

BUSINESS ADMINISTRATION

DEPARTMENT OFFICE
Stevenson Hall 2042
(707) 664-2377
www.sonoma.edu/busadmin

DEPARTMENT CHAIR
T. K. Clarke

ADMINISTRATIVE COORDINATOR
Barbara Dietrich

UNDERGRADUATE ACADEMIC ADVISOR
Sheila Mackintosh-Sims

INTERNSHIP COORDINATOR
Duane Dove

MBA COORDINATOR
Karen Thompson

Faculty

Thomas Atkin
Sherri C. Anderson
Richard Campbell
T.K. Clarke
Duane Dove
Kirsten Ely
Armand Gilinsky
Robert Girling
Aidong Hu
Douglas Jordan
Terry Lease
Linda Nowak
Janeen Olsen
Vincent Richman
Michael Santos
*Samuel Seward
Elizabeth Stanny
Elizabeth Thach
Karen Thompson
Zachary Wong

*Faculty Early Retirement Program

Programs Offered

Bachelor of Science in Business Administration
Minor in Business Administration
Master of Business Administration
Additional Professional Business Programs

Department Mission

The Department of Business Administration at Sonoma State University offers high quality relevant education in business to aspiring and practicing professionals, managers, and entrepreneurs in the private and public sectors. It does this in a small liberal arts

and sciences environment in which faculty emphasize the development and continuous improvement of the skills of critical analysis, problem solving, creativity, and effective communication.

Careers in Business Administration

The Department of Business Administration offers a wide selection of specialized courses designed to meet a variety of career objectives. These specialized courses are offered in the following areas of concentration: Accounting, Finance, Financial Management, Management (with tracks in Human Resource Management, International, Small Business and General), Marketing, Wine Business Strategies, and Special. A Bachelor of Science in Business Administration with emphasis in one, or more, areas of concentration prepares students for imaginative and responsible citizenship and leadership in society—domestic and worldwide.

Bachelor of Science in Business Administration

The bachelor of science in business administration includes a pre-business program, a core of course requirements, and a broad range of fields of concentration. All majors take preparatory courses and core requirements and then select concentrations based on individual interest and career plans. The fields of concentration include: accounting, finance, financial management, management (with a general track as well as tracks in human resource management, international business, and small business), marketing, wine business strategies, and a special concentration designed by the student with the approval of a faculty advisor and the department chair.

Degree Requirements

General Education (FTF)	51 or
General Education (Transfer)	48
GE-A1	
Take MATH 131 or MATH 161 in GE category B4	
Take ECON 201A in GE category D5	
Non-general education prerequisite: ECON 201B	4
Major requirements [minimum]	55
General electives (to meet minimum degree requirements)	14
Minimum units needed for graduation:	124

A minimum of 124 semester units is required to graduate with a Bachelor of Science degree in Business Administration. A total of 55 units with a minimum 2.00 GPA is required for the major; 14-15 additional units are needed in preparatory courses, some of which might apply toward general education requirements. In addition to general education and the major, most students need to take other coursework to fulfill unit requirements for the degree. Such courses may be selected from the entire University curriculum and may be used to explore other disciplines, complete a minor, or take more classes in the major.

Advising

The Department of Business Administration believes that advising is essential for students' success. Students are encouraged to meet regularly with their advisor and are required to seek advising at certain critical junctures. These junctures are: when creating a 4-year plan, when changing status from pre-business to business and planning a concentration, when applying for graduation, and when experiencing academic difficulties.

The department maintains an active advising function in a two-tier system. Business Administration employs a full-time academic advisor with whom each student, in pre-major status, should consult on matters regarding general education, University requirements, the pre-major program, and routine major issues. When students move from pre-major to the Business Administration major they are assigned a faculty advisor. Every full-time faculty member actively advises students, especially on matters relating to the major and careers.

Pre-Business Administration Program

All students enter the Business Administration Program as Pre-Business majors. Pre-Business students must meet the computer competency requirement and complete all pre-major coursework, and must attain junior status prior to being admitted to Business Administration major status. Business major status is required to take upper-division business courses.

Computer Competency

All business majors must demonstrate computer competency prior to taking BUS 211, BUS 230A, or any upper-division business core class. Competency can be demonstrated by passing the Practical Computer Proficiency Requirement (PCPR) Examination administered by the Department of Business Administration. Students should plan carefully and consult with the Department of Business Administration to schedule an examination.

Pre-major Courses

GE-A1

Pre-major coursework consists of both preparatory courses and the lower-division portion of the Business major.

Preparatory Courses (units that are necessary but do not count toward the major)

Preparatory courses and lower-division core courses together constitute the pre-major. A letter grade of "C" or better is required in each pre-major course. In addition to demonstrating computer competency, all the following coursework must be completed as part of the Pre-major program:

ECON 201A Introduction to Macroeconomics (4)

ECON 201B Introduction to Microeconomics (4)

MATH 131 Introduction to Finite Mathematics (3) or MATH 161 Calculus (4)

Lower-Division Business Core (units count in major)

BUS 211 Business Statistics (4) or MATH 165 Elementary Statistics

BUS 225 Legal Environment of Business (4) or ECON 388 Economics and the Law of Regulation

BUS 230A Principles of Accounting (4)

BUS 230B Principles of Accounting (4)

Major in Business Administration

Major Component	Normal Unit Distribution
Lower-division business core (4 courses)	12-16
Upper-division business core courses (6 courses)	24
Concentration (5 courses)	15-20
Electives in major	As needed
Total units needed for major:	55

Transfer students may complete the Business Administration course requirements (10-course core and 5-course concentration) with fewer than 55 units. Additional business electives must be taken to complete the 55-unit major requirement. Such students may elect to take additional coursework from their own or another area of concentration or from other approved courses offered within the business curriculum, such as BUS 295, 296, 385, 388, 466, 495, and 499, as long as they meet the prerequisites for such courses. It is recommended that students familiarize themselves with course requirements and consult with a faculty advisor prior to choosing elective courses intended to meet the major requirements. At least 28 units of the major including a minimum of 3 courses in the concentration, must be completed at SSU.

Upper-Division Business Core

All business students must complete these core requirements (coursework in the selected area of concentration usually may be taken concurrently):

- BUS 316 Production/Operations Management (4)
- BUS 319 Management Information Systems (4) or BUS 334* Accounting Information Systems
- BUS 344 Organizational Behavior (4)
- BUS 360 Introduction to Marketing (4)
- BUS 370 Introduction to Managerial Finance (4)
- BUS 491** Seminar in Management Strategy and Policy (4) or BUS 491W ** Seminar in Management Strategy and Policy in the Wine Industry (4)

* BUS 334 is recommended for Accounting Concentration students.

** BUS 491 or BUS 491W (required for students in the Wine Business Strategy concentration) is the capstone course in the Business Administration major designed to be taken in the student's final semester. Prerequisite: all business core requirements, a passing score on the WEPT, and application for award of degree.

Concentrations for Business Administration Majors

Every business student must complete an area of concentration within the major. Each concentration consists of five courses. Each of these courses will be of 3 or more units. Students should plan carefully and consult their faculty advisor regularly and before enrolling in concentration courses. Those wishing to complete a double concentration must take at least eight concentration courses beyond the core. Many concentration courses can be taken while completing core requirements. Most courses in the concentrations have prerequisites. At times, appropriate courses from other

majors, such as psychology, sociology, public administration, and environmental studies, may be substituted in a concentration with the approval of the concentration advisor and the department chair. Except for the special concentration, at least 3 of the concentration courses must be taken at SSU.

Concentration Advisors

Accounting: Anderson, Stanny, Lease, Richman, Ely, Taylor

Finance: Hu, Jordan, Santos

Financial Management: Anderson, Stanny, Hu, Jordan, Richman, Lease, Santos

Management

Tracks:

General: Girling, Thach, Thompson, Gilinsky, Dove

Human Resource Management: Dove, Thach, Thompson

International: Girling

Small Business: Gilinsky

Marketing: Clarke, Nowak, Olsen, Atkin, Campbell

Wine Business Strategies: Thach, Gilinsky, Olsen, Nowak, Atkin

Special: Wong, Department Chair

Accounting Concentration: 5 courses

Five courses, not to include BUS 232, are required. Prepares students for management-level accounting positions in business, government, or public accounting. Specialized courses are offered in financial accounting, cost accounting, auditing, and taxation. Students who intend to sit for the CPA exam should take all upper-division accounting courses listed below. BUS 232 is optional.

