

## **Business Administration (BUS)**

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### **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.

### **BUS 211 BUSINESS STATISTICS (4)**

BUS 211 is an introduction to business statistics in practice. The course focuses on application of statistical methods, interpretation of statistical data, making statistical inferences, and how to use statistical data to aid in decision making or problem solving. Upon successful completion of the course, students would have gained an understanding of a statistician's role and skills in formulating coherent questions, gathering data pertinent to those questions, and addressing those questions using statistical procedures. Prerequisite: Satisfaction of ELM requirement. Fulfills GE Area B4. Taught in face-to-face, hybrid and online modes.

### **BUS 219 E/U 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.

### **BUS 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.

### **BUS 230A FINANCIAL 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. Taught in face-to-face, hybrid and online modes.

### **BUS 230B MANAGERIAL 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. This course is taught in face-to-face, hybrid and online modes.

### **BUS 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.

### **BUS 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.

### **BUS 290 SPONSORED CORPORATE TRAINING (2)**

BUS 290 is designed for a situation in which a corporation will accept a volunteer into their unpaid "internship" program only if the student is enrolled at a university in conjunction with the corporate experience. Programs so offered do not meet department standards for internships, and do not qualify for 499 credit. BUS 290 may be used as free elective units only.

### **BUS 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 skills, how to construct effective search strategies, how to find and retrieve information, and how to critically evaluate sources. Includes on-line 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 only.

### **BUS 295 WORK EXPERIENCE (2-4)**

Developed for students seeking an internship like experience but lacking the requisite academic experience for BUS 499, Internship. Cr/NC only.

### **BUS 296 INSTRUCTOR-INITIATED RESEARCH PROJECT (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 s/he would like to develop in close consultation with a faculty member. Cr/NC only. May be repeated for credit up to 7 times for a total of 16 units.

### **BUS 305W INTRODUCTION TO WINE BUSINESS (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. Prerequisites: completion of all Pre-Business requirements.

### **BUS 316 OPERATIONS AND SUPPLY CHAIN MANAGEMENT (4)**

Operations and Supply Chain Management is the study of the processes, principles, and procedures required for the manufacturing of goods as well as the provision of goods and services. This includes total quality management concepts such as statistical process control; forecasting methods to determine sales and production needs; inventory management techniques such as economic order quantity, material requirements planning, and just-in-time; supply chain management; logistics; business processes; and project management. Prerequisites: completion of all Pre-Business requirements. Taught in face-to-face, hybrid and online modes.

### **BUS 319 INTRODUCTION TO MIS (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 networks; and information systems deployed in various functional areas to support workgroup and organizational goals. Prerequisites: completion of all Pre-Business requirements. Taught in face-to-face, hybrid and online modes.

### **BUS 330A INTERMEDIATE ACCOUNTING (4)**

The course covers financial accounting topics related to the income statement, balance sheet, and statement of cash flows. Topics include accounting for recognition, measurement and disclosure of cash, receivables, inventories, property, plant, equipment, intangible assets and investments. Prerequisites: completion of all Pre-Business requirements. Teaching modes: face-to-face, hybrid and online.

### **BUS 330B INTERMEDIATE ACCOUNTING (4)**

The course covers financial accounting topics related to the income statement, balance sheet, and statement of cash flows. Topics include accounting for recognition, measurement and disclosure of liabilities, pensions, accounting changes, leases, income taxes and stockholders' equity accounts. Prerequisites: BUS 330A. Teaching modes: face-to-face, hybrid and online.

**BUS 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. Prerequisites: completion of all Pre-Business requirements.

**BUS 335 ETHICAL REASONING IN ACCOUNTING (4)**

This course introduces students to ethical theory and its relevancy to accounting. It specifically covers topics such as the profession's code of conduct, fraud, earnings management, and international reporting. Students use cases and accounting situations to obtain practical experience in the application of these theories for decision making. Prerequisite: Business administration major status and BUS 330A (may be taken concurrently). Teaching modes: face-to-face, hybrid, and online.

**BUS 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: completion of all Pre-Business requirements.

**BUS 344 ORGANIZATIONAL BEHAVIOR (4)**

The role of the individual and of groups in the organization is 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. Further, the issues of group formation, organizational structure, leadership, and power and conflict are examined. Includes international, societal, and organizational issues and development of managerial skills. Prerequisites: completion of all Pre-Business requirements.

**BUS 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. Prerequisites: completion of all Pre-Business requirements. Taught in face-to-face, hybrid and online modes.

**BUS 352 ORGANIZATIONAL THEORY (4)**

This 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.

