

Business Administration: Full-time MBA

Business school is about developing you as a leader and teaching you fundamental business concepts. But the Berkeley MBA Program goes beyond that to offer you a special set of leadership skills that are extremely valuable in the global marketplace. You will learn to become an innovative leader. Berkeley-Haas is uniquely positioned to deliver such leaders.

Admission to the University

Uniform minimum requirements for admission

The following minimum requirements apply to all programs and will be verified by the Graduate Division:

1. A bachelor's degree or recognized equivalent from an accredited institution;
2. A minimum grade-point average of B or better (3.0);
3. If the applicant comes from a country or political entity (e.g. Quebec) where English is not the official language, adequate proficiency in English to do graduate work, as evidenced by a TOEFL score of at least 570 on the paper-and-pencil test, 230 on the computer-based test, 90 on the iBT test, or an IELTS Band score of at least 7 (note that individual programs may set higher levels for any of these); and
4. Enough undergraduate training to do graduate work in the given field.

Applicants who already hold a graduate degree

The Graduate Council views academic degrees as evidence of broad research training, not as vocational training certificates; therefore, applicants who already have academic graduate degrees should be able to take up new subject matter on a serious level without undertaking a graduate program, unless the fields are completely dissimilar.

Programs may consider students for an additional academic master's or professional master's degree if the additional degree is in a distinctly different field.

Applicants admitted to a doctoral program that requires a master's degree to be earned at Berkeley as a prerequisite (even though the applicant already has a master's degree from another institution in the same or a closely allied field of study) will be permitted to undertake the second master's degree, despite the overlap in field.

The Graduate Division will admit students for a second doctoral degree only if they meet the following guidelines:

1. Applicants with doctoral degrees may be admitted for an additional doctoral degree only if that degree program is in a general area of knowledge distinctly different from the field in which they earned their original degree. For example, a physics PhD could be admitted to a doctoral degree program in music or history; however, a student with a doctoral degree in mathematics would not be permitted to add a PhD in statistics.

2. Applicants who hold the PhD degree may be admitted to a professional doctorate or professional master's degree program if there is no duplication of training involved.

Applicants may only apply to one single degree program or one concurrent degree program per admission cycle.

Any applicant who was previously registered at Berkeley as a graduate student, no matter how briefly, must apply for readmission, not admission, even if the new application is to a different program.

Required documents for admissions applications

1. **Transcripts:** Upload unofficial transcripts with the application for the departmental initial review. Official transcripts of all college-level work will be required **if admitted**. Official transcripts must be in sealed envelopes as issued by the school(s) you have attended. Request a current transcript from every post-secondary school that you have attended, including community colleges, summer sessions, and extension programs. If you have attended Berkeley, upload unofficial transcript with the application for the departmental initial review. Official transcript with evidence of degree conferral **will not** be required if admitted.
2. **Letters of recommendation:** Applicants can request online letters of recommendation through the online application system. Hard copies of recommendation letters must be sent directly to the program, not the Graduate Division.
3. **Evidence of English language proficiency:** All applicants from countries in which the official language is not English are required to submit official evidence of English language proficiency. This requirement applies to applicants from Bangladesh, Burma, Nepal, India, Pakistan, Latin America, the Middle East, the People's Republic of China, Taiwan, Japan, Korea, Southeast Asia, and most European countries. However, applicants who, at the time of application, have already completed at least one year of full-time academic course work with grades of B or better at a U.S. university may submit an official transcript from the U.S. university to fulfill this requirement. The following courses will not fulfill this requirement: 1) courses in English as a Second Language, 2) courses conducted in a language other than English, 3) courses that will be completed after the application is submitted, and 4) courses of a non-academic nature. If applicants have previously been denied admission to Berkeley on the basis of their English language proficiency, they must submit new test scores that meet the current minimum from one of the standardized tests.

Curriculum

MBA 200C	Leadership Communication	1
MBA 200P	Problem Finding, Problem Solving	1
MBA 200S	Data and Decisions	2
MBA 201A	Economics for Business Decision Making	2
MBA 201B	Macroeconomics in the Global Economy	2
MBA 202	Financial Accounting	2
MBA 203	Introduction to Finance	2
MBA 204	Operations	2
MBA 205	Leading People	2
MBA 206	Marketing Management	2
MBA 207	Ethics and Responsible Business Leadership	1
MBA 299	Strategic Leadership	2

Business Administration Elective Experiential Learning course

Business Administration Electives for specialized study list in General Management Fundamentals and areas of emphasis:

General Management Fundamentals: Accounting, Business and Public Policy, Economic Analysis and Public Policy, Finance, Management of Organizations, Marketing, Operations and Information Technology Management

General Management Fundamentals: Accounting, Business and Public Policy, Economic Analysis and Public Policy, Finance, Management of Organizations, Marketing, Operations and Information Technology Management

Business Administration: Full-Time MBA

MBA 200C Leadership Communication 1 Unit

Leadership Communication is a workshop in the fundamentals of public speaking in today's business environment. Through prepared and impromptu speeches aimed at moving others to action, peer coaching, and lectures, students will sharpen their authentic and persuasive communication skills, develop critical listening skills, improve abilities to give, receive, and apply feedback, and gain confidence as public speakers.

Hours & Format

Fall and/or spring: 6 weeks - 1 hour of lecture per week

Additional Details

Subject/Course Level: Masters in Business Administration/Graduate

Grading: Letter grade.

MBA 200P Problem Finding, Problem Solving 1 Unit

Problem Finding, Problem Solving (PFPS) teaches basic skills drawn from the fields of critical thinking, design thinking and systems thinking that support innovation. Specifically, it covers ways of collecting information to characterize a problem, framing and re-framing that problem, coming up with a range of solutions and then gathering feedback to assess those solutions. Following Confucius's notion: "I hear and I forget. I see and I remember. I do and I understand." The class consists primarily of hands-on exercises to experiment with and learn the tools and techniques presented, applying them to the design and testing of alternative business models for start-up and other businesses.

