. Prerequisite, may be taken concurrently: BUSI 109 with a "C" or better. Junior standing. (DVSY)

BUSI 172. Entrepreneurship. 4 Units.
This course covers the new creation process from the venture idea phase to the capital search and acquisition, through the new venture start-up and operations. Theories and techniques are applied to the planning and development of an actual new enterprise. New ventures include the traditional small business or a high growth venture, or the formation of a new business entity or a new venture within an existing organization. Prerequisites: BUSI 031, BUSI 033, BUSI 107 all with a "C" or better. Junior standing.

BUSI 173. Entrepreneurial Management Practicum. 4 Units.
This course serves as the capstone in the Entrepreneurial Management concentration. Students will integrate what they've learned in the program and apply it to a major project under the guidance of the instructor. Project can include business plan development for the student's own idea or experiential consulting project for a company, nonprofit, or agency that involves some aspect of new business development. Prerequisites: BUSI 031, BUSI 090. Junior standing.

BUSI 174. Creating Effective Work Teams. 4 Units.
The purpose of the course is to provide students with an understanding of work team dynamics that enable them to develop skills to participate in and lead teams in the workplace. Because the focus is on teams, the course takes a "learning by doing" approach and involves numerous group activities designed to reinforce the material. Prerequisite: BUSI 109 with a "C" or better. Junior standing.

BUSI 175. Leadership and Change. 4 Units.
Students examine the processes of deliberate organizational change as adaptations to both internal and external developments. The course covers criteria for effective change programs, strategic variables that affect change (e.g., power, communication, conflict), and technologies that produce change (e.g., consulting, training, research). Prerequisite: BUSI 109 with a "C" or better. Junior standing.

BUSI 176. Managing Small Businesses. 4 Units.
The focus of the course is on the decisions owner-managers make in choosing opportunities, allocating resources, motivating employees and maintaining control while not stifling entrepreneurial activities that cause a business to grow. Topics include managing under adversity, management of the family business, professionalizing the growing business, corporate entrepreneurship, financial planning, control, accountability and the changing role of the board of directors. A field study and a research paper that involves the applications of the concepts in a specific firm are required. Prerequisites: BUSI 031 and BUSI 109 both with a "C" or better. Junior standing.

BUSI 177. International Trade Law. 4 Units.
International Trade Law provides students with the opportunity to study legal aspects associated with international trade agreements. The primary emphasis of the course is on the global trading system as represented by the General Agreement on Tariffs and Trade and the World Trade Organization and regional trading systems such as the European Union and the North American Free Trade Agreement. The course also examines agreements ancillary to these trading regimes as well as relevant national laws. The emphasis of the course will be on the recognition of legal problems and the discovery and application of appropriate principles of international and domestic law that may assist in resolving these problems. Prerequisite: BUSI 053 with a "C" or better. Junior standing.

BUSI 178. International Commercial Law. 4 Units.
International Commercial Law provides students with the opportunity to study the law that governs international contracts. The course examines ethical considerations in international contracting, commercial dispute resolutions, and import and export transactions. Several different types of contracts are examined including those that relate to the sale of goods, services, transportation, insurance and intellectual property rights. The emphasis of the course is on the recognition of legal problems and the discovery and application of appropriate principles of international and domestic law that may assist in resolving these problems. Prerequisite: BUSI 053 with a "C" or better. Junior standing.

BUSI 181. Strategic Management and Policy. 4 Units.
This course is an integrated analysis of the major functional areas of an enterprise, viewed primarily from the upper levels of management. The strategic management process provides the framework that formulates and implements objectives, policies and programs through which a company gains sustainable competencies and competitive advantage in the marketplace. Students participate in computer simulations, case analysis, and experimental exercises in order to develop skills in executive teamwork, to solve strategic problems and to present and defend recommendations. Prerequisites: BUSI 031, BUSI 033, BUSI 053, BUSI 100, BUSI 104, BUSI 105, BUSI 107, BUSI 109.

BUSI 183. Administrative Internship. 1-8 Units.
The internship affords students the opportunity to combine administrative practice and classroom theory. Interns are placed with private, public or third sector agencies for a period of at least 40 hours per earned credit hour. In addition, the supervising instructor assigns academic work to complement the hands-on portion of the internship. Interested students contact the ESB Career Services Office or the office of the Associate Dean located in Weber Hall.
BUSI 186. Firm, Markets, and Environment: Theory and Application. 3 Units.
This course provides in-depth exposure to both the theory of the firm and a set of quantitative techniques that managers need to utilize in order to facilitate decision making and problem solving. The topics include demand theory and estimation, forecasting with econometric and time-series techniques, production and cost theory, theory of markets, capital budgeting, fiscal and monetary policy, and the global economic and financial environment. Prerequisites: ECON 053, ECON 055, and permission of the MBA Program Director. Senior standing.