**BUS 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.

**BUS 360 INTRODUCTION TO MARKETING (4)**

Introduction to terminology and basic concepts, including product development; pricing; 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. Course can be taught in Face to Face, Hybrid and Online modes. Prerequisites: completion of all Pre-Business requirements.

**BUS 361 MARKETING GRAPHICS (4)**

This course teaches students how to apply theories and concepts, from fields such as marketing, graphic design, and photography, to create marketing promotional materials using image editing software. Prerequisites: BUS 360 and Junior standing.

**BUS 362 SERVICES MARKETING (4)**

This course is designed to acquaint the student with the principles of service marketing and their application in a variety of service sectors ranging from banking to hospital services. Services marketing theory and principles will be applied to a firm's strategic marketing planning and the development of its service operation process within the service industry. Specifically, the course encompasses a) developing a competitive service model, b) managing the customer interface, and c) implementing sustainable service marketing strategies. Course Prerequisites: BUS 360 and Junior Standing. Taught in face-to-face, hybrid and online modes.

**BUS 364 SPORTS MARKETING (4)**

This course examines the integration of product, pricing, promotion, distribution, sales, sponsorship, advertising and brand in the marketing and management of sporting teams/leagues/events and sporting goods. Also considers the use of sports by non-sports businesses to reach their target markets. Prerequisite: BUS 360

**BUS 365 INTRODUCTION TO HOSPITALITY AND EVENT MANAGEMENT (4)**

This course provides an overview of hospitality and event planning management, the industry, and its theoretical foundations. In addition, the course identifies the emerging issues related to hospitality and event management, such as social media and sustainability. Career development opportunities in the hospitality management and event planning industry will be discussed. The course also highlights the application of hospitality and event planning in the wine industry. Prerequisites: completion of all Pre-Business requirements. Restricted to marketing and wine business concentrations only.

**BUS 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.

**BUS 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. Taught in face-to-face, hybrid and online modes.

**BUS 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.

**BUS 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. Prerequisites: completion of all Pre-Business requirements. Taught in face-to-face, hybrid and online modes.

**BUS 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.

**BUS 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. May be repeated up to 3 times for a total of 8 units.

**BUS 385A SPECIAL TOPICS IN ACCOUNTING (3-4)**

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

**BUS 385F SPECIAL TOPICS IN FINANCE (3-4)**

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

**BUS 385MG SPECIAL TOPICS IN MANAGEMENT (3-4)**

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

**BUS 385MK SPECIAL TOPICS IN MARKETING (3-4)**

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

**BUS 385W SPECIAL TOPICS IN WINE (3-4)**

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

**BUS 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.

**BUS 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. Prerequisites: completion of all Pre-Business requirements.

**BUS 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. Prerequisites: completion of all Pre-Business requirements.

**BUS 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, the changing U.S. role in the international economy, and management styles in different cultures. Case studies will be analyzed. Prerequisite: BUS 391 or 393.

**BUS 396W THE GLOBAL WINE INDUSTRY (3-4)**

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.

**BUS 397W GLOBAL MARKETPLACE FOR WINE (4)**

The course provides an in-depth look at the global trends affecting the wine industry. Topics include the changes taking place in wine consumption in both established and emerging wine markets. The role played by imported wine in key markets will be discussed. Industry dynamics will be analyzed with a focus on the export strategy of wine firms and wine producing nations, the formation of joint ventures with international partners, and the potential for investment in foreign firms and vineyards. Topics related to the workings of the bulk market for wine will also be presented. Prerequisites: BUS 305W and BUS 360.

**BUS 399A ADVANCED WORK EXPERIENCE IN ACCOUNTING (3-4)**

Designed for upper-division students in business administration with a concentration in accounting who have an opportunity for an extraordinary on-the-job educational experience but are prohibited by the internship policy from taking BUS 499 (Internship) because of the prohibition against students turning existing jobs into internships. GPA in major of 2.0 is required and a student must have successfully completed either at least two courses in the area or at least sixteen (16) units of upper-division business courses prior to enrolling. Requests for BUS 399 must be approved by the student's faculty advisor and the department chair. A student may not receive credit for both BUS 499 (Internship) and BUS 399 (Advanced Work Experience) in a given concentration. A student may receive credit for BUS 499 in one concentration and credit for BUS 399 in another concentration based on a different work experience. No more than 8 units of BUS 399 and BUS 499 in total may be applied to the Business major. Cr/NC only. May be repeated 3 times for credit for a total of 16 units.