BUS 232 Introduction to the Accounting Cycle	1
BUS 330A Intermediate Accounting	4
BUS 330B Intermediate Accounting	4
BUS 426 Business Law	4
BUS 430 Advanced Accounting	4
BUS 433A Individual Taxation	4
BUS 433B Corporation and Estate Taxation	4
BUS 434 Auditing	4
BUS 435 Cost Accounting	3
BUS 437 Governmental Accounting	4

Finance Concentration: 5 courses

Five courses are required. The concentration prepares the student for a career in financial management, financial analysis and planning, investment banking, or insurance.

Required Courses

BUS 470 Managerial Finance	4
BUS 472 Investments	4

Select three courses from Group A OR select two courses from Group A and one course from Group B

Group A

BUS 377 Financial Institutions (or ECON 375, Money and Banking)	4
BUS 385 Special Topics (as relevant)	3-4
BUS 471 Financial Planning and Strategy	4
BUS 473 International Finance	4
BUS 474 Computer Applications in Finance	4

Group B

BUS 330A Intermediate Accounting	4
BUS 433B Corporate Tax for Financial Management	4
BUS 475W Wine Accounting and Finance	4
BUS 499F Internship in Finance	(3-4)
ECON 311 Public Economics	4
ECON 411 Seminar in Public Finance	4

Financial Management Concentration: 5 courses

Five courses are required. The financial management concentration prepares students for financial management-level positions in business or government. Because the disciplines of accounting and finance are closely related, this concentration gives the student exposure to courses from both disciplines. Students planning to take the CPA exam are strongly encouraged to take the accounting courses BUS 330B, BUS 433A, and BUS 433B as preparation for the exam. The coursework will prepare the student for some of the areas covered on the Certified Management Accountant (CMA) exam.

Required Courses

BUS 330A Intermediate Accounting 1	4
BUS 435 Cost Accounting	4
BUS 470 Managerial Finance	4
BUS 472 Investments	4

Select one of the following courses:

BUS 330B Intermediate Accounting 2	4
BUS 377 Financial Institutions (or ECON 375 Money and Banking)	4
BUS 437 Governmental Accounting	4
BUS 471 Financial Planning and Strategy	4
BUS 473 International Finance	4
BUS 474 Computer Applications in Finance	4
BUS 475W Wine Accounting and Finance	4

Management Concentration: 5 courses

Five courses are required. The management concentration is designed to prepare students for entry-level management positions. Four tracks are available depending upon the student's interests. The human resource track is for those students who are interested in issues related to the organization/employee relationship such as personnel, labor relations, wage and salary administration, and training and development. The international track is for those interested in working in the international area and includes the requirement of proficiency in a foreign language. The small business track is for those interested in managing in the smaller firm. The general track is for those students interested in management in general rather than a particular focus.

All students in the management concentration must take BUS 350. Each track has two additional courses required. The remaining two courses shall be selected from the lists below.

Required of all in Management Concentration

BUS 350 Management	4
--------------------	---

Requirements for various tracks:

Human Resources

BUS 340 Survey of Human Resource Management (4) or BUS 340W*	4
BUS 446 Government Regulation of Human Resources	4

International

BUS 393 Introduction to International Business	4
BUS 394 International Business Strategy	4
Foreign Language Requirement	

Small Business

BUS 451 Entrepreneurship/Small Business	4
BUS 453 Small Business Analysis	4

General

BUS 340 Survey of Human Resource Management (4) or BUS 340W*	4
BUS 452 Leadership in Organizations	4

Two additional courses required for all tracks:

BUS 340 Survey of Human Resource Management (4) or BUS 340W*	4
BUS 352 Organizational Theory	4
BUS 354 Applied Business Analysis	4
BUS 385 Special Topics (as relevant)	3-4
BUS 391 Cross Cultural Communication and Negotiation	4
BUS 393 Introduction to International Business	4
BUS 394 International Business Strategy	4
BUS 417 Management of Services	4
BUS 441 Recruitment, Selection, and Performance Appraisal	4
BUS 442 Training and Development	4
BUS 446 Government Regulation of Human Resources	4
BUS 447 Labor Relations	4
BUS 451 Entrepreneurship/Small Business	4
BUS 452 Leadership in Organizations	4
BUS 453 Small Business Analysis	4
BUS 455 Conflict Management and Alternative Dispute Resolution	4
BUS 458 Organization Change and Development	4
BUS 466 Organizational Communications	4
BUS 499MG Internship in Business Management	3-4

Additional possible electives for those in international track:

BUS 368 International Marketing	4
BUS 473 International Finance	4

Additional possible elective for those in small business track:

BUS 367 Consumer Behavior	4
---------------------------	---

* Meets both MGT and WBS requirement. May not receive credit for both BUS 340 and 340W.

Marketing Concentration: 5 courses

Five courses are required. The marketing concentration provides creative careers in advertising and promotion, product development, sales, and retailing, as well as marketing research and sales management.

Required Courses

BUS 367 Consumer Behavior	4
BUS 462 Marketing Research	4
BUS 469 Marketing Management	4

Select at least two courses:

BUS 366 Retail Management	4
BUS 368 International Marketing	4
BUS 385 Special Topics (as relevant)	3-4
BUS 396W The Global Wine Industry	3
BUS 416W Production, Operations, and Distribution (Wine)	4
BUS 461 Promotion Management	4
BUS 463 Sales Management and Personal Selling	4
BUS 465 Wine Marketing	4

BUS 468 Marketing Decision Making	4
BUS 451 Entrepreneurship/Small Business	4
BUS 453 Small Business Analysis	4
BUS 499MK Internship in Marketing	3-4

Wine Business Strategies: 5 courses

Five courses are required. This concentration is most ideal for students seeking a general management position within the wine industry. A viticulture and/or enology academic background is not required. Students are required to take BUS 491W, Seminar in Management Strategy, and Policy in the Wine Industry, as their business capstone course.

Required Courses

BUS 305W Introduction to Wine Business Strategy	4
BUS 416W Production, Operations, and Distribution (Wine)	4
BUS 465W Wine Marketing	4
BUS 499W Internship in Business (Wine)	3-4

Select at least one of the following courses:

BUS 340W Human Resource Management (Wine Section)	4
BUS 475W Wine Accounting and Finance	4
BUS 396W Global Wine Industry	3

Special Concentration: 5 courses

The Special concentration is intended for those in either of the following categories:

First, the Special concentration is for those who wish to have a general B.S. degree in Business Administration. To complete this concentration a student must, with the approval of a faculty advisor, select five business courses from at least two areas of concentration. Two of the five courses would normally be chosen from among those listed as required within the various concentrations.

Second, it is for those students who wish, with the approval of the department chair, to design a concentration in an area not covered sufficiently within the department, using courses outside of the department. To complete this concentration, five courses should be selected with approval from an advisor and the chair.

Undergraduate Program Special Requirements

Residency

At least one-half of the courses of the major, including three of the courses in the concentration, must be completed at Sonoma State University.

Change of Major

Students declaring the B.S. in business administration objective after initial enrollment in SSU must complete the major program as described in the University catalog at the time of such declaration. Campus and cumulative GPA of 2.5 or higher is required for acceptance to the major.

Change of Status from Pre-Business to Business Administration Major

Pre-Business students must file a Change of Status ("blue form") in the department to request change of status to the business administration major. This request should be submitted as soon as the student has completed, with a C or better, all required courses in the Pre-major program. A faculty advisor will be assigned to assist the student with matters related to the Major program. The change to Business Administration status will not become effective until completion of pre-major requirements (with minimum "C" grades) has been verified.

Sample Four-year Program for Bachelor of Science in Business Administration

Select a lab course (or added lab) with B1 or B2 GE; select an Ethnic Studies course for C1, C2, C3, C4, D1, or E.