BUSI 188. Data and Decisions. 3 Units.
This course introduces the fundamental concepts and techniques that analyze risk and formulate sound decisions in uncertain environments. The course examines statistical methods which interpret and analyze data that include sampling concepts, regression analysis, and hypothesis testing. Applications include investor management, portfolio analysis, quality control and inventory management, portfolio analysis, quality control and inventory management. This course emphasizes analytical techniques that are broadly applicable to business problems. Prerequisites: MATH 037, MATH 045 and permission of the MBA Program Director. Senior standing.

BUSI 191. Independent Study. 1-4 Units.
This course is primarily for advanced majors in business administration. An independent study proposal is submitted to and is approved by the student’s faculty adviser, the instructor and the ESB Academic Standards Committee. Independent study is self-directed study by the student.

BUSI 200. Management Information Systems. 2 Units.
This course is an introduction to the concepts and skills needed to utilize information system resources in business management. The course examines tools for handling common business tasks at the personal, team, and enterprise levels. Business cases emphasize the management roles in evaluating information technology. Prerequisite: Admission to the MBA program.

BUSI 201. Financial and Managerial Accounting. 3 Units.
This is an intensive and managerially oriented course that focuses on the most salient aspects of financial and managerial accounting. The course includes modules on analysis and decision making using financial reports, cost identification and management, and identification and analysis of financial and managerial accounting issues. Prerequisite: Admission to the MBA program.

BUSI 205. Fundamentals of Finance. 3 Units.
The purpose of this course is to acquaint students with the basic concepts and analytical techniques applicable to identifying and solving financial management problems. The topics covered include financial markets and institutions, valuation of assets and associated problems in the valuation of the firm, the relationships between risk and return, capital budgeting and capital structure. Prerequisite: Admission to the MBA program.

BUSI 206. Data and Decisions. 2 Units.
This course reviews basic business statistics in a business context. It also introduces advanced techniques for quantitative business analysis. Students learn about methods for collecting and analyzing data to address business problems using commonly available computer software. In addition, students learn about reading and interpreting statistical reports from a decision makers' perspective. Prerequisite: Admission to the MBA program.

BUSI 207. Marketing Management. 2 Units.
This course is designed to explore the managerial aspects of the marketing function. Quantitative and qualitative analysis of the company, its customers and its competition, commonly used in solving marketing problems, are emphasized. The course is organized around the key marketing decision variables – target market selection, product, pricing and distribution and promotion as well as the various marketing processes of strategy formulation, organization and implementation. Prerequisite: Admission to the MBA program.

BUSI 208. Managerial Economics. 2 Units.
This course is designed to provide graduate business students with a rigorous exposure to selected theory from intermediate microeconomics, game theory and statistics, which can be applied to make sound managerial decisions in today's global business environment. It is assumed that students have an existing background in micro- and macroeconomics, differential calculus and statistics. Topics covered in this course include (but are not limited to): demand theory, production and cost theory, estimation of production and cost functions, theory of markets (perfect competition, monopoly, oligopoly, and monopolistic competition), and decision making under risk and uncertainty. Although these topics are presented in a quantitative manner, real-world application is stressed throughout the course. Prerequisite: Admission to the MBA program.

BUSI 209. Organizational Behavior. 2 Units.
This course is designed to provide students with (1) a broad understanding of the factors that influence human behavior in organizations and (2) a set of tools managers can use to direct employee behavior. The course's emphasis is on how to apply knowledge of organizational behavior to current problems in the workplace. Prerequisite: Admission to the MBA program.

BUSI 210. Business and Public Policy. 3 Units.
This course is about the public policy process and the role business plays in it. It examines national, regional and international policy issues of relevance to business and the larger society. It also involves an examination of the ethical dimensions of business decision-making. Prerequisite: Completion of Phase I of MBA Program or the permission of instructor and the MBA Director.

BUSI 211. Applied Business Principles. 17 Units.
This course is an applied and intensive overview of business administration and is completed in one semester. Topics include six academic modules covering information systems, data analysis and decision making, accounting, finance, marketing, and organizational behavior. The course is team taught by numerous faculty in the Eberhardt School of Business, each with their own area of specialization. This course may be waived upon completion with a “B” average or better in all of the following courses: BUSI 200, BUSI 201, BUSI 205, BUSI 206, BUSI 207, BUSI 208, and BUSI 209. Prerequisite: Admission to the MBA program.