**BUS 399F ADVANCED WORK EXPERIENCE IN FINANCE (3-4)**

Designed for upper-division students in business administration with a concentration in finance who have an opportunity for an extraordinary on-the-job educational experience but are prohibited by the internship policy from taking BUS 499 (Internship) because of the prohibition against students turning existing jobs into internships. GPA in major of 2.0 is required and a student must have successfully completed either at least two courses in the area or at least sixteen (16) units of upper-division business courses prior to enrolling. Requests for BUS 399 must be approved by the student's faculty advisor and the department chair. A student may not receive credit for both BUS 499 (Internship) and BUS 399 (Advanced Work Experience) in a given concentration. A student may receive credit for BUS 499 in one concentration and credit for BUS 399 in another concentration based on a different work experience. No more than 8 units of BUS 399 and BUS 499 in total may be applied to the Business major. Cr/NC only. May be repeated 3 times for credit for a total of 16 units.

**BUS 399FM ADVANCED WORK EXPERIENCE IN FINANCIAL MANAGEMENT (3-4)**

Designed for upper-division students in business administration with a concentration in financial management who have an opportunity for an extraordinary on-the-job educational experience but are prohibited by the internship policy from taking BUS 499 (Internship) because of the prohibition against students turning existing jobs into internships. GPA in major of 2.0 is required and a student must have successfully completed either at least two courses in the area or at least sixteen (16) units of upper-division business courses prior to enrolling. Requests for BUS 399 must be approved by the student's faculty advisor and the department chair. A student may not receive credit for both BUS 499 (Internship) and BUS 399 (Advanced Work Experience) in a given concentration. A student may receive credit for BUS 499 in one concentration and credit for BUS 399 in another concentration based on a different work experience. No more than 8 units of BUS 399 and BUS 499 in total may be applied to the Business major. Cr/NC only. May be repeated 3 times for credit for a total of 16 units.

**BUS 399MG ADVANCED WORK EXPERIENCE IN MANAGEMENT (3-4)**

Designed for upper-division students in business administration with a concentration in management who have an opportunity for an extraordinary on-the-job educational experience but are prohibited by the internship policy from taking BUS 499 (Internship) because of the prohibition against students turning existing jobs into internships. GPA in major of 2.0 is required and a student must have successfully completed either at least two courses in the area or at least sixteen (16) units of upper-division business courses prior to enrolling. Requests for BUS 399 must be approved by the student's faculty advisor and the department chair. A student may not receive credit for both BUS 499 (Internship) and BUS 399 (Advanced Work Experience) in a given concentration. A student may receive credit for BUS 499 in one concentration and credit for BUS 399 in another concentration based on a different work experience. No more than 8 units of BUS 399 and BUS 499 in total may be applied to the Business major. Cr/NC only. May be repeated 3 times for credit for a total of 16 units.

**BUS 399MK ADVANCED WORK EXPERIENCE IN MARKETING (3-4)**

Designed for upper-division students in business administration with a concentration in marketing who have an opportunity for an extraordinary on-the-job educational experience but are prohibited by the internship policy from taking BUS 499 (Internship) because of the prohibition against students turning existing jobs into internships. GPA in major of 2.0 is required and a student must have successfully completed either at least two courses in the area or at least sixteen (16) units of upper-division business courses prior to enrolling. Requests for BUS 399 must be approved by the student's faculty advisor and the department chair. A student may not receive credit for both BUS 499 (Internship) and BUS 399 (Advanced Work Experience) in a given concentration. A student may receive credit for BUS 499 in one concentration and credit for BUS 399 in another concentration based on a different work experience. No more than 8 units of BUS 399 and BUS 499 in total may be applied to the Business major. Cr/NC only. May be repeated 3 times for credit for a total of 16 units.

**BUS 399W ADVANCED WORK EXPERIENCE IN WINE BUSINESS STRATEGIES (3-4)**

Designed for upper-division students in business administration with a concentration in wine business strategies who have an opportunity for an extraordinary on-the-job educational experience but are prohibited by the internship policy from taking BUS 499 (Internship) because of the prohibition against students turning existing jobs into internships. GPA in major of 2.0 is required and a student must have successfully completed either at least two courses in the area or at least sixteen (16) units of upper-division business courses prior to enrolling. Requests for BUS 399 must be approved by the student's faculty advisor and the department chair. A student may not receive credit for both BUS 499 (Internship) and BUS 399 (Advanced Work Experience) in a given concentration. A student may receive credit for BUS 499 in one concentration and credit for BUS 399 in another concentration based on a different work experience. No more than 8 units of BUS 399 and BUS 499 in total may be applied to the Business major. Cr/NC only. May be repeated 3 times for credit for a total of 16 units.