FRESHMAN YEAR:: 32-33 Units [avoid UD GE until Junior year]

<i>Fall Semester (16-17 Units)</i>	<i>Spring Semester (16 Units)</i>
ENGL 101 (A2) (3)	PHIL 101 or 102 (A3) (3)
ECON 201A (D5) (4)	ECON 201B (4)
MATH 131 or 161 (B4) (3-4)	GE (C1 or C4) (3)
GE (B3) (3)	POLS 200 (D4) (3)
Elective: UNIV 102 (3)	GE (D1 or D2) (3)

SOPHOMORE YEAR:: 31-32 Units [avoid UD GE until Junior year]

<i>Fall Semester (14-15 Units)</i>	<i>Spring Semester (17 Units)</i>
BUS 230A (4)	BUS 230B (4)
BUS 225 (4)	BUS 211 (4)
GE (B1 or B2 with lab) (3-4)	GE (D3) (3)
GE (A1) (3)	GE (B2 or B1) (3)
	Elective (3)

JUNIOR YEAR:: 31-32 Units [Take WEPT]

<i>Fall Semester (17 Units)</i>	<i>Spring Semester (14-15 Units)</i>
UD BUS Core* (4)	UD BUS Core (4)
UD BUS Core** (4)	UD BUS Core (4)
GE (C2 or C3) (3)	BUS Concentration (3-4)
GE (D2 or D1) (3)	UD GE (C3 or C2) (3)
Elective (3)	

SENIOR YEAR:: 27-30 Units [Apply for graduation at beginning of senior year]

<i>Fall Semester (14-15 Units)</i>	<i>Spring Semester (13-15 Units)</i>
BUS concentration (3-4)	UD BUS Core: 491*** (4)
BUS concentration (3-4)	BUS concentration (3-4)
UD BUS Core (4)	BUS concentration (3-4)
UD GE (C4 or C1) (3)	UD GE (E) (3)
Electives as needed	Electives if needed

TOTAL UNITS:: 124

*Choose BUS 344 first if planning management concentration; 360 first if marketing; 370 first if finance or financial management.

**Choose B334 if planning accounting or financial management; otherwise select BUS 319.

***BUS 491 or 491W, designed to be taken in the last semester of the program (prerequisite: all business core requirements, a passing score on the WEPT, and application for award of degree).

Minor in Business Administration

A minor in business administration shall consist of a minimum of 20 units in business administration. In addition to the required courses listed below, additional coursework, chosen with consent of a faculty advisor, may be selected as needed to obtain the 20-unit minimum. At least 12 units of upper-division coursework must be completed at Sonoma State University.

BUS 230A Principles of Accounting	4
BUS 230B Principles of Accounting	4
BUS 344 Organizational Behavior	4
BUS 360 Introduction to Marketing	4
BUS 370 Introduction to Managerial Finance	4

Transfer courses must have an equivalent course offered in our catalog. BUS 150, 211, 219, 270, 292, 295, 296, 388, 495, and 499 may not be counted in the minor. Students must complete a Business Administration Minor Declaration Form in consultation with their department faculty advisor. Minors must be approved by the department chair.

Master of Business Administration

The Master of Business Administration degree (MBA) is intended to prepare graduates for positions of leadership in organizational settings in both the private and public sectors. The program is a part-time evening program designed primarily to meet the needs of the working student in Sonoma County and the North Bay region. Students seeking a full time program are advised to apply to one of the other CSU schools. Schools with full time programs can guarantee sufficient units for quick graduation and allow international students enough units to maintain their visas.

The MBA degree program is a general business program. The degree does not include a concentration or specialization in any functional area of business. However, in addition to the required courses, the MBA degree program does offer electives in many areas.

To be admitted to the MBA program, a candidate must meet the requirements of both the University and the Department of Business Administration.

MBA Admissions

All documentation required for admission must be received by the University and department no later than the last day of the relevant application period.

The MBA application periods are as follows:

Fall semester - November 1 to February 28

Spring semester - August 1 to September 30

You can apply online at <http://www.sonoma.edu/ar/prospective/gs/apply.shtml>.

To be admitted to the MBA program, a candidate must meet the requirements of both the University and the Department of Business Administration.

University Requirements

The requirements for admission to graduate study (work beyond the bachelor's degree) at Sonoma State University are in accordance with Title 5, California Administrative Code. For admission, students must:

- Hold an acceptable baccalaureate degree from an institution accredited by a regional accrediting association or have completed academic preparation as determined by an appropriate campus authority.
- Have attained a grade point average of at least 2.50 (A = 4.00) in the last 60 semester (90 quarter) units attempted.
- Have been in good standing at the last college attended.
- Applicants who have not spent at least three years of school at the secondary level (or beyond) where English is the principal language of instruction must have earned a minimum score of 550 on the paper version or 213 on the computerized version of the Test of English as a Foreign Language (TOEFL).

Department of Business Administration Requirements

An individual may apply for admission to the MBA program with or without an academic background in business administration. Applicants will not be considered without a current Graduate Management Admissions Test (GMAT) score (less than 5 years old). The department considers the candidate's application, academic background, and performance on the GMAT in evaluating high promise of success in the program. The department requires a minimum formula score of 1050 obtained from a combination of the total GMAT score and the grade point average for the last 60 semester (90 quarter) units attempted. The formula is calculated as follows:

$$\text{Formula Score} = (200 \times \text{Grade Point Average}) + \text{Total GMAT score}$$

To illustrate, if a candidate has a 3.20 grade point average for the last 60 units and a total GMAT score of 500, the total formula score would be 1140.

$$\text{Example Computation: } 200(3.20) + 500 = 1140$$

In this case, the candidate would meet the minimum formula score for admission.

In addition, applicants must have a minimum total score on the GMAT of 450, and a score on the quantitative portion of the exam at the 20th percentile or above, and either a score on the verbal at the 20th percentile or above or at least a 4 on the analytical writing portion.

A candidate with a minimum formula score of 1000 who otherwise demonstrates high promise of success in the program may be considered by the department for alternative admission into the MBA program. To be considered, the candidate must clearly demonstrate a record of at least five years of appropriate managerial experience since receipt of the bachelor's degree.

A candidate who is not accepted may appeal to the Graduate Committee for admission reconsideration. Such appeals are not routinely granted.

Documentation Needed to Apply

The following documentation is required for consideration of acceptance into the MBA Program. All documentation required for admission must be received by the University and department no later than the last day of the relevant application period.

1. A California State University Application for Graduate and Postbaccalaureate Admission Part A and Part B. International students must submit the Sonoma State University "International Student Application for Admission-Readmission" (instead of the CSU standard form), and a copy of the Test of English as a Foreign Language (TOEFL) score with a minimum of 550 on the paper version or 213 on the computerized version. For more information on applying, visit the Office of Admissions and Records online or in person.
2. Two copies of official transcripts should be ordered from each college attended. All community college and university transcripts that provide evidence of completion of MBA foundation courses must be included.
3. An official copy of the GMAT score should be ordered from:

GMAT
Educational Testing Service
PO Box 6101
Princeton, NJ 08541-6101

Testing sites for the GMAT and preparation materials can be obtained at this website: <http://www.mba.com/mba>.

The documents detailed in items 1 and 2 above must be sent to:

Office of Admissions and Records
Sonoma State University
1801 East Cotati Avenue
Rohnert Park, CA 94928-3609

The GMAT score, item 3 above, should be sent directly to:

MBA Coordinator
School of Business and Economics
Department of Business Administration
Sonoma State University
1801 East Cotati Avenue
Rohnert Park, CA 94928-3609
(707) 664-2377

Students who are currently eligible to enroll in classes at Sonoma State University in postbaccalaureate status may apply for admission to the MBA program directly to the MBA Coordinator. A current copy of Part A and B of the California State University Graduate and Postbaccalaureate Admission form will be required as well as a GMAT score.

Graduate Student Status

A candidate admitted into the MBA program will be admitted in one of two categories:

- **Conditionally Classified Graduate Status.** A student admitted to the MBA program as a Conditionally Classified Graduate Student can take only foundation courses. This student may not take MBA required or elective courses without permission of the MBA Coordinator. A student who begins as a Conditionally Classified Graduate Student will be eligible for advancement to Classified Graduate Status upon successful completion of the foundation courses. Such a request should be submitted to the MBA Coordinator.
- **Classified Graduate Status.** A student admitted to the MBA program as a Classified Graduate Student will have completed the foundation courses at the time of admission. This student may take MBA required or elective courses.