BUSI 212. MBA Career Development Seminar. 1 Unit.
This course is designed to enable business students to clearly define their career objectives and available opportunities as it relates to the Pacific MBA. Through the course, MBA students are trained in the tactics and methods to conduct a successful job search and to prepare for multiple career transitions over the course of their entire business career. Prerequisite: Acceptance into the MBA Program.
BUSI 213. Ethics and Corporate Social Responsibility. 3 Units.
The purpose of this course is to analyze ethical dilemmas faced by individuals in the context of business decision making and identify the foundations upon which resolution might be possible, to contrast your own value system with those of others, and to understand the value systems behind your opinions, decisions, and actions. A second purpose is to improve students’ abilities as managers to anticipate, analyze, respond to, and manage issues of social responsibility and ethics that are faced in careers. Students have an opportunity to consider challenges that arise across different business functions in both domestic and global markets. Sample topics may include compliance with a variety of laws, fair and unfair competition, responsibility to customers, shareholders, employees and the environment, insider trading, product safety and more. Prerequisite: BUSI 211 or 255 with a "B" or better, or admission to the MAcc or BSMA program. Graduate students from other non-business programs may enroll with permission of the Associate Dean in the Eberhardt School of Business.

BUSI 214. Negotiation. 2 Units.
The purpose of this course is to understand the theory and processes of negotiation as it is practiced in a variety of settings. This course is designed to be relevant to the broad spectrum of negotiations problems that are faced by managers and individuals. Thus, the content is relevant to students interested in marketing, entrepreneurship, consulting relationships, international management or mergers and acquisitions. In addition, the course emphasizes negotiations that occur in the daily life of the manager. Prerequisite: BUSI 211 or BUSI 255 with a "B" or better.

BUSI 215. Taxation of Business Enterprises. 3 Units.
This course examines federal income tax provisions for business entities and their owners, and includes topics on the formation, operation, and distributions from corporations, S-corporations, and partnerships. Prerequisites: BUSI 115 or equivalent and admission to the MAcc or BSMA.

BUSI 216. Professional Accounting Research. 2 Units.
This course has two objectives: The first objective is to develop critical thinking skills, and therefore problem solving and decision making skills, within the context of professional accounting. This objective is achieved through research and analysis of complex accounting situations and cases. The second objective is to enhance students’ technical communication skills; skills that are necessary to achieve and maintain successful careers in the accounting profession. The two objectives are integrated throughout the course. Prerequisites: BUSI 113A, BUSI 113B, and BUSI 115 or equivalent courses and acceptance into the MAcc or the BSMA.

BUSI 217. Ethics for Professional Accountants. 3 Units.
Ethical reasoning, integrity, objectivity, independence, and core values are applied to professional issues in accounting via lectures, case analysis, and independent research. Prerequisites: BUSI 119 and PHIL 027, or equivalent courses and admission into the MAcc program or BSMA program.

BUSI 218. Advanced Financial Accounting Graduate Level. 3 Units.
This course provides a thorough study of accounting for business combinations and preparation of consolidated financial statements for a parent corporation and one or more subsidiaries. We also examine several other accounting topics including: state and local governments, colleges and universities, health care organizations, partnerships, segment reporting, foreign currency transactions, and the movement towards harmonization of accounting standards worldwide. Prerequisites: BUSI 113B or equivalent and admission to the MAcc or the BSMA.

BUSI 219. Graduate Auditing Seminar. 3 Units.
This course presents advanced problems in the application of auditing standards; internal control evaluations; applications of statistics; audits of EDP systems; and auditor’s ethical, legal, and reporting obligations. This class includes the following topics: the history of auditing leading to SOX, accounting ethics, fraud, internal auditing and risk management, sampling and IT auditing. These topics represent the most critical elements for understanding the current state of auditing. Prerequisites: BUSI 119 or equivalent and admission to the MAcc or BSMA.

BUSI 220. Corporate Finance. 3 Units.
This advanced course in financial management introduces a set of analytical tools needed to make sound corporate decisions in such areas as capital budgeting, capital structure and dividend policy. Prerequisite: BUSI 211 or BUSI 255 with a "B" or better.

BUSI 221. Entrepreneurial Finance. 3 Units.
Students analyze in-depth the financial issues that face a business start-up. Specific attention is paid to the acquisition of financing for new ventures and the financial management of new and growing businesses. Prerequisite: BUSI 211 or BUSI 255 with a "B" or better.

BUSI 222. Student Investment Fund. 3 Units.
Student Investment Fund (SIF) is operated entirely by students, and it allows them to gain hands-on, real world experience in managing an investment fund with substantial market value. Students perform sector analyses as well as financial analyses of a wide array of securities, and as a group have to determine the fund’s sector allocation and stock/bond/cash allocation. SIF, while maintaining a well-diversified portfolio, strives to outperform the market (S&P 500). Prerequisite: BUSI 211 or BUSI 255 with a "B" or better and permission of instructor.