Hours & Format

Fall and/or spring: 8 weeks - 3 hours of lecture per week

Additional Details

Subject/Course Level: Masters in Business Administration/Graduate

Grading: The grading option will be decided by the instructor when the class is offered.

MBA 200S Data and Decisions 2 Units

The objective of this core course is to make students critical consumers of statistical analysis using available software packages. Key concepts include interpretation of regression analysis, model formation and testing, and diagnostic checking.

Hours & Format

Fall and/or spring: 6 weeks - 4 hours of lecture and 1.5 hours of discussion per week

Additional Details

Subject/Course Level: Masters in Business Administration/Graduate

Grading: Letter grade.

Formerly known as: Business Administration 200S

MBA 201A Economics for Business Decision Making 2 Units

Business success depends on the successful positioning of the firm and the management of its resources. The goal of this course is to think systematically about achieving competitive advantage through the management of the firm's resources. We will analyze management decisions concerning real options, cost determination, pricing, and market entry and exit. We will use readings and cases along with class discussion to develop practical insights into managing for competitive advantage.

Rules & Requirements

Prerequisites: Knowledge of calculus and algebra assumed

Hours & Format

Fall and/or spring:

6 weeks - 4 hours of lecture per week

7 weeks - 5 hours of lecture per week

Summer: 10 weeks - 3 hours of lecture per week

Additional Details

Subject/Course Level: Masters in Business Administration/Graduate

Grading: Letter grade.

MBA 201B Macroeconomics in the Global Economy 2 Units

This course develops and applies models of the world's economies to explain long-run trends and short-run fluctuations in key macroeconomic variables, such as GDP, wage and profit rates, inflation, interest rates, employment and unemployment, budget deficits, exchange rates, and trade balances.

Rules & Requirements

Prerequisites: 200S, 201A

Hours & Format

Fall and/or spring: 6 weeks - 4 hours of lecture per week

Additional Details

Subject/Course Level: Masters in Business Administration/Graduate

Grading: Letter grade.

MBA 202 Financial Accounting 2 Units

This course examines accounting measurements for general-purpose financial reports. An objective of the course is to provide not only a working knowledge but also a clear understanding of the contents of published financial statements.

Hours & Format

Fall and/or spring: 6 weeks - 4 hours of lecture per week

Additional Details

Subject/Course Level: Masters in Business Administration/Graduate

Grading: Letter grade.

Formerly known as: Business Administration 202A

MBA 203 Introduction to Finance 2 Units

This is an introductory MBA course in investments. Students learn how to value assets given forecasts of future cash flows and about the risk characteristics of different asset classes. The first part of the course focuses on the time value of money. The second part of the course deals with measuring and pricing risk. Finally, the course touches on derivative-basics and capital market efficiency. An effort will be made to tie the theoretical underpinnings of finance to real-world examples.

Rules & Requirements

Prerequisites: 200S, 202

Hours & Format

Fall and/or spring: 6 weeks - 4 hours of lecture per week

Additional Details

Subject/Course Level: Masters in Business Administration/Graduate

Grading: Letter grade.

MBA 204 Operations 2 Units

This course provides a broad overview of strategic, operational, and tactical issues facing manufacturing and service companies. Major topics include process analysis, quality management, project management, supply-chain management, service-systems management, and operations strategy. These issues are explored through lectures, case studies, and videos pertaining to a variety of industries, from fast food to fashion goods to automobile manufacturing to telephone call centers.

Rules & Requirements

Prerequisites: 200S

Hours & Format

Fall and/or spring: 6 weeks - 4 hours of lecture per week

Additional Details

Subject/Course Level: Masters in Business Administration/Graduate

Grading: Letter grade.

MBA 205 Leading People 2 Units

How can you motivate employees to go above and beyond the call of duty to get the job done? How can you be sure that your decisions are not biased? What influence tactics can you use when you do not have the formal authority to tell someone what to do? This course adds to your understanding of life in complex organizations by covering topics spanning the micro (individual level of analysis), the macro (organizational level of analysis), and also topics that integrate these two levels.

Hours & Format

Fall and/or spring: 6 weeks - 4 hours of lecture per week

Additional Details

Subject/Course Level: Masters in Business Administration/Graduate

Grading: Letter grade.

MBA 206 Marketing Management 2 Units

This course is designed for students who need to understand the basic concepts and techniques of marketing strategy as a foundation for more advanced study in the area. The course treats marketing from the perspective of strategic analysis and provides a framework for the decisions associated with the management of the marketing function in the modern organization focusing on customer analysis, competitive analysis and the analysis of marketing investments.

Hours & Format

Fall and/or spring: 6 weeks - 4 hours of lecture per week

Additional Details

Subject/Course Level: Masters in Business Administration/Graduate

Grading: Letter grade.

MBA 207 Ethics and Responsible Business Leadership 1 Unit

This course provides students with the ability to anticipate, critically analyze, and appropriately respond to the social, ethical, and political challenges that face managers operating in a global economy.

Hours & Format

Fall and/or spring: 6 weeks - 2 hours of lecture per week

Additional Details

Subject/Course Level: Masters in Business Administration/Graduate

Grading: Letter grade.

Formerly known as: Business Administration 207A

MBA 209F Fundamentals of Business 3 Units

An introduction to business methods of analysis and terminology for nonbusiness graduate students. The course is taught in three five-week modules: (1) organizational behavior and management, (2) accounting and finance, and (3) marketing and strategy.

Hours & Format

Fall and/or spring: 15 weeks - 3 hours of lecture per week

Additional Details

Subject/Course Level: Masters in Business Administration/Graduate

Grading: Letter grade.

MBA 210 Strategy, Structure, and Incentives 3 Units

This course uses insights from economics to develop structure, tactics, and incentives to achieve the firm's goals. It develops a framework for analyzing organizational architecture, focusing on the allocation of decision rights, the measurement of performance, and the design of incentives. Includes managing the vertical chain of upstream suppliers and downstream distributors, design and operation of incentive and performance management systems, techniques for dealing with informational asymmetries.

Rules & Requirements

Prerequisites: 201A

Hours & Format

Fall and/or spring: 15 weeks - 3 hours of lecture per week

Additional Details

Subject/Course Level: Masters in Business Administration/Graduate

Grading: Letter grade.