**BUS 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.

**BUS 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.

**BUS 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. Prerequisites: completion of all Pre-Business requirements.

**BUS 422W BUSINESS DATA MODELS (4)**

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

**BUS 430 ADVANCED ACCOUNTING (4)**

Advanced accounting topics including business combinations, consolidations, foreign currency transactions and translations, segment and interim reporting. Prerequisites: BUS 330A and 330B, or consent of instructor. Teaching modes: face-to face, hybrid and online.

**BUS 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 330A (may be taken concurrently).

**BUS 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 433A.

**BUS 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, 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, BUS 330B, and BUS 334 or BUS 319.

**BUS 435 COST ACCOUNTING (4)**

This intermediate course focuses on cost analysis and advanced topics such as activity-based costing, indirect cost allocations, transfer pricing and capital budgeting and how cost information help managers to make better decisions for effective planning and management control. Prerequisites: BUS 230B, 330A (330A may be taken concurrently). Taught in face-to-face, hybrid and online modes.

**BUS 436 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. Prerequisites: completion of all Pre-Business requirements.

**BUS 437 GOVERNMENTAL ACCOUNTING (4)**

This 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, governmental financial statement requirements, and learn the different objectives and purposes of financial statements for nonprofit versus profit entities. Prerequisite: BUS 330A. Taught in face-to-face, hybrid and online modes.

**BUS 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.

**BUS 442 TRAINING AND DEVELOPMENT (4)**

Theory and practice of training for developing the human resources in the 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.

**BUS 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.

**BUS 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.

**BUS 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. Taught in face-to-face, hybrid and online modes.

**BUS 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.

**BUS 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. Prerequisites: BUS 360 or consent of the instructor.

**BUS 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.

**BUS 458 ORGANIZATION CHANGE AND DEVELOPMENT (4)**

Scholarly and practical study of how to implement effective change within organizations, such as re-organizing 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; and culture, process, strategy, structure, and technology changes in organizations. Prerequisite: BUS 344.

**BUS 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. Prerequisite: BUS 360.

**BUS 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 360 and junior-level standing.

**BUS 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. Prerequisite: BUS 360.

**BUS 464W 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. Prerequisites: completion of all Pre-Business requirements.

**BUS 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. Prerequisites: BUS 305W, BUS 360, and junior-level standing.

**BUS 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.

**BUS 467W WINE E-COMMERCE AND DIRECT SALES (4)**

An in-depth study of electronic commerce aspects from the perspective of the California wine industry. Topics include opportunities and challenges associated with electronic commerce (e-commerce/e-business), and impacts of e-commerce with meeting strategic objectives of an organization in the wine industry. The course includes topics on database management, direct-to-consumer and government oversight/compliance issues, wine club management, and winery management software as they apply to the wine industry. Prerequisite: BUS 319.

**BUS 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 (BUS 367 may be taken concurrently).

**BUS 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. Taught in face-to-face, hybrid and online modes.

**BUS 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.

**BUS 471 CASE STUDIES IN FINANCE (4)**

This course utilizes the case study method in the context of modern financial theory. Small groups of students present cases to the class on topics such as investments, risk and return, capital budgeting, capital structure, and the firm's cost of capital. The role of the instructor is to facilitate discussion among the students, rather than to provide explicit answers. Prerequisite: BUS 370.

**BUS 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.

**BUS 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. Taught in face-to-face, hybrid and online modes.

**BUS 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. Prerequisite: BUS 370.

**BUS 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.

**BUS 476 RISK MANAGEMENT AND INSURANCE (4)**

This course focuses on identifying and evaluating risk exposures for individuals and firms. Insurance products or financial products can mitigate the effects of risk related losses, and this course introduces students to a range of insurance products sold or used in financial markets. The course provides an integrated approach to Enterprise Risk Management (ERM), which analyzes traditional business risks together with financial risks as a part of overall risk management of the firm. Prerequisite: BUS 370 or permission of the instructor. Taught in face-to-face, hybrid and online modes.

**BUS 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 for the business administration major and would be expected to be taken in the last semester prior to graduation. Prerequisites: completion of all business core requirements and submission of graduation application. Course taught in face-to-face, hybrid and online modes.

**BUS 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: completion of all business core requirements and submission of graduation application.

**BUS 493 ADVANCED TOPICS IN PROFESSIONAL SALES (2)**

This course offers students hands-on experiences in all aspects of the sales process, including prospecting, face-to-face or phone meetings with stakeholders, information gathering, and formal sales presentations. Students will practice persuasive communication and effective sales strategies that create valuable and viable solutions for organizations seeking products/services. Prerequisite: BUS 360.