Admissions Process

The Office of Admissions and Records performs the initial evaluation of the application and transcripts and determines eligibility for admission to the University. If the candidate is not eligible for admission to the University, the candidate is notified and the process stops.

If the candidate is eligible for admission to the University, Part B of the application along with a copy of the transcripts is forwarded to the MBA Coordinator for the department recommendation. When the GMAT score is received, eligibility for admission to the MBA Program is determined and a recommendation for status of admission is returned to the office of Admissions and Records, which will notify the candidate of the results.

Students who have not taken the GMAT will not be accepted for entrance into the program .

Transfer Credits

A maximum of 6 units of transferred graduate level work may be used to satisfy the 30 units needed for the degree plan. Transfer courses will usually be accepted only from AACSB accredited universities. Transfer courses must be approved by the MBA Coordinator. Be sure to get approval for transfer courses prior to taking them.

Eligibility for MBA Courses

Courses offered in the MBA program have restricted enrollment.

- For MBA foundation courses, a student must be at least a Conditionally Classified MBA student or a Classified Graduate student in another graduate program at the University or obtain written permission from the MBA Coordinator.
- For MBA required or elective courses, a student must be a Classified MBA student or a Classified Graduate student in another graduate program at the University or obtain written permission from the MBA Coordinator.

Readmission

Students taking more than one semester off must reapply and meet current admission standards as presented above. In addition the GMAT used to determine that admission can not be more than

5 years old. Students readmitted may have to recertify courses. Recertification is necessary for any course that will be more than 7 years old the semester the degree is granted.

MBA Program Curriculum (2004)

The MBA program consists of the following set of courses:

- MBA foundation courses (20 semester units)
- MBA required courses (21 semester units)
- MBA elective courses (9 semester units)

A student who has completed the MBA foundation courses (see below) prior to admission need only complete the MBA required and elective courses (a total of 30 semester units).

MBA Foundation Courses (20 semester units)

The MBA foundation courses represent fundamental knowledge of business principles appropriate to the study of graduate business education; these courses require 20 semester units if taken at the graduate level. Part or all of this requirement may be completed at the undergraduate level. However, once admitted to the MBA program, a student may enroll in an undergraduate-level course only with the approval of the MBA Coordinator.

MBA Foundation Courses

BUS 501 Principles of Accounting or BUS 230A and 230B	3
BUS 504 Human Resource Management and Organizational Behavior or BUS 344	4
BUS 506 Market Analysis or BUS 360	3
BUS 507 Foundations of Financial Management or BUS 370	3
BUS 508 Quantitative Business Analysis or BUS 211	3
ECON 501 Economics of Markets and Industries or ECON 201A and 201B	3

Foundation courses may be waived for competencies demonstrated by the undergraduate courses or their equivalent listed above or by examination. All courses listed at the 200 level may be taken at a junior college. All courses listed at the 300 level must be taken at a four-year institution at the upper-division level. A student needing one or more foundation course will be admitted as a Conditionally Classified Student.

MBA Required Courses (21 semester units)

As the title signifies, the MBA required courses are a cluster of graduate business courses that must be taken by all students. These 3-unit courses are intended to provide the graduate with those skills necessary to become an effective leader and manager in today's business environment. The required courses include the following:

BUS 516 Seminar in Operations Management	3
BUS 519 Management Information Systems	3

BUS 530 Financial Statement Analysis	3
BUS 540 Strategic Human Resource Management	3
BUS 560 Seminar in Marketing Management	3
BUS 570 Seminar in Managerial Finance	3
BUS 591 Seminar in Strategic Management	3
or BUS 592 Entrepreneurship and New Venture Creation	3

MBA Elective Courses (9 semester units)

An MBA student must complete 9 units of elective courses to graduate. Elective courses are typically worth 3 units each.

BUS 550 Seminar in Organizational Behavior and Management Theory	3
BUS 552 Leadership and Team Building	3
BUS 554 Social Entrepreneurship	3
BUS 559 Seminar in Advanced Management Topics	3
BUS 581 Research Methods for Managers	3
BUS 593 Seminar in International Management	3
BUS 595 Special Studies in Business Administration	1-3
BUS 596 Graduate Internship	1-3
BUS 599 Master's Degree Directed Research	3

Analytical Writing Requirement

All candidates entering SSU as graduate students who do not score at least 4.00 on the analytical writing portion of the GMAT must pass the CSU Written English Proficiency Test (WEPT) either during their first semester or before completing the foundation courses.

Transfer Credits

Up to 6 units of approved graduate level work may be transferred to meet part of the 30 units for the MBA. Graduate courses equivalent to our foundation courses will not be accepted to meet elective or required MBA courses. Transfer credits will normally be accepted only from AACSB accredited universities. Transfer courses must be approved by the MBA Coordinator. Be sure to get approval prior to taking any transfer courses.

Grades

All courses applied to the program must be completed with an overall GPA of 3.00, and no course for which a final grade below C is assigned may be used to satisfy this requirement. Graduate programs must be completed in no more than 7 years, which is computed as 14 semesters.

Culminating Project

All candidates for the Masters in Business Administration must complete a culminating project. The culminating project will be a group project completed as part of the capstone course (BUS 591 or BUS 592). This culminating project should show evidence of originality and independent thinking. A project report and public defense of the project are required.

Business Administration Courses (BUS)

150 BUSINESS AND SOCIETY (3)

A survey of the major fields of management, designed to introduce students to the range of perspectives available in the discipline. Topics will include: accounting,

finance, general management, health care management, human resources management, industrial relations, marketing, multinational management, organizational behavior, and systems analysis. May be used as elective credit in the major if taken prior to admission to upper-division business major status.

211 BUSINESS STATISTICS (4)

Topics include data presentation, types of distributions, probability theory, sampling theory, and hypothesis testing. Parametric and nonparametric statistical tests will be examined, including t-tests, correlation tests, Chi-square, and ANOVA. Prerequisite: computer competency and pre-business math requirement.

219 END-USER COMPUTING TOOLS FOR BUSINESS (3)

A laboratory-intensive course in which students gain a working knowledge of personal and mainframe computer operating systems as well as popular business applications such as spreadsheets and databases.

225 LEGAL ENVIRONMENT OF BUSINESS (4)

A study of the legal and ethical framework within which management decisions are made. The course emphasizes the sources, functions, and processes of law. It surveys a number of areas, including negligence, contracts, product liability, and constitutional law, and reviews government regulations in the areas of consumer protection, antitrust, labor and employment law.

230A PRINCIPLES OF ACCOUNTING (4)

A foundation course designed to provide a basic understanding of the theory and practice of accounting, with emphasis upon basic principles, concepts, and controls in relation to external reporting. Prerequisite: computer competency. Prerequisite: MATH 131 or MATH 161.

230B PRINCIPLES OF ACCOUNTING (4)

A foundation course designed to provide a basic understanding of the theory and practice of accounting, with emphasis upon basic principles, concepts, and controls in relation to internal reporting. Prerequisite: BUS 230A and MATH 131 or MATH 161.

232 INTRODUCTION TO THE ACCOUNTING CYCLE (1)

An introduction to computer accounting applications, including forecasting, database management, and financial statement preparation using a spreadsheet program. Prerequisites: BUS 230A and 230B. Cr/NC only.

270 PERSONAL FINANCIAL PLANNING (3)

This course provides comprehensive coverage of personal financial planning in the areas of money management, career planning, taxes, consumer credit, housing and other consumer decisions, legal protection, insurance, investments, retirements, retirement planning, and estate planning. This course may not be used in the business major.

292 LIBRARY AND INFORMATION RESEARCH: BUSINESS (1-3)

Designed to teach business information research skills: Students will learn how to assess information, how to construct effective search strategies, how to find and retrieve information, and how to critically evaluate sources. Includes online research practice. Electronic and print sources for business research will be covered. Recommended for juniors who have completed most or all of the pre-business program. Cr/NC.

