

skip navigation



Search SSU Catalog

Search

ACADEMIC PROGRAMS

ACADEMIC PROGRAMS



Go

BUSINESS ADMINISTRATION

- Word from the President
- SSU Snapshots
- Year in the Life, Videos
- Academic Programs
- Academic Schools
- Admissions
- Calendar Degrees
- Degree Requirements Fees & Financial Aid
- Housing Information
- Technology
- Library Regulations & Policies
- Student Services
- Arts at SSU Centers, Institutes & Projects
- Diversity Mission, History, Accreditation
- University Support Services
- Administration Faculty California State University
- About This Catalog
- Search Page
- Catalog Home

Administrative Coordinator

Sheila Mackintosh-Sims

Department Chair

T. K. Clarke

Undergraduate Academic Advisor

Susan Miller

Internship Director

Duane Dove

Faculty

Christine Alexander, Thomas Atkin, Sherri C. Anderson, T.K. Clarke, Duane Dove, Armand Gilinsky, Robert Girling, Aidong Hu, Douglas Jordan, Terry Lease, Wingham Liddell, Philip McGough, Linda Nowak, Janeen Olsen, Vincent Richman, Samuel Seward, Elizabeth Stanny, Elizabeth Thach, Karen Thompson, Zachary Wong

Course Plan / Concentrations for Business Administration Major / Undergraduate Program Special Requirements / Sample Four-Year Program for B.S. in Business Administration / Minor in Business Administration or Master of Business Administration / Individual Class Descriptions

Department Office

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

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.

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 Units

General Education	51
Take CS 101 in GE category B3	
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 maintains an active advising function in a two-tier system. The department employs a full-time academic advisor with whom each student should consult on matters regarding general education, university requirements, the pre-major program, and routine major issues while in pre-major status. In addition, every full-time faculty member actively advises Major students, especially on matters relating to the business major and careers. Early contact with a faculty advisor is essential, and is required for upper-division major requirements, including concentration matters.

Pre-Business Administration Program

Students intending to major in Business Administration must meet the computer competency requirement and complete all pre-major coursework prior to enrolling in any upper-division major core or concentration courses. Units earned for lower-division core courses are applied toward the units required for the major.

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 achieving a grade of "C" or better in BUS 219 or CS 101 or an approved equivalent course or courses. Units earned may apply to general education or electives, as appropriate, but are not counted as units in the major.

Pre-major Courses

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 or ECON 317 Applied Statistics in Business and Economics
- 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
Units from lower-division business core (4 courses)	12-16
Upper-division core courses (6 courses)	24
Concentration (5 courses)	15
Electives in major	As needed
Total units needed for major:	55

Transfer students may complete core requirements with fewer than 40 units; additional business electives must then be taken to complete the 55 unit major requirement. **At least 28 units of the major including a minimum of 3 courses in the concentration, must be completed at SSU.**

Electives in Major

Students may need additional units in the major beyond the core and concentration to meet requirements for the program. To complete the major program of study and required units, 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 292, 295, 296, 385, 388, 466, 495, and 499. It is recommended that students familiarize themselves with the major requirements as stated in this catalog and consult with a faculty advisor prior to choosing elective courses intended to meet major requirements.

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)

* *students wishing an accounting concentration are recommended to take BUS 334.*

** *BUS 491, Seminar in Management Strategy and Policy, is the capstone course in the business administration major designed to be taken in the student's final semester. Prerequisite: all other core courses and application for award of degree.*

Concentrations for Business Administration Major

Every business student must complete an area of concentration within the major. Each concentration consists of five courses. Such courses will be of 3 or more units. Class titles and units vary depending on the area selected. **Students should plan carefully and consult their faculty advisor** 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 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 in the department.