**BUS 495 SPECIAL STUDIES (1-4)**

Student-designed and instructor-guided projects, to be arranged individually. 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 4 units are applicable to the business administration major. May be repeated once for credit.

**BUS 499 INTERNSHIP IN BUSINESS (3-4)**

Field experience in management and administration. For upper-division students in fields of their career or academic interest. Minimum of three hours per week per semester unit. Four units maximum are applicable to the business administration major. GPA of 2.0 is required in major plus two courses in the field of concentration. Cr/NC only. Prerequisite: prior arrangement with internship coordinator. May be repeated twice for a total of 12 units.

**BUS 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 BUS 499A may not be used as a concentration elective. GPA of 2.0 is required in 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.

**BUS 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 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.

**BUS 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 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.

**BUS 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 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.

**BUS 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 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.

**BUS 499W INTERNSHIP IN WINE BUSINESS STRATEGIES (3-4)**

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 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.

**BUS 501 FOUNDATIONS OF ACCOUNTING (2-3)**

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 B.A. or B.S. degree.

**BUS 504 FOUNDATIONS OF ORGANIZATIONAL BEHAVIOR (2-3)**

BUS 504 is an accelerated version of BUS 344 that is intended to prepare students for M.B.A. level coursework. The course examines the roles of individuals and of groups in organizations. 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 emotions and stress. At the group level, topics include group formation, development, structure, leadership, and dynamics, as well as the processes of communication, decision-making, power, and conflict. Organizational level characteristics such as structure, culture, and change management are also addressed. Prerequisite: a B.A. or B.S. degree.

**BUS 506 FOUNDATIONS OF MARKETING (2-3)**

BUS 506 is an abbreviated version of BUS 360 that is intended to prepare students for M.B.A. level coursework. The course provides the terminology and concepts of marketing including segmentation, product development, pricing, promotion, and distribution. Prerequisite: a B.A. or B.S. degree.

**BUS 507 FOUNDATIONS OF MANAGERIAL FINANCE (2-3)**

BUS 507 is an abbreviated version of BUS 370 that is intended to prepare students for the M.B.A. level course BUS 570 Seminar in Managerial Finance. It provides an introduction to the conceptual and analytical framework guiding financial decision-making within the business firm. Emphasis is placed on time value of money and discounted cash flow calculations, valuation of stocks and bonds, the evaluation of investment opportunities available to the firm, the essentials of the risk return trade-off, and estimation of the firm's cost of capital. Prerequisite: a B.A. or B.S. degree.

**BUS 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.

**BUS 509 eMBARk (1-2)**

This course is required for all incoming MBA students as orientation for masters level studies. Students will gain overview knowledge of case study approaches to learning. A study of each student's communication and learning profile will allow them to better understand how to communicate most effectively with fellow cohorts.

**BUS 510 Dis-eMBARk (1-2)**

This course is the final MBA experience that integrates demonstrations of student learning, career development activities, and a program debrief. Students will assemble a representative portfolio of course projects and complete a final comprehensive assignment designed to assess their newly acquired skills. Students will also develop a career plan and provide feedback about the MBA program via surveys and focus groups. Prerequisites: completion of all MBA program core, theme area, and elective requirements.

**BUS 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. Prerequisite: classified graduate status.

**BUS 516E OPERATIONS AND SUPPLY CHAIN STRATEGIES (1-3)**

This course explores major decision areas involved in managing manufacturing and service organization operations. Topics include process selection and design, planning and control systems, quality management, inventory management and control, independent demand management, supply chain management, operations strategies, and developing world-class operations. Prerequisite: admission to the E.M.B.A. Program.

**BUS 519 MANAGEMENT INFORMATION SYSTEMS (3)**

Study of the 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; project management; database design and management; management of IS/IT assets.

**BUS 519E INNOVATION, DESIGN, AND TECHNOLOGY LEADERSHIP (1-3)**

This course prepares students to lead and manage innovative, entrepreneurial, and new technological approaches to business issues required for organizations to remain competitive in today's and tomorrow's business environment. By applying theory through experiential learning, students will generate and investigate creative approaches to addressing issues; develop new business models for bringing ideas to market; and evaluate the types of risks required to advance entrepreneurial and technological initiatives. This course also provides current and future senior executives with the insights and frameworks necessary to make strategic decisions about implementing new technologies. Prerequisite: Admission to the Sonoma Executive MBA in Wine Business (Wine EMBA) program.