295 WORK EXPERIENCE (2-4)

Designed for those seeking an internship-like experience but lacking the requisite academic experience for BUS 499. Its major purpose is for those individuals who obtain a unique opportunity but do not yet qualify for BUS 499. Cr/NC only.

296 INSTRUCTOR-INITIATED RESEARCH PROJECTS (1-4)

This course is designed to provide students the opportunity to participate in faculty-sponsored research or study projects. It permits the student to pursue an area of interest that she or he would like to develop in close consultation with a faculty member. Cr/NC only.

Upper-Division Courses

The pre-business program of study, including computer competency, is the prerequisite for all upper-division courses. Specific course prerequisites will not be waived.

305W INTRODUCTION TO WINE BUSINESS STRATEGIES (4)

An introduction to wine business principles and strategies applicable to the growing of grapes and the making, distribution, and marketing of wine. Additional topics include organizational, human resource, family business and financial management, government regulation, and social responsibility. For students not familiar with wine industry terminology, BUS 305W is recommended prior to enrollment in wine concentration or wine focus classes.

316 PRODUCTION OPERATIONS MANAGEMENT (4)

Production/operations management of manufacturing and service operations. Topics include analysis and decision techniques in the location, design, and layout of facilities and processes; work design and work measurement; line balancing; forecasting and scheduling; material requirements planning, and quality assurance. Inventory control, linear programming, project management, and queuing models and simulations are also examined. Prerequisites: computer competency and BUS 211.

319 INTRODUCTION TO MANAGEMENT INFORMATION SYSTEMS (4)

Study of characteristics of computer-based information systems in organizations. Topics include MIS theory, concepts and issues; systems, analysis and design; database design using the relational database model; data communications and LAN; and specific implementation in areas of manufacturing, accounting, finance, human resources, and marketing. Prerequisite: computer competency.

330A INTERMEDIATE ACCOUNTING (4)

Current theory of accounting. Topics include the accounting process, design of financial statements, valuation of cash, receivables, inventories, plant and equipment, intangible assets, and current liabilities. Concepts such as present value, LIFO, and like-kind exchanges are covered. Prerequisites: BUS 230A and 230B.

330B INTERMEDIATE ACCOUNTING (4)

Current theory of accounting. Topics include the design of the statement of changes in financial position, valuation of capital stock, and retained earnings. Other special topics will include earnings per share computation, current cost and constant dollar accounting, liability, leases, pension plans, and price level accounting. Prerequisites: BUS 230A, 230B and 330A.

330F INTERMEDIATE ACCOUNTING FOR FINANCIAL MANAGEMENT (2)

The objective of this course is to introduce students to accounting problems relative to measurement of liabilities and stockholder's equity section of the balance sheet and the procedures of analysis of financial statements. In this course, basic concepts, current practices, and pronouncements of authoritative bodies will be discussed. Prerequisite: BUS 330A.

334 ACCOUNTING INFORMATION SYSTEMS (4)

This course will present a thorough introduction to basic information systems theory, provide a working knowledge of systems analysis and design techniques, and introduce several fundamental accounting information flow patterns. In addition, it will examine the need for adequate systems controls, risks inherent in the controls, and refined systems output to support management decision-making processes. Prerequisite: computer competency, BUS 230A and 230B.

340 SURVEY OF HUMAN RESOURCE MANAGEMENT (4)

Comprehensive introduction to the management of human resources. Topics include: assessing human resource needs, job analysis, recruitment and selection, orientation and training, performance evaluation, compensation and benefits, safety and health, career development, labor relations, and government regulation. Prerequisites: BUS 211 and 225.

340W SURVEY OF HUMAN RESOURCE MANAGEMENT/ WINE (4)

Survey of Human Resource Management/Wine examines the same subject matter as BUS 340 Survey of Human Resource Management. However the focus of BUS 340W is on the practice of human resource management in the wine industry and special issues encountered within that industry. There are frequent guest appearances by human resource professionals working in the wine industry. Credit may not be received for both BUS 340 and BUS 340W. Prerequisite: BUS 211 and BUS 225.

344 ORGANIZATIONAL BEHAVIOR (4)

The roles of the individual and of groups in the organization are examined. Attention is directed to individual level characteristics such as learning and personality; to processes that affect attitudes, perceptions, and judgment; to applied theories of motivation; and to career development and stress. Topics include group formation, development, structure, leadership, and dynamics, as well as the processes of communication, decision making, power, and conflict.

350 MANAGEMENT (4)

A management survey course will provide students with a framework for understanding the focus, function, and relevance of specific disciplines in business administration. The course will illustrate the integrative nature of business organizations, exemplifying the interdependence of functional areas in pursuing organizational goals. Prerequisite: BUS 225.

352 ORGANIZATIONAL THEORY (4)

Course examines the evolution of theories of organization and management, and focuses on the effects of structural and contextual dimensions in organization structures. Emphasis is on the strategic implications of organization design and on the structural mechanisms available to facilitate organization goals. The effects of organizational change, control, culture, decision making, and conflict on structure are also considered. Prerequisite: BUS 350.

354 APPLIED BUSINESS ANALYSIS (4)

The course will focus on defining operational and tactical business problems, goals, and decision factors in quantitative terms. Emphasis is on structuring problem situations and on 1) determining appropriate requisite factors related to the problem, 2) quantifying those factors, and 3) choosing the appropriate quantitative decision-making techniques to arrive at an optimal solution. Primary consideration is given to the appropriate identification of problems and goals, generally through case studies, and to the effective choice and operationalization of decision-making techniques, generally through a project. Prerequisite: BUS 319 or BUS 334.

360 INTRODUCTION TO MARKETING (4)

Introduction to terminology and basic concepts, including product development; pricing; and promotion and distribution of goods, services, and ideas. Emphasis is on consumer orientation and managing the marketing function within an uncertain environment. Marketing information systems and other marketing foundations are applied to the consumer. Prerequisites: BUS 211, 230A and 230B.

366 RETAIL MANAGEMENT (4)

Studies business activities that involve the sales of goods and services in the marketplace including retail institutions, merchandising, site selection, market information, and retail strategy and planning. Prerequisite: BUS 360.

367 CONSUMER BEHAVIOR (4)

Analysis of the cultural, social, and psychological factors that influence the consumer's decision-making processes, including learning, perception, information search and information processing, personality, lifestyle, motivation, and attitudes. Prerequisite: BUS 360.

368 INTERNATIONAL MARKETING (4)

Examines the marketing practices and customs, and the cultural, social, legal, and ethical differences, of international markets. Emphasis on developing and adjusting the marketing mix of product, price, promotion, and distribution to compete in international settings. Prerequisite: BUS 360.

370 INTRODUCTION TO MANAGERIAL FINANCE (4)

An introduction to the conceptual and analytical framework guiding financial decision-making within the business firm. Emphasis is placed on financial analysis, the evaluation of investment opportunities available to the firm, working capital management, and the analysis of alternative means of financing the firm. Prerequisite: BUS 230A and 230B, Math 131, BUS 211, and computer competency.

377 FINANCIAL INSTITUTIONS AND MARKETS (4)

Study of the structure and functions of the financial system in the U.S. economy. Topics include the role of financial intermediaries (including commercial banks), the money market, sources and uses of long-term funds, interest rates and security prices, the role of the Federal Reserve, monetary policy, and international capital markets. Prerequisite: BUS 370.

385 SPECIAL TOPICS IN BUSINESS ADMINISTRATION (1-4)

This course provides for the teaching of special topics in business administration. Consult your advisor regarding application to your concentration.

388 SEMINAR IN PEER ADVISING (2)

Seminar and practicum in peer advising within the context of higher education. Topics will include general education, major and University degree requirements, the diversity of students' needs as well as the campus services and resources designed to meet them, and interpersonal communication skills needed for academic advising. Cr/NC only. May be repeated once for credit.

391 CROSS-CULTURAL COMMUNICATION AND NEGOTIATION (4)

The course provides students with techniques for becoming skillful cross-cultural communicators and negotiators. Topics include dimensions of culture and their implications in organizations, successful international business negotiation tactics, and managing cultural diversity in the workplace.