BUSI 223. Investment Management. 3 Units.
This course teaches students a set of analytical tools necessary to evaluate the profitability of a vast array of financial assets such as stocks, bonds, options and financial futures. Prerequisite: BUSI 211 or BUSI 255 with a "B" or better.

BUSI 225. Investments/Portfolio Analysis. 3 Units.
This course familiarizes students with the types of financial statements and analysis processes used by bankers and analysts. This course also provides students with a basic understanding of the many issues bankers and analysts face in understanding a company through its financial statements. Prerequisite: BUSI 211 or BUSI 255 with a "B" or better or permission of Associate Dean.

BUSI 226. Financial Statement Analysis. 3 Units.
This course familiarizes students with the types of financial statements and analysis processes used by bankers and analysts. This course also provides students with a basic understanding of the many issues bankers and analysts face in understanding a company through its financial statements. Prerequisite: BUSI 211 or BUSI 255 with a "B" or better or permission of Associate Dean.

BUSI 230. Enterprise Systems Analysis. 3 Units.
An Enterprise Resource Planning (ERP) system is a tool that integrates data across a business organization. This class uses a sample system to examine the features, capabilities, and business advantages of ERP systems. The class investigates the roles of the individual modules and the importance of the integration. It also discusses the strategic implications of vendor and customer interactions through ERP systems. Various issues of implementation and customization are covered. By its nature, the study for ERP systems ties together knowledge from a variety of business disciplines. Prerequisite: BUSI 211 with a "B" or better.

BUSI 231. Database Management. 3 Units.
Students learn to design and develop large-scale business applications that use database management systems. The course emphasizes teamwork, team management, and joint application development tools. It uses large-scale commercial database tools such as Oracle and SQL Server. Prerequisite: BUSI 200 with a "C" or better or BUSI 211 with a "B" or better.
BUSI 236. Business Programming. 3 Units.
This business course introduces students to program logic and
design. Visual Basic is used in the development of various business
applications in the context of Windows design elements, forms, and
events. Prerequisite: BUSI 200 with a "C" or better or BUSI 211 with a "B"
or better.

3 Units.
Students study modern networks and telecommunications systems,
that include wireless and mobile applications, and Web-based systems. The
course develops the skills to manage business telecommunication and
and network infrastructures. It equips managers with the foundations of the
technical, economic, and political structure of modern communication
systems. The course emphasizes design and management of large-
scale enterprise networks. Prerequisite: BUSI 200 with a "C" or better or
BUSI 211 with a "B" or better or equivalent.

BUSI 239. MIS Project. 3 Units.
Students define and create a MIS e-business application, that uses a
DBMS and the Internet. Projects are team-oriented and encompass
MIS concepts from database, usability, and the Internet. Students use
project management and workgroup software to set schedules and
maintain communication. Discussions emphasize the challenges and
potential solutions for dealing with large-scale projects. Prerequisites:
BUSI 211 with a "B" or better and 231 with a "C" or better. Prerequisite,
may be taken concurrently: BUSI 230 with a "C" or better or permission of
instructor and MBA director.

BUSI 241. Marketing Research. 3 Units.
Students study the concepts and techniques useful in the solution of
marketing problems and in the identification of marketing opportunities.
Emphasis is given to the design of information acquisition and to the
evaluation and interpretation of research findings. Prerequisite: BUSI 211
or BUSI 255 with a "B" or better.

BUSI 245. Customer Relationship Management. 3 Units.
This course explores the process of understanding, creating and
delivering value to targeted business markets and individual customers.
It relies upon assessment of value in the marketplace, and it provides a
means of gaining an equitable return on value delivered and enhancing a
supplier firm's present and future profitability. It also provides students
with the knowledge and skills necessary to perform consumer analyses
that can be used to understand markets and to develop effective
marketing strategies. Prerequisite: BUSI 211 with a "B" or better.

BUSI 246. Marketing of Services. 3 Units.
This class explores the theory and strategies that drive service
consumption. Students are exposed to the unique characteristics of
marketing services that include the importance of the physical
environment to service encounter success, the creation of customer
satisfaction, the delivery of service quality and value, and the
development of strategies to overcome service failure. Prerequisite:
BUSI 211 or BUSI 255 with a "B" or better.

BUSI 247. Consumer Behavior. 3 Units.
This interdisciplinary course discusses the customer as the focus of
the marketing system. Knowledge about the customer behavior,
obtained through the application of a series of analytic frameworks
and tools, is presented as the basis for marketing decisions at both the
strategic and tactical levels. Central focus of the course is the analysis of
customer decision-making processes and an understanding of the
customer activity cycle or consumption chain. Methods to build customer
satisfaction and loyalty through relationship marketing are stressed.
Prerequisite: BUSI 211 or BUSI 255 with a "B" or better.