MBA 211 Game Theory 2 - 3 Units

A survey of the main ideas and techniques of game-theoretic analysis related to bargaining, conflict, and negotiation. Emphasizes the identification and analysis of archetypal strategic situations in bargaining. Goals of the course are to provide a foundation for applying game-theoretic analysis, both formally and intuitively, to negotiation and bargaining; to recognize and assess archetypal strategic situations in complicated negotiation settings.

Rules & Requirements

Repeat rules: Course may be repeated for credit. Course may be repeated for credit when topic changes.

Hours & Format

Fall and/or spring: 15 weeks - 3 hours of lecture per week

Summer: 6 weeks - 7.5 hours of lecture per week

Additional Details

Subject/Course Level: Masters in Business Administration/Graduate

Grading: Letter grade.

MBA W211 Game Theory (Online Version) 2 or 3 Units

A survey of the main ideas and techniques of game-theoretic analysis related to bargaining, conflict, and negotiation. Emphasizes the identification and analysis of archetypal strategic situations in bargaining. Goals of the course are to provide a foundation for applying game-theoretic analysis, both formally and intuitively, to negotiation and bargaining; to recognize and assess archetypal strategic situations in complicated negotiation settings. This course is taught online.

Rules & Requirements

Credit Restrictions: Students will receive no credit for Masters in Business Administration W211 after taking Masters in Business Administration 211.

Hours & Format

Fall and/or spring: 8 weeks - 7-10 hours of web-based lecture per week

Online: This is an online course.

Additional Details

Subject/Course Level: Masters in Business Administration/Graduate

Grading: Letter grade.

MBA 212 Energy and Environmental Markets 3 Units

Business strategy and public issues in energy and environmental markets. Topics include development and effect of organized spot, futures, and derivative energy markets; political economy of regulation and deregulation; climate change and environmental policies related to energy production and use; cartels, market power and competition policy; pricing of exhaustible resources; competitiveness of alternative energy sources; and transportation and storage of energy commodities.

Rules & Requirements

Prerequisites: Business Administration 201A or equivalent

Hours & Format

Fall and/or spring: 15 weeks - 3 hours of lecture per week

Additional Details

Subject/Course Level: Masters in Business Administration/Graduate

Grading: Letter grade.

Formerly known as: Business Administration 212

MBA 212A Cleantech to Market 3 Units

In this course, interdisciplinary teams of graduate students work with scientists from the Lawrence Berkeley National Laboratory and across the UCB campus to commercialize new solar, biofuel, battery, and smart grid/energy management technologies. Students are drawn from Business, Engineering, Science, Law, and the Energy and Resources Group. Students explore topics such as: Potential application in multiple markets; alignment with target or desired market(s); distinguishing advantages and disadvantages; customer and user profiles; top competitors; commercialization and scale-up challenges; relevant government policies; revenue potential and cost sensitivities; intellectual property issues; and multiple other related topics.

Hours & Format

Fall and/or spring: 15 weeks - 3 hours of lecture per week

Additional Details

Subject/Course Level: Masters in Business Administration/Graduate

Grading: Letter grade.

MBA 215 Business Strategies for Emerging Markets: Management, Investment, and Opportunities 2 - 3 Units

This course helps students to study the institutions of emerging markets that are relevant for managers, analyze opportunities presented by emerging markets, analyze the additional ethical challenges and issues of social responsibility common in emerging markets, and learn to minimize the risks in doing business in emerging markets. This course is a combination of lectures, class participation, and cases.

Hours & Format

Fall and/or spring: 15 weeks - 3 hours of lecture per week

Additional Details

Subject/Course Level: Masters in Business Administration/Graduate

Grading: Letter grade.

MBA 217 Topics in Economic Analysis and Policy 0.5 - 3 Units

Advanced study in the field of economic analysis and policy. Topics will vary from year to year and will be announced at the beginning of each semester.

Rules & Requirements

Repeat rules: Course may be repeated for credit. Course may be repeated for credit when topic changes.

Hours & Format

Fall and/or spring: 15 weeks - .5-3 hours of lecture per week

Additional Details

Subject/Course Level: Masters in Business Administration/Graduate

Grading: Letter grade.

MBA 222 Financial Information Analysis 3 Units

Issues of accounting information evaluation with special emphasis on the use of financial statements by decision makers external to the firm. The implications of recent research in finance and accounting for external reporting issues will be explored. Emphasis will be placed on models that describe the user's decision context.

Rules & Requirements

Prerequisites: Business Administration 202A or consent of instructor

Hours & Format

Fall and/or spring: 15 weeks - 3 hours of lecture per week

Additional Details

Subject/Course Level: Masters in Business Administration/Graduate

Grading: Letter grade.

Formerly known as: Business Administration 222

MBA 223 Corporate Financial Reporting 3 Units

This course examines the theory and practice of financial accounting and the issues involved in determining corporate financial reporting policies. It provides an in-depth knowledge of how financial statements are prepared but emphasizes the evaluation of accounting reports from a managerial perspective. Cases supplement lecture, discussion, and problem solving.

Rules & Requirements

Prerequisites: Business Administration 202A or consent of instructor

Hours & Format

Fall and/or spring: 15 weeks - 3 hours of lecture and 1 hour of discussion per week

Additional Details

Subject/Course Level: Masters in Business Administration/Graduate

Grading: Letter grade.

Formerly known as: Business Administration 220

MBA 224A Managerial Accounting 2 Units

This course emphasizes the use of accounting information throughout the planning, operation and control stages of managing an organization. The course is divided into three sections to reflect these three stages of management: 1) information for planning and decision making; 2) information received during operations (cost accounting); and 3) information for control and performance evaluation.

Rules & Requirements

Prerequisites: Business Administration 202A or equivalent

Hours & Format

Fall and/or spring: 10 weeks - 3 hours of lecture and 1 hour of discussion per week

Additional Details

Subject/Course Level: Masters in Business Administration/Graduate

Grading: Letter grade.