Concentration Advisors

Accounting: Anderson, Stanny, Lease, Richman

Finance: Hu, Jordan

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

Management:

General: Liddell, Girling, Thach

Human Resource Management: Dove, Thach
 International: Girling
 Small Business: Gilinsky
Marketing: Clarke, Nowak, Olsen, Atkin
Wine Business Strategies: Thach, Gilinsky, Olsen, Nowak, Atkin
Special: McGough, Seward, Wong, Alexander, 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 472 Investments (4)
 BUS 470 Managerial Finance (4)

Select at least one course:

BUS 385 Special Topics (as relevant, 1-4)
 BUS 377 Financial Institutions (or ECON 375 Money and Banking) (4)
 BUS 471 Financial Planning and Strategy (4)
 BUS 473 International Finance (4)
 BUS 474 Computer Applications in Finance (4)

One of the following courses may be substituted for one of the finance electives

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

Financial Management Concentration: 4 courses plus 2 "half" courses

Four courses plus two "half" courses are required. The financial management concentration prepares students for financial management-level positions in business or government. The courses designated by an "F" are abridged versions of regular four (4) unit courses. These courses will be completed by approximately mid-semester. Students planning to take the CPA exam are strongly advised to take the full four (4) unit accounting courses (BUS 330B, BUS 433A, BUS 433B). If a financial management student decides to change his/her concentration to accounting, or chooses to take the CPA exam, he/she may need to sign up for one additional study unit for each accounting course taken under the financial management concentration curriculum in order to complete the portion missed in the abridged version. To arrange to take these 1-unit courses, the student must consult with his/her accounting advisor.

Required Courses

BUS 330A Intermediate Accounting (4)
 BUS 330F Intermediate Accounting for Financial Management (2)
 BUS 435 Cost Accounting (3)
 BUS 470 Managerial Finance (4)
 BUS 471 Financial Planning Strategy (4)
 BUS 472F Investments for Financial Management (2)

Select one of the following courses:

BUS 433Fa Individual Taxation for Financial Management (3)

BUS 433Fb Corporate Taxation for Financial Management (3)

BUS 473 International Finance (4)

BUS 475 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 small business track is for those interested in managing in the smaller firm. The international track is for those interested in working in the international area and includes the requirement of proficiency in a foreign language. 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 a common set of courses with those on the international track also able to choose among BUS 368 and BUS 473, and those in the small business track able to select BUS 367 if they desire.

Required of all in Management Concentration

BUS 350 Management (4)

Requirements for various tracks

Human Resources

BUS 340 Survey of Human Resource Management (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)

BUS 452 Leadership in Organizations (4)

Two additional courses required for all tracks:

BUS 340 Survey of Human Resource Management (4)

BUS 352 Organizational Theory (4)

BUS 354 Applied Business Analysis (4)

BUS 385 Special Topics (as relevant, 1-4)

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 499 Internship in Business (2-4)

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)

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, 1-4)
 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 499 Internship in Business (2-4)

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 422W Business Data Models (Wine) (4)
 BUS 475W Wine Accounting and Finance (4)
 GEOG 311 California Wine Geography (3)

Special Concentration: 5 courses

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

First, it 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 to, with the approval of the department chair, design a concentration in an area not covered sufficiently within the department and desire 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 2.3 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 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 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.

Overlapping Pre-Business and Upper-Division Business Courses

The pre-business courses are prerequisite to all upper-division coursework in the business administration major. At times, pre-major students may take a 300-level upper division Business course if they have completed all of the course's prerequisites; to be considered for a 400-level course, pre-major students must submit a department waiver for approval of the Department Chair (**note:** computer competency must have been demonstrated and specific course prerequisites must have been met.)

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

- Do not take an upper-division general-education course prior to the semester in which 60 units are completed.
- 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.
- Concentration courses are sometimes taken in the first semester of the junior year; consult faculty advisor.
- Take the WEPT (Written English Proficiency Test) during the junior year.
- Apply for graduation at the beginning of the senior year.