BUSI 249. Strategic Marketing. 3 Units.
This course develops students' decision-making skills in the complex
and fast changing international marketplace. The course provides an
integrated analysis of the marketing functions of a firm, viewed primarily
from the upper level of management. Emphasis is placed on formulation
of goals and objectives and selection of strategies under conditions of
uncertainty as they relate to the pricing, distribution and promotion of
new and existing products, to achieve corporate objectives in today's
global environment. Prerequisite: BUSI 211 or BUSI 255 with a "B" or
better.

BUSI 250. Health Finance: Health Insurance. 3 Units.
Students examine the theory and practice of health insurance in the
United States. Students who complete this course understand the history
and institutional framework of health insurance, understand how health
insurance operates, and are able to assess the efficiency and equity of
healthcare finance. Prerequisite: BUSI 211 or BUSI 255 with a "B" or
better.

BUSI 251. International Healthcare Systems. 3 Units.
This course is an international overview of healthcare finance and
delivery that familiarizes students with healthcare finance and delivery
around the world. Students develop critical analytical skills to enable
them to compare and contrast health systems, identify relative strengths
and weaknesses, and assess the possibilities for structural reform of the
U.S. healthcare system. Prerequisite: BUSI 211 or BUSI 255 with a "B" or
better.

BUSI 252. Healthcare Law. 3 Units.
Students analyze and learn the application of statutes, regulations,
case law and policies that affect the health care system in the U.S.
Upon completion of this course students understand the roles of the
legal, legislative and administrative systems in health care, are able to
discuss critically important legal, ethical and policy issues in health care,
and are able to recognize situations that may occur in health systems
management that require consultation with legal counsel. Prerequisite:
BUSI 211 or BUSI 255 with a "B" or better.

BUSI 254. Health Economics. 4 Units.
This course applies the tools of microeconomics to the study of health
care. It provides an analysis of how decisions are made by health care
providers, consumers, and third parties responsible for payment (e.g.
health insurers). The course is built around the individual's demand
for health care and the supply of services by doctors and hospitals.
Topics covered include health insurance, managed care and industry
competitions, the pharmaceutical industry, the role of the government as
a provider of care, long-term care, international health comparisons, and
cost-benefit analysis/cost-effectiveness analysis. Prerequisite: BUSI 211
with a "B" or better or concurrent with BUSI 255.

BUSI 255. Applied Business Principles. 14 Units.
This course is an applied and intensive overview of business
administration and is completed in one semester. Topics include six
academic modules covering information systems, data analysis and
decision making, accounting, finance, marketing, and organizational
behavior. The course is team taught by numerous faculty in the Eberhardt
School of Business, each with their own area of specialization. This
course may be waived upon completion with a "B" average or better in
all of the following courses: BUSI 200, BUSI 201, BUSI 205, BUSI 206,
BUSI 207, and BUSI 209. Prerequisite: Admission to the MBA program.

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BUSI 263. International Finance. 3 Units.
This course provides students with a conceptual framework for analyzing key financial decisions faced by multinational corporations. The major focus of this class is on spot exchange markets, forward exchange markets, the balance of payments, exchange rate determinations, hedging strategies, financing alternatives, transfers of international payments, and international bonds and equities investment and diversification. Prerequisite: BUSI 211 or BUSI 255 with a "B" or better.

BUSI 265. Global Marketing Strategy. 3 Units.
This course develops students' decision-making skills in the complex and fast changing international marketplace. Emphasis is placed on the frameworks and techniques used to decide which countries offer potential markets for products, how and to what degree the components of the marketing mix must be customized to an international market, and which strategies are best suited to entering a country. Prerequisite: BUSI 211 or BUSI 255 with a "B" or better.

BUSI 267. International Business Law. 3 Units.
Students are introduced to the legal environment of international business. The course provides students with the opportunity to study international sales and commercial transactions. Additionally, students have the opportunity to become familiar with international and domestic laws that directly affect global trade. Finally, students have the opportunity to become familiar with laws and events that indirectly affect international trade such as environmental standards, privatization and intellectual property protection. The emphasis of the course is on the recognition of legal problems and the discovery and application of appropriate principles of international and domestic laws that may assist to resolve these problems. Prerequisite: BUSI 211 with a "B" or better.