Formerly known as: Business Administration 202B

MBA 227B Taxes and Firm Strategy 3 Units

This course will cover various topics in personal or corporate taxation or both. Topics will vary from semester to semester.

Rules & Requirements

Repeat rules: Course may be repeated for credit. Course may be repeated for credit when topic changes.

Hours & Format

Fall and/or spring: 15 weeks - 3 hours of lecture per week

Summer:

6 weeks - 7.5 hours of lecture per week

8 weeks - 5.5 hours of lecture per week

Additional Details

Subject/Course Level: Masters in Business Administration/Graduate

Grading: Letter grade.

Formerly known as: Business Administration 228

MBA 231 Corporate Finance 3 Units

This course will study the principles underlying alternative financial arrangements and contracts and their application to corporate financial management. In particular, it will examine the impact of incentive, moral hazard, and principal-agent problems, that arise as a consequence of asymmetric information, government intervention, managerial incentives and taxes, on financial decisions regarding capital budgeting, dividend policy, capital structure and mergers.

Rules & Requirements

Prerequisites: Business Administration 203

Hours & Format

Fall and/or spring: 15 weeks - 3 hours of lecture and 1 hour of discussion per week

Additional Details

Subject/Course Level: Masters in Business Administration/Graduate

Grading: Letter grade.

Formerly known as: Business Administration 234

MBA 232 Financial Institutions and Markets 3 Units

This course will analyze the role of financial markets and financial institutions in allocating capital. The major focus will be on debt contracts and securities and on innovations in the bond and money markets. The functions of commercial banks, investment banks, and other financial intermediaries will be covered, and aspects of the regulation of these institutions will be examined.

Rules & Requirements

Prerequisites: Business Administration 203

Hours & Format

Fall and/or spring: 15 weeks - 3 hours of lecture and 1 hour of discussion per week

Additional Details

Subject/Course Level: Masters in Business Administration/Graduate

Grading: Letter grade.

Formerly known as: Business Administration 232

MBA 233 Asset Management 3 Units

This course will examine four different types of asset markets: equity markets, fixed income markets, futures markets and options markets. It will focus on the valuation of assets in these markets, the empirical evidence on asset valuation models, and strategies that can be employed to achieve various investment goals.

Rules & Requirements

Prerequisites: Masters in Business Administration 203

Hours & Format

Fall and/or spring: 15 weeks - 3 hours of lecture and 1 hour of discussion per week

Additional Details

Subject/Course Level: Masters in Business Administration/Graduate

Grading: Letter grade.

MBA 236B Investment Strategies and Styles 2 Units

Introduction to alternative investment strategies and styles as practiced by leading money managers. A money manager will spend approximately half of the class discussing his general investment philosophy. In the other half, students, practitioner, and instructor will explore the investment merits of one particular company. Students will be expected to use the library's resources, class handouts, and their ingenuity to address a set of questions relating to the firm's investment value.

Rules & Requirements

Prerequisites: Business Administration 203 plus one additional graduate finance course

Repeat rules: Course may be repeated for credit. Course may be repeated for credit when topic changes.

Hours & Format

Fall and/or spring: 15 weeks - 2 hours of lecture per week

Additional Details

Subject/Course Level: Masters in Business Administration/Graduate

Grading: Letter grade.

Formerly known as: Business Administration 239

MBA 236C Global Financial Services 3 Units

Survey of the forces changing and shaping global finance and intermediation, especially the effects of greater ease of communication, deregulation, and globalized disciplines expected to continue to be essential to corporate finance and intermediation, e.g., investment analysis, valuation, structured finance/securitization, and derivative applications. The case method is utilized with occasional additional assigned readings and text sources.

Hours & Format

Fall and/or spring: 15 weeks - 3 hours of lecture per week

Additional Details

Subject/Course Level: Masters in Business Administration/Graduate

Grading: Letter grade.

MBA 236D Portfolio Management 3 Units

This course explores the broad range of portfolio management in practice. The class will examine the assets, strategies, characteristics, operations, and concerns unique to each type of portfolio. Practitioners will present descriptions of their businesses as well as methods and strategies that they employ.

Hours & Format

Fall and/or spring: 15 weeks - 3 hours of lecture per week

Additional Details

Subject/Course Level: Masters in Business Administration/Graduate

Grading: Letter grade.

MBA 236E Mergers and Acquisitions: A Focus on Creating Value 2 Units

Survey of the day-to-day practices and techniques used in change of control transaction. Topics include valuation, financing, deal structuring, tax and accounting considerations, agreements, closing document, practices used in management buyouts, divestitures, hostile takeovers, and takeover defenses. Also covers distinctions in technology M&A, detecting corruption in cross border transaction attempts, and betting on deals through risk arbitrage. Blend of lecture, case study, and guest lectures.

Rules & Requirements

Prerequisites: Master's in Business Administration 203 or consent of instructor

Hours & Format

Fall and/or spring: 15 weeks - 2 hours of lecture per week

Summer: 8 weeks - 5.5 hours of lecture per week

Additional Details

Subject/Course Level: Masters in Business Administration/Graduate

Grading: Letter grade.

MBA 236F Behavioral Finance 1 - 3 Units

This course looks at the influence of decision heuristics and biases on investor welfare, financial markets, and corporate decisions. Topics include overconfidence, attribution theory, representative heuristic, availability heuristic, anchoring and adjustment, prospect theory, "Winner's Curse," speculative bubbles, IPOs, market efficiency, limits of arbitrage, relative mis-pricing of common stocks, the tendency to trade in a highly correlated fashion, investor welfare, and market anomalies.

Rules & Requirements

Prerequisites: 203

Hours & Format

Fall and/or spring:

8 weeks - 2-5.5 hours of lecture per week

15 weeks - 3 hours of lecture per week

Additional Details

Subject/Course Level: Masters in Business Administration/Graduate

Grading: Letter grade.

MBA 236G Designing Financial Models that Work 1 or 2 Units

Spreadsheet financial models are often too big, complicated, and buggy to help people. In this course, students learn to design financial models that work because they're small (fit on a screen or two), straightforward (involve only basic math), clear (a non-MBA can follow them readily), and fast to build. These simple yet powerful representations of the cash flows for a new product/deal/venture help people share their vision, recognize tradeoffs, brainstorm possibilities, and make decisions.