**BUS 525WA WINE BUSINESS EXPERIENCE A (1-3)**

This course provides an opportunity to gain a winery general manager's perspective from vine to package. Through winery field trips during harvest and crush, students will get an executive's view of vineyard operations, wine making and wine maturation. Then, students will develop a brand strategy to execute in BUS 525W B. Prerequisites: the four core M.B.A. courses: BUS 540, BUS 570, BUS 580, and BUS 535.

**BUS 525WB WINE BUSINESS EXPERIENCE B (1-3)**

This course expands the elective courses available to M.B.A.-Wine Business students and allows graduate students a for-credit opportunity to participate in an experiential learning activity in wine business packaging, marketing, and selling a brand, including gaining event planning and wine industry software sales technology experience. Prerequisites: BUS 540, BUS 570, BUS 580, BUS 535 and BUS 525W A.

**BUS 530 FINANCIAL STATEMENT ANALYSIS (3)**

Students learn to analyze financial statements for the purpose of valuing the firm. The course takes a user perspective, not a preparer's perspective. The course is an inter-disciplinary 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, impending changes within that environment, as well as on international and global regulatory issues. Prerequisite: classified graduate status.

**BUS 530E FINANCIAL STATEMENT ANALYSIS (1-3)**

This course provides a critical analysis of the role of regulation in the measurement and reporting of the results of economic activities to enable a more effective and efficient use of financial information for decision-making purposes. This course explains the "management assertions" embodied in the financial statements and its relationship with an independent audit of financial information. There is also discussion of strategic cost concepts and ethics in record keeping; methodology of short and long-term decision analysis; planning and control of organizational activities, transfer pricing methods, and performance evaluation and their related behavioral implications; and critical analysis of long term decisions. Prerequisite: admission to the E.M.B.A. Program.

**BUS 535 COST ANALYSIS AND CONTROL (3)**

The course focuses on concepts and managerial uses of financial information with a strong emphasis on management decision-making and the strategic effects of decisions, ethics, and new management accounting trends to prepare students for the challenges of today's workplace. Prerequisite: classified graduate status.

**BUS 540 MANAGING AND MOTIVATING EMPLOYEES (3)**

This course develops students' managerial acumen so they can effectively manage direct reports and positively influence employee motivation in any type of organization. The course will cover skills in areas such as negotiation, giving and receiving feedback, meeting facilitation, persuasion, and communication with employees who have diverse backgrounds and personalities. This hands-on course also includes a strategic approach to understanding foundational concepts of human resource management (HRM), including workforce planning and the development, implementation, and assessment of HRM policies and processes. The examination of ethical and legal implications of managerial behavior will be addressed as well. Prerequisite: classified graduate status.

**BUS 540E TALENT MANAGEMENT (1-3)**

This course examines human resources with an emphasis on the role of the top executives and leadership to establish an effective HR system. Specific topics include: strategic human resources in a globally competitive environment; financial implications of HR; strategic staffing and interviewing; training and development; creating a motivational work environment for employees; designing an effective compensation and benefits systems; safety and environmental issues in the workplace; and a review of ethical, legal and international HR issues. Prerequisite: admission to the E.M.B.A. Program.

**BUS 545W GLOBAL WINE BUSINESS (3)**

Current theory and practice of how wine businesses have evolved to become a global industry. Students analyze and debate cutting-edge issues in strategic management, leadership, organization, human resources, entrepreneurship, family business, government regulation, management of technology, financial management, and socially responsible practices. Prerequisite: classified graduate status in the Wine M.B.A. Concentration.

**BUS 546E GLOBAL BUSINESS ENVIRONMENT (1-3)**

This course integrates international economics and global issues to expand the scope of business students' inquiry to cover the economics of a nation in a global economy. The class discusses theoretical tools which economists and policy-makers use to analyze economic events. Prerequisite: admission to the E.M.B.A. Program. Course taught in face-to-face and hybrid modes.

**BUS 547W WINE LEGAL AND REGULATORY ISSUES (3)**

This course covers current theory and practice of key legal and regulatory issues in the global wine industry. Major topics include ethical considerations with regards to alcohol sales and consumption, as well as an historical overview of legal and compliance issues with alcohol in the U.S. and in other countries. Specific areas include legal and regulatory issues related to trademarks, appellations of origin, establishing a winery, permits, advertising, distribution, direct shipping, compliance, public health, social responsibility, environmental regulations, international trade, e-commerce and social media, counterfeit wines, vineyard development, land use, conservation, and other relevant ethical and legal issues related to wine. Prerequisite: classified graduate status in the Wine MBA concentration.