393 INTRODUCTION TO INTERNATIONAL BUSINESS (4)

A survey of theoretical and institutional aspects of international trade and investment. The course will address topics including international trade theory, the international money market, balance of payments, international sourcing, and management of international enterprises.

394 INTERNATIONAL BUSINESS STRATEGY (4)

This course will focus on understanding the political, economic, sociocultural, and environmental factors affecting the development of options and strategies. Students gain appreciation of different forms of foreign involvement and which types are appropriate in view of national interests of host nations. Topics include the multinational corporation, exporting, importing, socioeconomic development, international economic order, changing U.S. role in the international economy, and management styles in different cultures. Case studies will be analyzed. Prerequisite: BUS 391 or 393.

396W THE GLOBAL WINE INDUSTRY (3)

This survey course provides an overview of the global wine industry. Topics include the analysis of global trends affecting wineries, the nature of international competition, the importing and exporting of wine, and joint ventures and acquisitions in the wine industry involving partners from different countries. The course will discuss both consumption and production of wine around the world, with special emphasis placed on the impact of emerging new world wine producers. Because a two-week overseas field trip is a part of this course, it will be offered only during intersession or between semester breaks. Prerequisite: BUS 360.

416W PRODUCTION, OPERATIONS, AND DISTRIBUTION (WINE) (4)

The study of effective operations management techniques and strategies from the perspective of the California wine industry. The course emphasizes the basic concepts of purchasing, operations, logistics, and supply chain management as they apply to the wine industry. More specific topics include value analysis, total quality management, make/buy decisions, negotiation, and supplier development. Prerequisite: BUS 316.

417 MANAGEMENT OF SERVICES (4)

The study of effective techniques and strategies applicable to the successful management of a service-based organization. The course provides the student valuable perspectives by contrasting different types of major service businesses. Students are expected to be able to apply basic quantitative tools to solve service management problems. Prerequisite: BUS 316.

420 BUSINESS DATA COMMUNICATIONS (4)

A lecture, literature, and case study-oriented survey course on the use of local and wide-area data communications in the business enterprise. Topics include LAN, WAN, EDI wide-band multimedia, distributed systems, and evolving system architectures and their impact on business organizations. Prerequisite: BUS 319 or BUS 334.

422 BUSINESS DATA MODELS (4)

Lecture, laboratory, 2 hours. A course in designing relational databases. The entity-relationship model is used to develop the conceptual data structure from which a normalized set of tables is extracted and implemented. Prerequisite: BUS 319 or BUS 334.

422W BUSINESS DATA MODELS (WINE) (4)

Lecture, laboratory, 2 hours. A course in designing relational databases in the wine industry. Prerequisite: BUS 319 or BUS 334.

426 BUSINESS LAW (4)

A study of areas of law of particular importance to business, including contracts, sales, negotiable instruments, secured transactions, agency, partnerships, and corporations. Prerequisite: BUS 225.

430 ADVANCED ACCOUNTING (4)

Advanced accounting, problems, and theory. Topics include consolidations, business combinations, fund accounting, partnerships, foreign exchange, and other current issues. Prerequisites: BUS 330A and 330B, or consent of instructor.

433A INDIVIDUAL TAXATION (4)

Analysis of the *Internal Revenue Code* pertaining to individual and corporate income taxes. Topics include determination of taxable income, deductions and exemptions, accounting records, returns, computation of taxes, and tax planning. Subject matter to reflect the most recent tax law changes. Prerequisites: BUS 230A and 230B.

433B CORPORATION AND ESTATE TAXATION (4)

Concepts and principles of federal taxation as they apply to business enterprise and fiduciaries, such as estates and trusts. Prerequisite: BUS 230A and 230B.

433FA INDIVIDUAL TAX FOR FINANCIAL MANAGEMENT (3)

Various tax issues related to individual tax will be discussed. The course will emphasize the determination of income for tax purposes, and various deductions and exemptions will be discussed in this course. Prerequisites: BUS 230A and 230B.

433FB CORPORATE TAX FOR FINANCIAL MANAGEMENT (3)

Various tax issues related to corporation and partnership will be discussed. The course will emphasize tax planning and the impact of changes in the tax law on the financial position of these entities. Prerequisites: BUS 230A and 230B.

434 AUDITING (4)

Study of generally accepted auditing standards and procedures followed in the examination of financial statements and operating control reviews. Topics include evaluation and analysis of internal control, the nature of and procedures for gathering audit evidence, professional ethics and legal liability, the standards of reporting financial information, and statistical sampling applications. Prerequisites: BUS 330A, 330B and BUS 334.

435 COST ACCOUNTING (4)

Introduces applications for the accountant's role in the decision-making process. Topics include contribution margin analysis, job-order and process costing, standard costing, transfer pricing, profit planning, cost centers, cost volume, profit relationships, inventory control, and other current issues. Prerequisite: BUS 330A.

437 GOVERNMENTAL ACCOUNTING (4)

Course deals with intricacies and peculiarities of fund accounting as it relates to governmental units, including preparing and recording the budget, the use of the encumbrances accounting, and the year-end closing of the budgetary accounts. Students will be exposed to GASB (Government Accounting Standards Board) standards and governmental financial statement requirements, and learn the different objectives and purposes of financial statements for nonprofit vs. profit entities. Prerequisite: BUS 330A.

441 RECRUITMENT, SELECTION, AND PERFORMANCE APPRAISAL (4)

Fundamental issues dealing with the staffing of organizations and evaluating individual performance are covered. Topics receiving attention include legal issues, fundamentals of measurement, incorporating job analysis results into the selection process, and design of selection processes and procedures. Issues of performance appraisal will be examined. Common methods and pros and cons of each will be explored. Prerequisite: BUS 340.

442 TRAINING AND DEVELOPMENT (4)

Theory and practice of training for developing the human resources in an organization. Topics include adult learning theory and research, methods of assessing training needs and learning styles, design of effective training experiences, presentation skills, and evaluation methods. Prerequisite: BUS 340.

446 GOVERNMENT REGULATION AND HUMAN RESOURCES (4)

An examination of current legislation and executive orders affecting the human resource function. Laws, orders, guidelines, and regulations will be examined within the framework of the regulatory model, which presents an integrated framework for understanding the relation of societal problems, laws, agencies, guidelines, the courts, and management responses. Prerequisite: BUS 340.

447 LABOR MANAGEMENT RELATIONS (4)

A study of modern labor-management relations. Topics include the factors favoring the growth of labor organizations, the historical development of labor movements, labor economics, and the labor movement, collective bargaining and the modern legal framework of organized labor, conflict resolution through grievance/arbitration, and other relevant labor topics. Prerequisite: BUS 340.

451 ENTREPRENEURSHIP/SMALL BUSINESS MANAGEMENT (4)

Intended for prospective entrepreneurs wishing to start a new business and/or participate in the management of a small, ongoing company during its early months. Also appropriate for students interested in consulting, banking, or investing in small companies. Emphasis on the preparation of realistic, action-oriented business plans necessary for presentations in organizing and financing. Prerequisite: BUS 360 or consent of the instructor.

452 LEADERSHIP (4)

The focus of this course is a comprehensive review of the writings and theories of leadership. Students will evaluate leadership traits and behavior, the effects of reciprocal influence, transformational leadership, the role of power versus authority, followership, and related matters. Applications of theory to practice will be emphasized. Prerequisites: BUS 344 and BUS 350.

453 SMALL BUSINESS ANALYSIS (4)

This course focuses on decision-making in functional areas of marketing, production, and finance. Students, working in teams with faculty and professional supervision, consult with businesses to solve managerial problems. Prerequisite: BUS 360 or consent of the instructor.

455 ALTERNATIVE DISPUTE RESOLUTION (4)

This course will provide students with an understanding of the alternatives to litigation as a means of dispute resolution. The primary focus will be on two alternatives—mediation and arbitration. The first half of the course will focus on the mediation process and the basic problem-solving skills that are a fundamental component of successful mediation. The second half of the course will emphasize the types of voluntary arbitration and the means to implement the process. Prerequisite: BUS 340.