Freshman Year: 32-33 Units**Fall Semester (16-17 Units)**

ENGL 101 (A2) (3)
Econ 201A (D5) (4)
Math 131 or 161 (B4) (3-4)
CS 101 (B3) (3)
Elective: UNIV 102 (3)

Spring Semester (16 Units)

PHIL 101 or 102 (A3) (3)
ECON 201B (4)
GE (C1 or C4) (3)
POLS 200 (D4)(3)
GE (D1 or D2) (3)

Sophomore Year: 31-32 Units**Fall Semester (14-15 Units)**

BUS 230A (4)
BUS 225 (4)
GE (B1 or B2 with lab) (3-4)
GE (A1) (3)

Spring Semester (17 Units)

BUS 230B (4)
BUS 211 (4)
GE (D3) (3)
GE (B2 or B1) (3)
Elective (3)

Junior Year: 31-32 Units**Fall Semester (17 Units)**

UD BUS Core* (4)
UD BUS Core** (4)
GE (C2 or C3) (3)
GE (D2 or D1)(3)
Elective (3)

Spring Semester (14-15 Units)

UD BUS Core (4)
UD BUS Core (4)
BUS Concentration (3-4)
UD GE (C3 or C2) (3)

Senior Year: 27-30 Units**Fall Semester (14-15 Units)****Spring Semester (13-15 Units)**

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 semester units: 124

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

***for information systems, students should select BUS 334 if planning accounting or financial management; otherwise, select BUS 319.*

****BUS 491, designed to be taken in the last semester of the program (prerequisite: all other core courses 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 (or equivalent)

BUS 230B Principles of Accounting (or equivalent)

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 (M.B.A.) 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.

The basic objectives are to provide the student with: an understanding of the history and foundations of organizations and the cultural, social, international, economic, and legal environments in which organizations operate; an understanding of the principles of accounting, organization, finance, and marketing in order to analyze and solve business problems; an understanding of business research and analytical methods, and the use of the computer in making managerial decisions; and, broad general business knowledge reflecting general competence for overall management of complex organizations.

The M.B.A. 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 prerequisite and core courses, the M.B.A. degree program does offer electives in many areas for in-depth study, which along with independent study and internships allows the student to tailor the program to meet individual needs.

Admission Standards

To be admitted to the M.B.A. 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.
- Have earned a minimum score of 550 on the Test of English as a Foreign Language (TOEFL). This requirement applies only to 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.

Department of Business Administration Requirements

An individual may apply for admission to the M.B.A. program with or without an academic background in business administration. Applicants will not be considered without a GMAT score. The department considers the candidate's letter of application, academic background, and performance on the Graduate Management Admissions Test (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:

Formula Score = (200 x Grade Point Average) + 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.

Example Computation: 200(3.20) + 500 = 1140

The candidate would meet the minimum formula score for admission.

GMAT requirements

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 M.B.A. 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.

Graduate Student Status

A candidate admitted into the M.B.A. program will be admitted in one of two categories:

1. Conditionally Classified Graduate Status. This student may not take undergraduate or M.B.A. core or elective courses without permission of the M.B.A. coordinator.
2. Classified Graduate Status. A student admitted to the M.B.A. program as a Classified Graduate will have completed the foundation courses at the time of admission. This student may take M.B.A. core or elective courses.

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 M.B.A. coordinator.

Eligibility for M.B.A. Courses

Courses offered in the M.B.A. program have restricted enrollment.

- For M.B.A. foundation courses, a student must be at least a Conditionally Classified M.B.A. student, or a Classified Graduate student in another graduate program at the University, or obtain written permission from the M.B.A. coordinator.
- For M.B.A. core or elective courses, a student must be a Classified M.B.A. student, or a Classified Graduate student in another graduate program at the University, or obtain written permission from the M.B.A. coordinator.

B. M.B.A. Curriculum

The M.B.A. program consists of the following set of courses:

- M.B.A foundation courses (20 semester units)
- M.B.A. core courses (18 semester units)
- M.B.A. elective courses (12 semester units)

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

M.B.A. Foundation Courses (20 semester units)

The M.B.A. 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 M.B.A. program, a student may enroll in an undergraduate-level course only with the approval of the M.B.A. coordinator.