Rules & Requirements

Prerequisites: 203 or consent of instructor

Hours & Format

Fall and/or spring: 14 weeks - 1-2 hours of lecture per week

Summer:

6 weeks - 2.5-5 hours of lecture per week

8 weeks - 2-3.5 hours of lecture per week

10 weeks - 1.5-3 hours of lecture per week

Additional Details

Subject/Course Level: Masters in Business Administration/Graduate

Grading: Letter grade.

MBA 236H Financial Statement Modeling for Finance Careers 1 or 2 Units

Financial statement modeling refers to taking historical financial statements for a specific company, projecting those statements two to five years into the future, and using the resulting projections for valuation and insight into the potential for transactions such as a strategic merger, an initial public offering, a leveraged recapitalization, or a leveraged buyout. This course teaches this skill set in a way that is simultaneously high level and hands-on.

Rules & Requirements

Prerequisites: 203 or consent of instructor

Hours & Format

Fall and/or spring: 14 weeks - 1-2 hours of lecture per week

Summer:

6 weeks - 2.5-5 hours of lecture per week

8 weeks - 2-3.5 hours of lecture per week

10 weeks - 1.5-3 hours of lecture per week

Additional Details

Subject/Course Level: Masters in Business Administration/Graduate

Grading: Letter grade.

MBA 236V New Venture Finance 2 or 3 Units

This is a course about financing new entrepreneurial ventures, emphasizing those that have the possibility of creating a national or international impact or both. It will take two perspectives - the entrepreneur's and the investor's - and it will place a special focus on the venture capital process, including how they are formed and managed, accessing the public markets, mergers, and strategic alliances.

Rules & Requirements

Prerequisites: Business Administration 295A or consent of instructor

Hours & Format

Fall and/or spring: 15 weeks - 2-3 hours of lecture per week

Additional Details

Subject/Course Level: Masters in Business Administration/Graduate

Grading: Letter grade.

Formerly known as: Masters in Business Administration 295D

MBA 237 Topics in Finance 0.5 - 3 Units

Advanced study in the field of finance. Topics will vary from year to year and will be announced at the beginning of each semester.

Rules & Requirements

Repeat rules: Course may be repeated for credit. Course may be repeated for credit when topic changes.

Hours & Format

Fall and/or spring: 15 weeks - .5-3 hours of lecture per week

Summer: 6 weeks - 1.5-7.5 hours of lecture per week

Additional Details

Subject/Course Level: Masters in Business Administration/Graduate

Grading: Letter grade.

MBA 240 Risk Management via Optimization and Simulation 1 Unit

Survey of the formulation, solution, and interpretation of mathematical models to assist management of risk. Emphasis on applications from diverse businesses and industries, including inventory management, product distribution, portfolio optimization, portfolio insurance, and yield management. Two types of models are covered: optimization and simulation. Associated with each model type is a piece of software: Excel's Solver for optimization and Excel add-in Crystal Ball for simulation.

Rules & Requirements

Prerequisites: 200S, 203, and 204, or consent of instructor

Hours & Format

Summer: 8 weeks - 2 hours of lecture and 2 hours of lecture per week

Additional Details

Subject/Course Level: Masters in Business Administration/Graduate

Grading: Letter grade.

MBA 243 Decisions, Games, and Strategies 3 Units

The course considers two techniques for guiding a managerial decision maker who has to make a choice now but will only know later whether the choice was good. Decision analysis helps if the outcome of the choice depends on "nature"; game models help if the outcome depends on human opponents (e.g., competitors). Foundations of the two techniques, and a variety of applications, are studied.

Rules & Requirements

Prerequisites: Business Administration 200, 204 or equivalent

Hours & Format

Fall and/or spring: 15 weeks - 3 hours of lecture per week

Additional Details

Subject/Course Level: Masters in Business Administration/Graduate

Grading: Letter grade.

Formerly known as: Business Administration 243

MBA 246A Service Strategy 3 Units

This course is designed to teach general management principles involved in the planning, execution, and management of service businesses. It covers both strategic and tactical aspects, including the development of a strategic service vision, building employee loyalty, developing customer loyalty and satisfaction, improving productivity and service quality, service innovation, and the role of technology in services. Blend of case studies, group projects, class discussions, and selected readings.

Rules & Requirements

Prerequisites: 204 or Evening and Weekend Master of Business Administration 204 or consent of instructor

Hours & Format

Fall and/or spring: 15 weeks - 3 hours of lecture per week

Summer: 8 weeks - 5.5 hours of lecture per week

Additional Details

Subject/Course Level: Masters in Business Administration/Graduate

Grading: Letter grade.

MBA 247 Topics in Operations and Information Technology Management 0.5 - 3 Units

Advanced study in the field of manufacturing and operations. Topics will vary from year to year and will be announced at the beginning of each semester.

Rules & Requirements

Repeat rules: Course may be repeated for credit. Course may be repeated for credit when topic changes.

Hours & Format

Fall and/or spring: 15 weeks - 0.5-3 hours of lecture per week

Summer: 6 weeks - 1.5-7.5 hours of lecture per week

Additional Details

Subject/Course Level: Masters in Business Administration/Graduate

Grading: Letter grade.

Formerly known as: Masters in Business Administration 247A

MBA 248A Supply Chain Management 3 Units

Supply chain management concerns the flow of materials and information in multi-stage production and distribution networks. This course provides knowledge of organizational models and analytical decision support tools necessary to design, implement, and sustain successful supply chain strategies. Topics include demand and supply management, inventory management, supplier-buyer coordination via incentives, vendor management, and the role of information technology in supply chain management.

Rules & Requirements

Prerequisites: 204 or Evening and Weekend Master of Business Administration 204 or equivalent

Hours & Format

Fall and/or spring: 15 weeks - 3 hours of lecture per week

Summer: 8 weeks - 5.5 hours of lecture per week

Additional Details

Subject/Course Level: Masters in Business Administration/Graduate

Grading: Letter grade.