BUSI 268. Global Business Competition. 3 Units.
Today, all levels of business operations are becoming global. Business people must consider additional parameters when they enter the global sphere. The rules of the game such as laws, customs, theories, and business practices may be different. This course works on business problems and strategies within the global environment in which U.S. businesses compete. The key objective of this course is to analyze the operation of global firms, to analyze various types of entry strategies into foreign countries, impacts on host and home countries, and the powerful flexibility of global systems. Prerequisite: BUSI 211 or BUSI 255 with a "B" or better or permission of instructor and the MBA Director.

BUSI 269. Comparative Management. 3 Units.

BUSI 270. Human Resource Management. 3 Units.
This course explores research, theory, and practical applications to administrative problems in human resource management. The course provides students with an understanding and appreciation of: strategic HRM, HRM law, job analysis and design, employee recruitment, selection and placement, training and development, performance evaluation, compensation and benefits, labor relations and collective bargaining, safety and health, international HRM, HRM computer simulation, HR information/management systems and other HRM technological innovations.

BUSI 272. Entrepreneurship. 3 Units.
This course provides an experiential introduction to the creation of a new business enterprise. Building upon mentor experiences, internship and work experiences and the use of selected guest speakers, the course focuses on writing a business plan that could be presented to a venture capitalist (or other source) for funding. Topics include the traits of successful entrepreneurs, generating business opportunities, screening family businesses, management/marketing/financial skills needed, "intrapreneurship," etc. Prerequisite: BUSI 211 or BUSI 255 with a "B" or better.

BUSI 274. Managing Quality/Productivity. 3 Units.
The purpose of this course is to recognize the essence of an organization as its operations, or as its production and service delivery. Topics include the life cycle of operations and supply chain strategies for goods and services, the integration of and information flows between business functions, and the challenges of the globalization of operations and supply chain choices. Students apply analytical methods to develop, deliver, and improve production systems in a "real world" field experience. Prerequisite: BUSI 211 or BUSI 255 with a "B" or better.

BUSI 275. Technology and Innovation. 3 Units.
The process of taking science and technology to the marketplace has taken on strategic importance to company leadership in many industries. This course provides students with concepts, frameworks and tools for managing technology and innovation. How can companies identify the major developments in science and technology that affect them directly and indirectly? What avenues are available to maintain technological leadership, and how can they be integrated into a company's overall objectives? What global strategies are available to develop technology and take it to the marketplace? Prerequisite: BUSI 211 or BUSI 255 with a "B" or better.

BUSI 276. Entrepreneurial Management. 3 Units.
This course is designed to integrate the functional knowledge students have acquired in their first semester as an MBA student and to teach them how to apply it within innovative and entrepreneurial business settings that call upon managers to make decisions and plans under conditions of uncertainty. The focus on the entrepreneur and entrepreneurial management reflects two considerations. The first is the growing recognition of the critical importance of entrepreneurial activities in capitalist economics. The second is that it introduces students to a set of opportunities that most of them encounter in their careers. New companies as well as innovative businesses at larger firms often look for businesspeople with the perspective and skills needed to thrive in innovative business environments and the aim is to help prepare students for such opportunities. Prerequisite: BUSI 211 or BUSI 255 with a "B" or better. Graduate students from other programs may enroll with permission of the Associate Dean in the Eberhardt School.

BUSI 277. Small Business Consulting. 3 Units.
This course provides students with a structured opportunity to apply knowledge gained from the classroom to a small business environment. Students work in teams to address operational problems and identify methods of capitalizing on growth opportunities in actual companies.

BUSI 278. International Entrepreneurship. 3 Units.
This course provides the entrepreneur with a broad view of the factors underlying cross-national and cross-cultural business success. The emphasis is on concepts, techniques and factual knowledge useful for a career in international and global business management and entrepreneurship. This course draws on the experiences of small as well as large entrepreneurial firms, in both the manufacturing and service sectors from all over the world in new firm creation and/or adaptation in difference countries and the global economy. Prerequisite: BUSI 211 or permission of instructor and Associate Dean for Gradutate Studies.

BUSI 279. Leadership. 2 Units.
This course utilizes the research and practice of recent years that concerns situational leadership and transformational leadership. The class emphasis will be experiential. Emphasis is placed on the consensus building, values alignment and vision building. Prerequisite: BUSI 211 or BUSI 255 with a "B" or better.
BUSI 280. Strategy Implementation. 2 Units.
This course addresses the managerial challenge of strategy implementation by examining the organizational elements that must be drawn into line to support a strategy, and by examining the immense difficulties inherent in changing an organization. The aim of the course is to provide participants with a conceptual and practical understanding of the strategic and organizational challenges of multinational corporate management. Prerequisite: BUSI 211 or BUSI 255 with a "B" or better.