458 ORGANIZATION CHANGE AND DEVELOPMENT (4)

Scholarly and practical study of how to implement effective change within organizations, such as reorganizing departments and business units, IT implementation, mergers and acquisitions, culture change, and other change events that impact organizations. Topics include: organizational change theory, processes, and models; the role of change agents; organizational diagnosis and intervention; culture, process, strategy, structure, and technology changes in organizations. Prerequisite: BUS 344.

461 PROMOTION MANAGEMENT (4)

Examines the planning, execution, and measurement of the organization's external communications with its environment. Analyzes the four promotion tools: advertising, personal selling, sales promotion, and public relations. Prerequisites: BUS 367 and BUS 360.

462 MARKETING RESEARCH (4)

The theory and application of marketing research as a tool for management decision-making. Emphasis is on problem identification and definition, research design, sampling procedure, primary and secondary data collection, statistical analysis, interpretation of data, and reporting of research findings. Prerequisites: BUS 211 (or ECON 317 or MATH 165), BUS 367, BUS 319 and BUS 360.

463 SALES MANAGEMENT AND PERSONAL SELLING (4)

Examines theory and practice in the principles and art of selling. Studies planning, organizing, leading, evaluating, and controlling of sales force activities. Prerequisites: BUS 367 and BUS 360.

465W WINE MARKETING (4)

An in-depth study of marketing from the perspective of the California wine industry. The course emphasizes wine marketing planning, including an analysis of wine consumer segments. The wine industry's economic, legal, social, and competitive environment, industry trends, major problems and opportunities, and strategic alternatives as related to wine varieties and brands, pricing, promotion, and distribution are discussed. Prerequisite: BUS 360.

466 ORGANIZATIONAL COMMUNICATION (4)

This course teaches communication theory and skills as they are applied to management situations. Students will study the impact of the organizational environment on the practice of communication theory and the development of strategies for effectively relaying messages. Written and oral exercises will be stressed. Prerequisite: must have passed the WEPT.

468 MARKETING DECISION-MAKING (4)

Data analysis and "what if" marketing decision-making, using computer models and computer simulation. Emphasizes developing computer and analytical marketing skills. Prerequisites: BUS 360 and 367.

469 MARKETING MANAGEMENT (4)

Advanced study of marketing management, strategy, and decision-making through the use of marketing cases. Requires the integration of marketing concepts and theories from previous marketing course work. Prerequisites: BUS 360 and 367.

470 MANAGERIAL FINANCE (4)

Theory of managerial decision-making in its financial and economic context. Topics include the decision-making environment, financial planning, budgeting

and control, long-term investment decisions, and capital budgeting techniques, working capital management, the cost of capital, valuation, rates of return, and choosing among alternative sources of funds. Prerequisite: BUS 370.

471 FINANCIAL PLANNING AND STRATEGY (4)

The application of financial concepts and analytical methods to the development and evaluation of alternative financial strategies and opportunities available to the firm. Emphasis is placed on financial decision-making and analysis of small and midsize firms. Prerequisite: BUS 370.

472 INVESTMENTS (4)

A study of the characteristics of securities: valuation, sources, selection strategies, and theory of portfolio management. Stocks, bonds, options, and futures markets will be included. A major term project is required. Prerequisite: BUS 370.

472F INVESTMENTS FOR FINANCIAL MANAGEMENT (2)

In this course the finance major studies capital markets as an investment arena to critically analyze market behavior and investment strategies. The macroeconomic role of markets and their architecture, regulatory structure, and microstructure form the context within which financial theory is presented. The relevant theories in finance are portfolio theory, asset pricing models, agency theory, and the efficient market hypothesis. Stock and bond investing, as well as technical and fundamental analysis and portfolio management performance are explored. The financial management concentration student is required to complete the first two modules, which deal with stock and bond analysis. Prerequisite: BUS 370.

473 INTERNATIONAL FINANCE (4)

The foundations of financial theory (capital budgeting, capital markets, EMH/CAPM/portfolio theory, capital structure, short-term financing) are set in an international/MNC context where currency exchange rates, differences in accounting procedures, international trade, political risk, investments, and financing are examined. Prerequisite: BUS 370.

474 COMPUTER APPLICATIONS IN FINANCE (4)

A course in financial modeling, analysis, and research using computers. Emphasis is placed on the development of models required for the evaluation of financial alternatives. Prerequisites: BUS 370 and computer competency.

475W WINE ACCOUNTING AND FINANCE (4)

This course focuses on financing, investing, and accounting decisions facing managers of wine businesses. It explores the financial reporting issues that are unique to wine businesses and how these issues affect valuation. This course is directed to those interested in careers in accounting and finance as well as those interested in understanding relevant accounting and finance issues for wine business. Prerequisite: BUS 370.

491 SEMINAR IN MANAGEMENT STRATEGY AND POLICY (4)

Seminar covering current issues in managerial strategy and corporate policy that integrates concepts of organization theory and behavior, marketing, finance, human resources, production/operations, information systems, entrepreneurship, accounting, economics, and international business. This is the capstone course for the business administration major and would be expected to be taken in the last semester prior to graduation. Prerequisites: all business core requirements, a passing score on the WEPT, and application for award of degree.

491W SEMINAR IN MANAGEMENT STRATEGY AND POLICY IN THE WINE INDUSTRY (4)

Seminar covering current issues in managerial strategy and corporate policy that integrates concepts of organization theory and behavior, marketing, finance, human resources, production/operations, information systems in the wine industry, entrepreneurship, accounting, economics, and international business in the wine industry. This is the capstone for the business administration major and should be taken in the last semester prior to graduation. Prerequisites: all business core requirements, a passing score on the WEPT, and application for award of degree.

495 SPECIAL STUDIES (1-3)

Student-designed and instructor-guided projects, to be arranged individually. May be repeated once for credit. Independent study credit will be granted only to students who have: 1) attained senior status, 2) minimum GPA in business administration of 3.0, and 3) substantial background in the field involved in the petitioned study. A maximum of 3 units are applicable to the business administration major.

499A INTERNSHIP IN ACCOUNTING (3-4)

Field experience, for upper-division students, in management and administration with an emphasis in accounting. All internships that may be used in a concentration shall be either 3 or 4 units. No internship may be counted in more than one concentration. No more than two internships may be used for credit in the B.S. in Business Administration program and only one in any single concentration. GPA of 2.0 is required in the major plus two courses in the field of concentration. Cr/NC only. The internship requires a minimum of three hours per week per semester unit. Prerequisite: prior arrangement with internship coordinator.

499F INTERNSHIP IN FINANCE (3-4)

Field experience, for upper-division students, in management and administration with an emphasis in finance. All internships that may be used in a concentration shall be either 3 or 4 units. No internship may be counted in more than one concentration. No more than two internships may be used for credit in the B.S. in Business Administration program and only one in any single concentration. GPA of 2.0 is required in the major plus two courses in the field of concentration. Cr/NC only. The internship requires a minimum of three hours per week per semester unit. Prerequisite: prior arrangement with internship coordinator.

499FM INTERNSHIP IN FINANCIAL MANAGEMENT (3-4)

Field experience, for upper-division students, in management and administration with an emphasis in financial management. All internships that may be used in a concentration shall be either 3 or 4 units. No internship may be counted in more than one concentration. No more than two internships may be used for credit in the B.S. in Business Administration program and only one in any single concentration. GPA of 2.0 is required in the major plus two courses in the field of concentration. Cr/NC only. The internship requires a minimum of three hours per week per semester unit. Prerequisite: prior arrangement with internship coordinator.

499MG INTERNSHIP IN MANAGEMENT (3-4)

Field experience, for upper-division students, in management and administration with an emphasis in management. All internships that may be used in a concentration shall be either 3 or 4 units. No internship may be counted in more than one concentration. No more than two internships may be used for credit in the B.S. in Business Administration program and only one in any single concentration. GPA of 2.0 is required in the major plus two courses in the field of concentration. Cr/NC only. The internship requires a minimum of three hours per week per semester unit. Prerequisite: prior arrangement with internship coordinator.