MBA 252 Negotiations and Conflict Resolution 2 or 3 Units

The purpose of this course is for students to understand the theory and processes of negotiation so that they can negotiate successfully in a variety of settings. This course is designed to complement the technical and diagnostic skills learned in other courses in the MBA program.

Hours & Format

Fall and/or spring: 15 weeks - 2-3 hours of lecture per week

Additional Details

Subject/Course Level: Masters in Business Administration/Graduate

Grading: Letter grade.

MBA 254 Power and Politics in Organizations 2 or 3 Units

This course will provide students with a sense of "political intelligence."

After taking this course, students will be able to: (1) diagnose the true distribution of power in organizations, (2) identify strategies for building sources of power, (3) develop techniques for influencing others, (4) understand the role of power in building cooperation and leading change in organizations, and (5) make sense of others' attempts to influence them. These skills are essential for effective and satisfying career building.

Rules & Requirements

Prerequisites: Business Administration 205 or consent of instructor

Hours & Format

Fall and/or spring: 15 weeks - 2-3 hours of lecture per week

Additional Details

Subject/Course Level: Masters in Business Administration/Graduate

Grading: Letter grade.

Formerly known as: Business Administration 257

MBA W254 Power and Politics in Organizations 2 Units

This course will provide students with a sense of "political intelligence," enabling them to: 1) Diagnose the true distribution of power in organizations, 2) Identify strategies for building sources of power, 3) Develop techniques for influencing others, 4) Understand the role of power in building cooperation and leading change, and 5) Make sense of others' attempts to influence them. This is an online course, utilizing multiple media and providing flexibility in when and how students learn.

Rules & Requirements

Prerequisites: Master of Business Administration 205

Hours & Format

Fall and/or spring: 8 weeks - 7-10 hours of web-based lecture per week

Online: This is an online course.

Additional Details

Subject/Course Level: Masters in Business Administration/Graduate

Grading: Letter grade.

Instructor: Anderson

MBA 255 Leadership 1 - 3 Units

This course will increase your awareness of your own strengths and opportunities for improvement while gaining an understanding of the qualities essential to being an extraordinary leader. By the end of the course, we are hoping that you will have: Increased your understanding of what distinguishes between more and less successful leaders and construct a plan for your own development as a leader; sharpened your ability to diagnose situations and determine how you can add value; gained experience and confidence in leadership situations, such as dealing with difficult people and inspiring others to accomplish shared team and organizational goals; and developed the ability to accept and leverage feedback and offer useful feedback to others.

Hours & Format

Fall and/or spring: 15 weeks - 1-3 hours of lecture per week

Additional Details

Subject/Course Level: Masters in Business Administration/Graduate

Grading: Letter grade.

MBA 256 Global Leadership 3 Units

Key behaviors of successful global leaders are examined based on recent research and examples. Blended learning approach enables students to build skills for working effectively with virtual colleagues, motivating people from different backgrounds, running a global team, exerting influence without direct authority, integrating a merger or acquisition, leading a cross-border innovation effort, handling customer or supplier relations, coaching and developing talent, driving a change initiative, and making tough ethical choices. Areas of focus will include self, team, and organization, with the aim to increase both personal awareness and organizational impact in a global context.

Hours & Format

Fall and/or spring: 15 weeks - 3 hours of lecture per week

Additional Details

Subject/Course Level: Masters in Business Administration/Graduate

Grading: Letter grade.

MBA 257 Special Topics in Management of Organizations 2 - 3 Units
Analysis of recent literature and developments related to such topics as organization development, environmental determinants of organization structure and decision-making behavior, management of professionals and management in temporary structures, cross-cultural studies of management organizations, and industrial relation systems and practices are examined.

Rules & Requirements

Prerequisites: Business Administration 205 or consent of instructor

Repeat rules: Course may be repeated for credit. Course may be repeated for credit when topic changes.

Hours & Format

Fall and/or spring: 15 weeks - 2-3 hours of lecture per week

Additional Details

Subject/Course Level: Masters in Business Administration/Graduate

Grading: Letter grade.

Formerly known as: Business Administration 259

MBA 260 Customer Insights 3 Units
Examines concepts and theories from behavioral science useful for the understanding and prediction of market place behavior and demand analysis. Emphasizes applications to the development of marketing policy planning and strategy and to various decision areas within marketing.

Rules & Requirements

Prerequisites: Business Administration 206 or equivalent

Hours & Format

Fall and/or spring: 15 weeks - 2 hours of lecture per week

Additional Details

Subject/Course Level: Masters in Business Administration/Graduate

Grading: Letter grade.

Formerly known as: Business Administration 260

MBA 261 Marketing Research: Tools and Techniques for Data Collection and Analysis 2 - 3 Units

This course develops the skills necessary to plan and implement an effective market research study. Topics include research design, psychological measurement, survey methods, experimentation, statistical analysis of marketing data, and effective reporting of technical material to management. Students select a client and prepare a market research study during the course. Course intended for students with substantive interests in marketing.

Rules & Requirements

Prerequisites: Business Administration 200 or comparable statistical course

Hours & Format

Fall and/or spring: 15 weeks - 3 hours of lecture per week

Additional Details

Subject/Course Level: Masters in Business Administration/Graduate

Grading: Letter grade.

Formerly known as: Business Administration 261

MBA 262 Strategic Brand Management 3 Units
The focus of this course is on developing student skills to formulate and critique complete marketing programs including product, price, distribution and promotion policies. There is a heavy use of case analysis. Course is primarily designed for those who will take a limited number of advanced marketing courses and wish an integrated approach.

Rules & Requirements

Prerequisites: Business Administration 202B and 206, or equivalent

Hours & Format

Fall and/or spring: 15 weeks - 3 hours of lecture per week

Additional Details

Subject/Course Level: Masters in Business Administration/Graduate

Grading: Letter grade.

Formerly known as: Business Administration 262A

MBA 263 Marketing Analytics 3 Units

Information technology has allowed firms to gather and process large quantities of information about consumers' choices and reactions to marketing campaigns. However, few firms have the expertise to intelligently act on such information. This course addresses this shortcoming by teaching students how to use customer information to better market to consumers. In addition, the course addresses how information technology affects marketing strategy.