BUSI 281. Strategic Management. 3 Units.
The vast majority of newly formulated business strategies fail in their implementation. In some cases they end up as faint, half-hearted replicas of the original plans. In other cases they simply never materialize at all. This course uses the case method in a multinational corporate setting to address the managerial challenge of strategy implementation by examining the organizational elements that must be drawn into line to support a strategy, and by examining the immense difficulties involved in changing an organization. Prerequisite: BUSI 211 or BUSI 255 with a "B" or better.

BUSI 282. Entrepreneurial Rapid Growth. 3 Units.
BUSI 283. Administrative Internship. 1-3 Units.
BUSI 291. Graduate Independent Study. 1-4 Units.
BUSI 291K. Independent Study. 1-4 Units.
BUSI 291L. Independent Study. 1-4 Units.
BUSI 291M. Independent Study. 1-4 Units.
BUSI 291N. Independent Study. 1-4 Units.
BUSI 293. Special Topics. 4 Units.

Other Business Administration Courses

MBAS 200. Business Statistics. 2 Units.
This course covers the basic principles and implementation techniques of descriptive statistics, sampling, statistical inference, analysis of variance, and regression analysis. An understanding of how these tools can support managerial decision making is emphasized.

MBAS 203. Decision Making and Analytics. 3 Units.
This course focuses on how to plan, collect, analyze, synthesize, visualize, and interpret data to support and guide decision making in businesses and organizations. Coverage of the class include both theoretical and applied computer-based topics.

MBAS 205. Macroeconomics for Managers. 2 Units.
Topics in macroeconomics and microeconomics, including market equilibrium, monetary and fiscal policy, profit maximization, and market future.

MBAS 208. Managerial Economics. 2 Units.
This course covers demand and cost analysis, pricing policies, and selected topics of economic analysis as they relate to business policies. Prerequisite: MBAS 205 with a C or better.

MBAS 210. Business Law for Managers. 2 Units.
This course covers laws governing and relating to commercial transactions, relationships, organizations and ethics with emphasis on the application of law in decision making.

MBAS 225. Measuring and Maximizing Financial Performance. 2 Units.
This course is an introduction to the concepts of financial accounting and financial management. The content of this course includes preparation and analysis of financial statements. Also covered are the time value of money, risk and return, and corporate financing choices.

MBAS 226. Managerial Accounting. 2 Units.
This course discusses management accounting as part of the firm's information system, drawing on modern cost accounting and budgeting systems for planning and controlling business operations. Prerequisite: MBAS 225 with a C or better.

MBAS 230. Accounting for Managers. 3 Units.
Accounting for managers is an intensive and managerially oriented course that focuses on the most salient aspects of financial and managerial accounting. The course includes modules on analysis and decision making using financial reports, cost identification and management, and identification and analysis of financial and managerial accounting issues.

MBAS 240. Financial Management. 3 Units.
The purpose of this course is to introduce students to the concepts and analytical techniques applicable to identifying and solving financial management problems. The topics covered include financial markets and institutions, valuation of assets and associated problems in the valuation of the firm, the relationships between risk and return, capital budgeting and capital structure.

MBAS 245. Corporate Financial Management. 2 Units.
This course is the analysis of corporate investment and financing decisions, including capital budgeting, capital structure, and working capital management. Prerequisite: MBAS 200 with a C or better.

MBAS 255. Marketing Management. 3 Units.
This is a case course in marketing management. Marketing entails planning and executing the conception, pricing, promotion and distribution of ideas, goods and services. Marketing is the core of an operating business; a guiding organizational philosophy surrounding interfacing with customers and delivering superior value. It starts with identifying and measuring customers’ wants and needs, assessing the competitive environment, selecting the most appropriate customer targets and developing marketing strategy along with an implementation program that delights consumers and benefits the organization and its stakeholders. This course is designed to explore the managerial aspects of the marketing function. An emphasis will be placed on the quantitative and qualitative analysis of the company, its customers and competition.

MBAS 260. Marketing Strategy and Planning. 2 Units.
This course emphasizes application of strategic planning in marketing to achieve competitive advantage. It also examines the role of strategic planning in developing, effective marketing programs that enhance the overall performance of the firm. Prerequisite: MBAS 225 with a C or better.

MBAS 265. Health Services Management. 3 Units.
The emphasis in this course is integrating theoretical and applied research findings from the management, social science, policy, and health services literatures in order to provide students with a basic understanding of how health care organizations work. Health applications will also be examined through analysis of health cases and class discussions. The course surveys the internal and external environments that confront health care managers as well as the tools and skills that are essential for managing health organizations and systems.