**BUS 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: classified graduate status.

**BUS 552 LEADERSHIP AND INNOVATION (3)**

This course provides a combination of skill building and theoretical foundation in leadership and innovation. Topic areas include: 1) self-assessment and review of leadership theory, 2) vision, strategy formulation, and planning, 3) interpersonal leadership skills including motivation, performance management, and teamwork, and 4) technical leadership competencies in the areas of innovation, creativity, change and stress management, and decision-making. Prerequisite: classified graduate status.



**BUS 552E LEADERSHIP INTELLIGENCE (1-3)**

Leadership is about making a difference for the organizations in which we work, and for the communities in which we work and live. The focus is on building a core of three critical skill sets: a foundation of financial, operational, and strategic business acumen; the emotional intelligence to effectively engage people; and the execution discipline to deliver results and get things done. This course is connected to BUS 554E and includes the orientation weekend and team-building experiences. Prerequisite: admission to the EMBA Program

**BUS 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. Prerequisite: classified graduate status.

**BUS 554E LEADING SUSTAINABLE ENTERPRISES (1-3)**

When business results are measured by long-term profitability, the creation of vibrant communities, and the sustainable use of natural resources, how do executive leaders achieve success? Leading Sustainable Enterprises is an intensive leadership development experience which provides executives with the tools and strategies necessary for delivering results in a complex multi-stakeholder business environment. Course topics encompass leading for results, business intelligence, leadership intelligence, execution competence, and sustainability strategies. This course includes an offsite leadership development program and the completion of a sustainability plan for a business. Prerequisite: admission to the E.M.B.A. Program.

**BUS 555W SUSTAINABILITY IN THE WINE HOSPITALITY INDUSTRY (3)**

Current theory and practice of how wine and hospitality businesses can become sustainable business. Course content includes business rationale for adopting environment and social equity practices for improved business performance and success. Students analyze and debate cutting-edge issues in sustainability including a review of global wine and hospitality businesses using sustainable practices, audit and compliance, energy management systems, ISO standards, creation of sustainable business strategies, development of policies and practices for sustainable practices for operations, success measures, and cost-benefit analysis. Prerequisite: classified graduate status in the Wine M.B.A. Concentration.

**BUS 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 M.B.A. coordinator. Prerequisites to be determined by the instructor.

**BUS 559E LEADERSHIP NORTH BAY (1-3)**

This course gives students an opportunity to review case studies of local firms and analyze what unique challenges exist for businesses in the North Bay. Discussion of local government, labor force, and other business environment factors adds to the analysis. Further, economic trends in the North Bay are discussed in the context of what business opportunities exist within those trends. Prerequisite: admission to the E.M.B.A. Program.

**BUS 559W SEMINAR IN ADVANCED WINE BUSINESS TOPICS (3)**

Graduate study of a current or emerging topic of interest in Wine Business. May be repeated for credit with the consent of the M.B.A. coordinator. Prerequisites to be determined by the instructor.

**BUS 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. Prerequisite: classified graduate status.

**BUS 560E STRATEGIC MARKETING (1-3)**

Study of the current marketing environment, analysis of cutting-edge marketing programs, and the development of strategic marketing plans. Careful consideration of the conceptual background of marketing including trends and emerging developments. The integration of digital and social media into marketing strategies is also discussed. Prerequisite: admission to the E.M.B.A. Program.

**BUS 563 STRATEGIC BRANDING (3)**

This course offers a solid, proven theoretical foundation with practical insights to assist managers in their day-to-day and long-term brand decisions. Specifically, a number of key concepts related to brand management, such as brand equity and brand positioning, are incorporated with a series of case studies to optimize students' learning. Prerequisites: completion of the four core M.B.A. courses: BUS 540, BUS 570, BUS 535, and BUS 580.

**BUS 565W MARKETING AND SALES STRATEGIES FOR WINE (3)**

Study of wine marketing and sales on a global basis. Focus on branding, research, positioning, and promotion of wine. Consideration of distribution alternatives and sales strategies for wine. Development of marketing plans for wine products. Prerequisite: classified graduate status in the Wine M.B.A. concentration.

**BUS 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. Prerequisite: classified graduate status.

**BUS 570E FINANCIAL MARKETS AND BUSINESS STRATEGY (1-3)**

This course examines the relationship between corporate finance theory and business strategy employed by corporate executives. The intent of the course is to improve executive decision-making by applying modern corporate finance theory to current business issues. Topics to be covered include time value of money analysis, capital budgeting techniques such as net present value and internal rate of return, cost of capital, capital structure, market efficiency, and international finance. The course will be blend theory and practice by employing a combination of lecture and discussion of corporate finance theory with case studies to emphasize practical application. Prerequisite: admission to the E.M.B.A. Program. Course taught in face-to-face and hybrid modes.