Rules & Requirements

Prerequisites: Business Administration 206

Hours & Format

Fall and/or spring: 15 weeks - 3 hours of lecture per week

Additional Details

Subject/Course Level: Masters in Business Administration/Graduate

Grading: Letter grade.

Formerly known as: Business Administration 262B

MBA 264 High Technology Marketing Management 3 Units

High technology refers to that class of products and services which is subject to technological change at a pace significantly faster than for most goods in the economy. Under such circumstances, the marketing task faced by the high technology firm differs in some ways from the usual. The purpose of this course is to explore these differences.

Rules & Requirements

Prerequisites: Business Administration 206 or equivalent

Hours & Format

Fall and/or spring: 15 weeks - 3 hours of lecture per week

Additional Details

Subject/Course Level: Masters in Business Administration/Graduate

Grading: Letter grade.

Formerly known as: Business Administration 264

MBA 265 Influencing Consumers 2 - 3 Units

A specialized course in advertising, focusing on management and decision-making. Topics include objective-setting, copy decisions, media decisions, budgeting, and examination of theories, models, and other research methods appropriate to these decision areas. Other topics include social/economic issues of advertising by nonprofit organizations.

Rules & Requirements

Prerequisites: Master's in Business Administration 206 or equivalent

Hours & Format

Fall and/or spring: 15 weeks - 2-3 hours of lecture per week

Additional Details

Subject/Course Level: Masters in Business Administration/Graduate

Grading: Letter grade.

MBA 266 Sales Force Management and Channel Strategy 2 Units

The success of any marketing program often weighs heavily upon its co-execution by members of the firm's distribution channel. This course seeks to provide an understanding of how the strategic and tactical roles of the channel can be identified and managed. This is accomplished, first, through studying the broad economic and social forces which govern the channel evolution. It is completed through the examination of tools to select, manage and motivate channel partners.

Rules & Requirements

Prerequisites: Masters in Business Administration 202B, 206 or equivalent

Hours & Format

Fall and/or spring: 15 weeks - 2 hours of lecture per week

Additional Details

Subject/Course Level: Masters in Business Administration/Graduate

Grading: Letter grade.

MBA 267 Topics in Marketing 0.5 - 3 Units

Advanced study in the field of Marketing. Topics will vary from year to year and will be announced at the beginning of each semester.

Rules & Requirements

Repeat rules: Course may be repeated for credit. Course may be repeated for credit when topic changes.

Hours & Format

Fall and/or spring: 15 weeks - .5-3 hours of lecture per week

Summer: 6 weeks - 1.5-7.5 hours of lecture per week

Additional Details

Subject/Course Level: Masters in Business Administration/Graduate

Grading: Letter grade.

MBA 268B International Marketing 3 Units

Provides frameworks, knowledge, and sensitivities to formulate and implement marketing strategies for competing in the international arena. Regions and countries covered include the Americas, Europe, Japan, China, India, Russia, Africa, and Asia-Pacific. Issues covered include global versus local advertising, international pricing strategies, selecting and managing strategic international alliances and distribution channels, managing international brands and product lines through product life cycle, international retailing, and international marketing organization and control.

Hours & Format

Fall and/or spring: 15 weeks - 3 hours of lecture per week

Additional Details

Subject/Course Level: Masters in Business Administration/Graduate

Grading: Letter grade.

MBA 268C Social Media Marketing 1 - 3 Units

The course covers the implications of the evolution of communication on marketing strategy in the new landscape where traditional and digital media coexist and interact. While advertising spending on traditional media has recently declined, increasing amounts are spent online in addition to unpaid media. These new communication channels, however, are presenting significant challenges to marketers in selecting the best strategies to maximize returns. The course covers a number of topics including, but not limited to: The differences and interaction between traditional and social media; two-sided markets and social media platforms; a basic theory of social networks online and offline; consumer behavior and digital media.

Hours & Format

Fall and/or spring: 15 weeks - 1-3 hours of lecture per week

Additional Details

Subject/Course Level: Masters in Business Administration/Graduate

Grading: Letter grade.

MBA 269 Pricing 3 Units

This three-module course aims to equip students with proven concepts, techniques, and frameworks for assessing and formulating pricing strategies. The first module develops the economics and behavioral foundations of pricing. The second module discusses several innovative pricing concepts including price customization, nonlinear pricing, price matching, and product line pricing. The third module analyzes the strengths and weaknesses of several Internet-based, buyer-determined pricing models.

Hours & Format

Fall and/or spring: 15 weeks - 3 hours of lecture per week

Additional Details

Subject/Course Level: Masters in Business Administration/Graduate

Grading: Letter grade.

MBA 270 Business and Public Policy 2 or 3 Units

Introduction to political economy, the role of government in a mixed economy, business-government relations, the public policy process, regulation of business, corporate political activity and corporate governance. Compares United States corporate governance systems, public policies and political system to those of Western Europe and Japan.

Hours & Format

Fall and/or spring: 15 weeks - 2-3 hours of lecture per week

Additional Details

Subject/Course Level: Masters in Business Administration/Graduate

Grading: Letter grade.

MBA 275 Managing the Legal Environment of Business 2 or 3 Units

A manager must understand the legal environments which impact business and understand how to work effectively with lawyers. This course addresses the legal aspects of business relationships and business agreements. Topics covered include forms of business organization, duties of officers and directors, intellectual property, antitrust, contracts, employment relationships, criminal law, and debtor-creditor relationships including bankruptcy.

Rules & Requirements

Prerequisites: Completion of all core courses or consent of instructor

Hours & Format

Fall and/or spring: 15 weeks - 2-3 hours of lecture per week

Summer: 8 weeks - 4-6 hours of lecture per week

Additional Details

Subject/Course Level: Masters in Business Administration/Graduate

Grading: Letter grade.