MBAS 266. Health Insurance: Health Finance. 3 Units.
A survey of the theory and practice of health insurance in the United States. The purpose of this course is to provide students with an understanding of how healthcare is financed. The course includes institutional, historical and theoretical approaches to managed care and health finance. There is an emphasis on empirical studies to describe how health insurance works.
MBAS 280. Leadership and Management of Organizations. 2 Units.
This course helps students develop knowledge and skills to enhance their professional development and to become effective leaders. Students will understand trends in contemporary organizations, enhance their self-awareness, and refine their interpersonal skills, and apply these skills to improve their work effectiveness.

MBAS 281. Managing the Total Enterprise. 2 Units.
Business Simulation focusing on the need to integrate strategic and operational concepts, issues and the decisions in moving technological enterprise from start-up to success.

MBAS 282. Managing Technology Innovation. 2 Units.
This course focuses on the role of technology and innovation in building, sustain and leveraging competitive advantage for firms. It examines how industries are transformed by new technologies of technology. This course also touches upon the challenges of managing innovation in firms. Prerequisites: MBAS 205 and MBAS 225 with a C or better.

MBAS 283. Entrepreneurial Management. 2 Units.
Students draw on their entire business education and practical experience and bring it to bear upon a plan for launching a new venture. Working in small teams, students research a new project or service; prepare marketing, sales and operation plans; and make financial plans.

MBAS 284. Operations Management. 2 Units.
This course is an introduction to the field of production and operations management (POM). Production and operations activities such as forecasting, capacity planning, inventory control, scheduling, and ensuring quality are discussed from the supply chain perspective. The philosophies and characteristics of lean operations and responsive manufacturing/service systems are highlighted. Prerequisite: MBAS 200 with a C or better.

MBAS 285. Leading and Managing Organizations. 3 Units.
This course is designed to provide students with (1) a broad understanding of the factors that influence human behavior in organizations and (2) a set of tools managers can use to direct employee behavior. The course’s emphasis is on how to apply knowledge of organizational behavior to current managerial problems in the workplace.

MBAS 286. Innovation and Entrepreneurial Management. 3 Units.
This course introduces students to the management of innovation and entrepreneurship in a wide variety of organizations. It is designed to provide students with (1) an understanding of the sources of innovation and other entrepreneurial opportunities, (2) the processes by which these are pursued and developed into viable organizations and (3) the skills, tools, and frameworks required to successfully manage the introduction of innovation and pursue new opportunities. The course emphasizes the applicability of these skills to a wide variety of organizational settings, including startups, mature firms, social enterprise, and the public sector.

MBAS 287. Power, Conflict, and Negotiations. 3 Units.
The premise of this course is that power dynamics are fundamental to the work of all leaders and managers in organizations – e.g., in how organizations are designed, in what is valued and rewarded, in how leaders take action, in how decisions happen, and why outcomes often vary from intentions. The coursework focuses on increasing your ability to analyze, explain, evaluate, and utilize power dynamics in organizations. It will include the theory and processes of negotiation as it is practiced in a variety of settings.

MBAS 288. Service Design and Operations Management. 3 Units.
The United States is considered to be a service-based economy, with services contributing 79% of the total GDP. The service sector is the largest employer spanning businesses in information, education and health, leisure and hospitality, retail, utilities, finance and banking, transportation and warehousing, professional and business services as well as government services. This course explores the processes and systems involved in managing employees and customers in the delivery of exceptional customer service and value. Students will be exposed to techniques, technologies and tools that facilitate operations management in service and product related industries with a primary focus on the service sector. The course focuses on understanding the strategic role of operations management and system design in creating a substantial competitive advantage for a business.

MBAS 289. Strategic Management. 2 Units.
This course provides an integrative study of the functions and responsibilities of top management and the strategies that affect the character and success of the total enterprise. Case studies and assigned readings are used to develop the viewpoint of top management charged with responsibility for the enterprise as a whole. Attendance at the first class is required. Prerequisites: MBAS 205, MBAS 208, MBAS 225, MBAS 226, MBAS 245, MBAS 260 with a C or better.

MBAS 290. Strategic Management. 3 Units.
This course focuses on the processes by which managers’ position their businesses to create and sustain an advantage relative to rivals in the face of uncertainty, rapid change, and competition. Strategy involves understanding the utility of different choices and tradeoffs – choosing what not to do is an important as choosing what to do. As a result, the course will expose you to a variety a tools, frameworks, and concepts for analyzing a firm’s strategic position and the environment in which it is operating. By focusing on the factors that make some strategic positions strong and viable, students will develop the ability to evaluate the effects of changes in resources and capabilities, industry forces, macro-environmental forces, and technology on industry structure and firm behavior and, in turn, on a firm’s opportunities for creating, capturing and sustaining superior value relative to rivals.

MBAS 293. Special Topics. 4 Units.