499MK INTERNSHIP IN MARKETING (3-4)

Field experience, for upper-division students, in management and administration with an emphasis in marketing. All internships that may be used in a concentration shall be either 3 or 4 units. No internship may be counted in more than one concentration. No more than two internships may be used for credit in the B.S. in Business Administration program and only one in any single concentration. GPA of 2.0 is required in the major plus two courses in the field of concentration. Cr/NC only. The internship requires a minimum of three hours per week per semester unit. Prerequisite: prior arrangement with internship coordinator.

499W INTERNSHIP IN WINE BUSINESS STRATEGIES

Field experience, for upper-division students, in management and administration with an emphasis in wine business strategies. All internships that may be used in a concentration shall be either 3 or 4 units. No internship may be counted in more

than one concentration. No more than two internships may be used for credit in the B.S. in Business Administration program and only one in any single concentration. GPA of 2.0 is required in the major plus two courses in the field of concentration. Cr/NC only. The internship requires a minimum of three hours per week per semester unit. Prerequisite: prior arrangement with internship coordinator.

Graduate Courses

500 level courses are restricted to graduate students. Courses numbered between 501 and 508 are prerequisite courses to the MBA. Specified undergraduate courses may substitute for these.

501 PRINCIPLES OF ACCOUNTING (3)

A foundation course designed to provide a basic understanding of the theory and practice of accounting with emphasis upon basic principles, concepts, and controls in relation to external and internal reporting. Prerequisites: computer competency and a bachelor's degree.

504 HUMAN RESOURCE MANAGEMENT AND ORGANIZATIONAL BEHAVIOR (4)

Topics from HRM will include equal employment opportunity/affirmative action, staffing, performance evaluation, job design, compensation administration, safety and health, employee rights and discipline, and labor relations. Behavioral topics will include individual and group behavior, motivation, decision-making, leadership, organization development, and culture. Project requires analysis and synthesis of relevant topics. Prerequisite: a B.A. or B.S. degree.

506 MARKET ANALYSIS (3)

The terminology and concepts of marketing including segmentation, product development, pricing, promotion, and distribution. A marketing plan, case, or similar application project is required. Prerequisite: a B.A. or B.S. degree.

507 FOUNDATIONS OF MANAGERIAL FINANCE (3)

A foundation course designed to provide the conceptual and analytic framework guiding financial decision-making within the business firm. Emphasis is on financial analysis, the evaluation of investment opportunities, working capital management, and alternative means of financing the firm. Prerequisite: BUS 501.

508 MANAGERIAL STATISTICS AND THEIR APPLICATION (3)

Statistical data analysis with an emphasis on problems from manufacturing and service operations and their solution using Excel. Instruction will include spreadsheet analysis and a project involving the application of statistical methods. Prerequisite: a B.A. or B.S. degree.

Classified Graduate Status is required for the following courses:

516 OPERATIONS MANAGEMENT (3)

Production/operations management of manufacturing and service operations. Topics include forecasting and scheduling; material requirements planning and quality assurance. Additional tools include inventory control, project management, and product development. Modern techniques such as Supply Chain Management, e-business, Just-in-Time, and Total Quality Management are illuminated.

519 MANAGEMENT INFORMATION SYSTEMS (3)

Study of fundamental role information systems and technologies play in organizations and management issues they raise. Topics include IS/IT's strategic importance; technology, legislative, and industry trends; systems development issues and practices; database design and management; management of IS/IT assets.

530 FINANCIAL STATEMENT ANALYSIS (3)

Students learn to analyze financial statements for the purpose of valuing the firm. The course takes a user's perspective, not a preparer's perspective. The course is

an interdisciplinary accounting and finance course. Students learn the limitations and complexities of the numbers used in valuing major components of the financial statements. Significant emphasis is placed on the current American regulatory environment and impending changes within that environment, as well as on international and global regulatory issues. Prerequisites: BUS 501 and BUS 507.

540 STRATEGIC HUMAN RESOURCE MANAGEMENT (3)

Strategic human resource management offers a framework for general managers to implement best HR practices in their organizations. The focus is on implementing long-term programs that either add demonstrable value, or programs which effectively manage risks to the organization. Emphasis will be placed on utilizing HR metrics to measure outcomes.

550 SEMINAR IN ORGANIZATION BEHAVIOR AND MANAGEMENT THEORY (3)

An examination of the business organization with reference to management, design, change, and organizational behavior. Prerequisite: BUS 504 or equivalent.

552 LEADERSHIP AND TEAM BUILDING (3)

Leadership and team building go hand in hand and represent critical elements of the managerial process. This course examines theoretical formulations of leadership and combines that with study of exemplary leaders. Specific topics include: use of power, authority, and persuasion; characteristics of effective leaders; comparison of alternative leadership styles; and entrepreneurial leadership. The role of leaders in molding teams is an underlying theme. Prerequisite: BUS 504 or equivalent, or consent of instructor.

554 SOCIAL ENTREPRENEURSHIP IN THEORY AND PRACTICE (3)

This course examines the theory and practices of social entrepreneurship. The course will examine how entrepreneurial solutions can be fashioned and applied to job creation, workforce development, and meeting other social needs. Specific topics include: social responsibility, venture philanthropy, opportunity assessment, market analysis, financial principles of sustainability, micro enterprises, and nonprofit organizations.

559 SEMINAR IN ADVANCED MANAGEMENT TOPICS (3)

Graduate study of a current or emerging management topic of special interest. May be repeated for credit with the consent of the MBA coordinator. Prerequisites to be determined by the instructor.

560 SEMINAR IN MARKETING MANAGEMENT (3)

Study of marketing situations, development of marketing plans, and evaluation of marketing programs. Careful consideration of the conceptual background of marketing, including trends and emerging developments. Prerequisite: BUS 506 or equivalent.

570 SEMINAR IN MANAGERIAL FINANCE (3)

Financial theory and applied financial analysis. Topics may include security analysis, portfolio management, financial accounting, corporate financial policy, investment banking, and international finance. Prerequisites: ECON 501, BUS 501, and BUS 508, or equivalent preparation.

578 PROJECT CONTINUATION (1-3) FALL, SPRING

Designed for students working on their thesis or master's project but who have otherwise completed all graduate coursework toward their degree. This course cannot be applied toward the minimum number of units needed for completion of the master's degree. Prerequisite: permission of the MBA graduate coordinator. Cr/NC only.

581 RESEARCH METHODS FOR MANAGERS (3)

Practical approaches to the design, execution, and interpretation of applied business research activities. Development of analytical skills and research techniques, including an understanding of the assumptions, limitations, and appropriate uses of various research designs and strategies. Prerequisite: BUS 508.

591 SEMINAR IN STRATEGIC MANAGEMENT (3)

A consideration of the entire organization from the viewpoint of the chief executive officer. Topics to be covered include strategy formulation, the development of competitive advantage, strategy implementation, and the management of strategic change. Prerequisites: BUS 540, 560, 570.

592 ENTREPRENEURSHIP AND NEW VENTURE CREATION (3)

Entrepreneurship focuses on new venture creation and venture feasibility analysis. Working in teams, students will learn to identify, conceptualize, plan, finance, launch, manage, and harvest new ventures. Entrepreneurship, the application of entrepreneurial methods of management to established organizations, will also be discussed. Prerequisites: BUS 540, 560, 570.

593 SEMINAR IN INTERNATIONAL BUSINESS (3)

Comprehensive view of the international economic environment as it relates to international business. Topics include the multinational corporation, subcontracting, counter trade, and international institutions such as the World Bank and GATT. Prerequisite: ECON 501.

595 SPECIAL STUDIES IN BUSINESS ADMINISTRATION (1-4)

Supervised independent study. A maximum of 3 units may be applied toward the requirements for the MBA degree. Prerequisite: consent of faculty member under whom the individual work is to be conducted, consent of the MBA coordinator, and an approved "Application for Special Study 495/595."

596 GRADUATE INTERNSHIP (1-3)

Field experience for qualified graduate students in business administration. A maximum of 3 units may be applied toward the requirements for the MBA degree. Students must establish with the MBA coordinator that the work involved is clearly integral to the student's graduate studies. CR/NC grade only.

599 MASTER'S DEGREE DIRECTED RESEARCH (1 OR 3)

Research directed by the student's committee on a project. An "Advancement to Candidacy Form" (GS01) must be filed with the MBA Coordinator before the student registers for the course.