M.B.A. Foundation Courses

BUS 501 Principles of Accounting (3) or BUS 230A and 230B
 BUS 504 Human Resource Management and Organizational Behavior (4) or BUS 344
 BUS 506 Market Analysis (3) or BUS 360
 BUS 507 Foundations of Financial Management (3) or BUS 370
 BUS 211 Managerial Statistics
 ECON 501 Economics of Markets and Industries (3) or ECON 201A and 201B
 Computer competency is also required.

Foundation courses may be waived for competencies demonstrated by the undergraduate courses or their equivalent listed above or by examination. A student needing one or more foundation courses will be admitted as a Conditionally Classified Student.

M.B.A. Core Courses (18 semester units)

As the title signifies, the M.B.A. core courses are a cluster of required graduate business courses that represent the core of the M.B.A. degree. These 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 core courses include the following:

BUS 550 Seminar in Organization Behavior and Management Theory (3)
 BUS 552 Leadership and Team Building (3)
 BUS 560 Seminar in Marketing Management (3)
 BUS 570 Seminar in Managerial Finance (3)
 BUS 591 Seminar in Strategic Management (3)
 BUS 599 Master Degree Directed Research (1 unit for the comprehensive exam or 3 units for a project or thesis)

M.B.A. Electives (12 semester units)

An M.B.A. student must complete 12 units of elective courses to graduate.

M.B.A. Program Special Requirements

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

A maximum of 9 units of transferred graduate level work may be used to satisfy the combination of M.B.A. core and elective course requirements (the 30-32 units). No graduate courses that are equivalent to our foundation courses will be accepted toward M.B.A. core and elective course requirements. Transfer courses must be approved by the M.B.A. coordinator.

Grades

No course with a grade below a C can be used to satisfy foundation or degree requirements.

Culminating Accomplishment

All candidates for the Masters in Business Administration must complete a culminating project of publishable quality. This culminating project should show evidence of originality and independent thinking. The results should contribute to the business discipline by adding to technical or professional knowledge or by providing an application of technical or professional knowledge. A project report and public defense of the project is required. Project reports may be posted on the SSU M.B.A. web page.

Business Administration Courses (BUS)

Classes are offered in the semesters indicated. Please see the Schedule of Classes for most-current information and faculty teaching assignments. Non-majors, minors, and pre-majors will be allowed to take a maximum of 24 units of Business Administration course work.

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. CAN BUS 12

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. CAN BUS 2.

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.

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 prerequisite for all upper-division courses. Students may take upper-division business courses, if currently enrolled in courses that will complete the pre-business program, with the written consent of the chair. 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; 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 US 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 purpose, 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 (3)

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 non-profit 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 360, 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 the 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 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 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.

499 Internship in Business (2-4)

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. Cr/NC only. Prerequisites: prior arrangement with internship coordinator and GPA of 2.0 is required in major, plus two courses in the field of concentration.

Graduate Courses

500 level courses are restricted to graduate students. Courses numbered between 501 and 508 are prerequisite courses to the M.B.A. 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 Quantitative Business Analysis (4)

Statistical data analysis with an emphasis on problems from manufacturing and service operations and their solution using a PC. A review of mathematical and algebraic concepts, spreadsheet analysis and database management, 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:

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.

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.

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 M.B.A. 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 550, 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 550, 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.

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. Prerequisite: consent of faculty member under whom the individual work is to be conducted, consent of the M.B.A. 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 M.B.A. degree. Students must establish with the M.B.A. 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" (GSO 1) must be filed with the MBA Coordinator before the student registers for the course.

SONOMA STATE UNIVERSITY

(707) 664-2880 • 1801 East Cotati Ave • Rohnert Park, CA 94928
www.sonoma.edu • campus map

THE CALIFORNIA STATE UNIVERSITY