**BUS 578 PROJECT CONTINUATION (1-3)**

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 M.B.A. graduate coordinator. Cr/NC only.

**BUS 580 BUSINESS INTELLIGENCE (3)**

The course introduces students to methods of data-driven decision-making. This is a hands-on data intensive course where we analyze topics related to management, marketing, and finance such as pricing, promotion, branding, estimating return on investments, and forecasting. The course will make extensive use of modern data-driven analytical methods, including simple and multiple regression models. Prerequisite: classified graduate status.

**BUS 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: classified graduate status.

**BUS 581E RESEARCH IN STRATEGIC PLANNING (1-3)**

This course explores the business professionals role in obtaining and incorporating data into the strategic planning process. It delves into the research options of today's business environment, as well as the research process, and discusses current issues in business research, from global to ethical concerns. This class guides executives through identifying their greatest information needs and directs them how to best address their strategic questions. Prerequisite: admission to the E.M.B.A. Program. Course taught in face-to-face, hybrid and online modes.

**BUS 582 ADVANCED BUSINESS ANALYTICS (3)**

This hands-on, data-intensive course focuses on the practical applications of econometrics and makes extensive use of modern data-driven analytical methods. The course addresses issues of time series data for measuring marketing effectiveness and forecasting, as well as limited dependent variable data for evaluating purchasing decisions. Prerequisites: BUS 535, BUS 540, BUS 570, and BUS 580.

**BUS 590E LEADING CHANGE IN ORGANIZATIONS (1-3)**

This course explores change management theories and practical methods to implement change within organizations. Specific topics include: overview of major change management models, building a case for change; evoking change leadership and the role of the change agent, building commitment to change, analyzing processes, designing and implementing the change plan, establishing measures, managing transitions, and developing a learning organization that embraces change. The role of leaders in implementing successful change efforts in different sized organization is a main theme of this course. Prerequisite: admission to the E.M.B.A. Program.

**BUS 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. Course Prerequisite: BUS 535, 540, 570 and 580 and three theme area courses; MBA or Wine MBA students only.

**BUS 591E STRATEGY IN PRACTICE (1-3)**

This is a seminar requiring active contribution of participants to identify and evaluate decisions determining the long-range future of a business or nonprofit organization. Strategic management entails generating choices to be made among competing alternatives to produce a competitive advantage and earn above-average returns. Rapid technological change, mergers and acquisitions, increasing pressures for globalization, and changing local environments for organizations have heightened the urgency to ask the right questions about the future, such as: (1) Which distinctive competencies should we be developing for our businesses? (2) Where and how should we compete? (3) How do we balance among competing priorities of and communicate our strategy to our stakeholders? Prerequisite: admission to the E.M.B.A. Program.

**BUS 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. Course Prerequisite: BUS 535, 540, 570, 580 and MBA students only.

**BUS 592E BUSINESS PLAN (1-3)**

This is primarily a field-study course in which students describe, evaluate, and recommend a well-supported strategy to the top management team and/or board of directors of an organization. Working in teams, participants will observe how strategic opportunities are identified, conceptualized, planned, financed, implemented, managed and harvested. Learning tools include field research, compilation of primary and secondary data, class dialogues, readings, sample case analyses, guest lectures from local business leaders, and a final project that involves writing a case study and analysis describing the evolution of an organization's strategy, how resources and capabilities will be acquired to implement the strategy, and how results may be monitored and controlled. The ultimate output of this course is a business plan that students may use in future business ventures. Prerequisite: admission to the E.M.B.A. Program.

**BUS 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: classified graduate status.

**BUS 595 SPECIAL STUDIES IN BUSINESS ADMINISTRATION (1-3)**

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

**BUS 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 M.B.A. degree. Students must establish with the M.B.A. director that the work involved is clearly integral to the student's graduate studies. Cr/NC only.

**BUS 597W COUNTRY INTENSIVE WINE BUSINESS ANALYSIS (3)**

This course provides in-depth analyses of a foreign country's wine industry. Topics may include general business and economic issues as well as wine-specific issues focusing on production, sales, and marketing (within country and for export); human resource management; environmental concerns; and regulations. This course includes a required international field trip.

**BUS 599 MASTER'S DEGREE DIRECTED RESEARCH (1-3)**

Research directed by the student's committee on a project. An Advancement to Candidacy Form GSO 1 must be filed with the M.B.A. Coordinator before the student registers for this course.