MBA 277 Special Topics in Business and Public Policy 1 - 3 Units

Topics vary by semester at discretion of instructor and by student demand. Topical areas include: business and professional ethics and the role of corporate social responsibility in the mixed economy; managing the external affairs of the corporation, including community, government, media and stakeholder relations; technology policy, research and development and the effects of government regulation of business on technological innovation and adoption.

Rules & Requirements

Prerequisites: Business Administration 207 or equivalent, or consent of instructor

Hours & Format

Fall and/or spring: 15 weeks - 3 hours of lecture per week

Additional Details

Subject/Course Level: Masters in Business Administration/Graduate

Grading: Letter grade.

Formerly known as: Business Administration 278

MBA 278 International Business 2 Units

This class uses a mix of lectures, class discussions and case studies to survey firms engaged in international business. We commence by examining the causes and consequences of increased global and regional economic integration, including an introduction of the impact of increased integration on firm strategy.

Rules & Requirements

Repeat rules: Course may be repeated for credit. Course may be repeated for credit when topic changes.

Hours & Format

Fall and/or spring: 15 weeks - 3 hours of lecture per week

Additional Details

Subject/Course Level: Masters in Business Administration/Graduate

Grading: Letter grade.

MBA 280 Real Estate Investment and Market Analysis 3 Units

Intensive review of literature in the theory of land use, urban growth, and real estate market behavior; property rights and valuation; residential and nonresidential markets; construction; debt and equity financing; public controls and policies.

Rules & Requirements

Prerequisites: Consent of instructor

Hours & Format

Fall and/or spring: 15 weeks - 3 hours of lecture per week

Additional Details

Subject/Course Level: Masters in Business Administration/Graduate

Grading: Letter grade.

Formerly known as: Business Administration 280

MBA 282 Real Estate Development 3 Units

The interaction of the private and public sectors in urban development; modeling the urban economy; growth and decline of urban areas; selected policy issues: housing, transportation, financing, local government, urban redevelopment and neighborhood change are examined.

Rules & Requirements

Prerequisites: Consent of instructor

Repeat rules: Course may be repeated for credit. Course may be repeated for credit when topic changes.

Hours & Format

Fall and/or spring: 15 weeks - 3 hours of lecture per week

Additional Details

Subject/Course Level: Masters in Business Administration/Graduate

Grading: Letter grade.

Formerly known as: Business Administration 282

MBA 283 Real Estate Finance and Securitization 3 Units

Students will be introduced to the fundamentals of real estate financial analysis, including elements of mortgage financing and taxation. The course will apply the standard tools of financial analysis to specialized real estate financing circumstances and real estate evaluation.

Rules & Requirements

Prerequisites: Business Administration 280 and background in the basics of finance, micro-economics, macro-economics, statistics, and quantitative analysis

Hours & Format

Fall and/or spring: 15 weeks - 3 hours of lecture per week

Additional Details

Subject/Course Level: Masters in Business Administration/Graduate

Grading: Letter grade.

Formerly known as: Business Administration 283

MBA 284 Real Estate Investment Strategy 3 Units

Analysis of selected problems and special studies; cases in residential and non-residential development and financing, urban redevelopment, real estate taxation, mortgage market developments, equity investment, valuation, and zoning.

Rules & Requirements

Prerequisites: Consent of instructor

Hours & Format

Fall and/or spring: 15 weeks - 3 hours of lecture per week

Additional Details

Subject/Course Level: Masters in Business Administration/Graduate

Grading: Letter grade.

Formerly known as: Business Administration 284

MBA 286 Housing and the Urban Economy 3 Units

This course considers the economics of urban housing and land markets from the viewpoints of investors, developers, public and private managers, and consumers. It considers the interactions between private action and public regulation--including land use policy, taxation, and government subsidy programs. We will also analyze the links between primary and secondary mortgage markets, securitization, and liquidity. Finally, the links between local housing and related markets--such as transportation and public finance--will be explored.

Rules & Requirements

Prerequisites: Public Policy 210A-210B or equivalent

Hours & Format

Fall and/or spring: 15 weeks - 3 hours of seminar per week

Additional Details

Subject/Course Level: Masters in Business Administration/Graduate

Grading: Letter grade.

Instructor: Quigley

Formerly known as: Business Administration C296

MBA 287 Special Topics in Real Estate Economics and Finance 1 - 3 Units

Topics vary each semester. Topic areas include advanced techniques for real estate financial analysis and structuring and evaluation; the securitization of real estate debt and equity; issues in international real estate; cyclical behavior of real estate markets; portfolio theory and real estate asset allocation.

Rules & Requirements

Prerequisites: Business Administration 280 and consent of instructor

Repeat rules: Course may be repeated for credit. Course may be repeated for credit when topic changes.

Hours & Format

Fall and/or spring: 15 weeks - 1-3 hours of lecture per week

Additional Details

Subject/Course Level: Masters in Business Administration/Graduate

Grading: Letter grade.

Formerly known as: Business Administration 281

MBA 290A Introduction to Management of Technology 3 Units

This course gives students an overview of the main topics encompassed by management of technology. It includes the full chain of innovative activities beginning with R&D and extending through production and marketing. Why do many existing firms fail to incorporate new technology? What are the success factors at each stage of innovation? The course introduces students to Haas and College of Engineering faculty working in the relevant areas and student projects at leading high tech firms.

Hours & Format

Fall and/or spring: 15 weeks - 3 hours of lecture per week

Additional Details

Subject/Course Level: Masters in Business Administration/Graduate

Grading: Letter grade.

Formerly known as: Business Administration 290E

MBA 290B Biotechnology Industry Perspectives and Business Development 2 Units

This course is designed to examine the strategic issues that confront the management of the development-stage biotech company, i.e., after its startup via an initial capital infusion, but before it might be deemed successful (e.g., by virtue of a product launch), or otherwise has achieved "first-tier" status. The intention is to study the biotech organization during the process of its growth and maturation from an early-stage existence through "adolescence" into an "adult" company.

Hours & Format

Fall and/or spring: 15 weeks - 2 hours of lecture per week

Additional Details

Subject/Course Level: Masters in Business Administration/Graduate

Grading: Letter grade.

MBA 290D Design as Strategic Management Issue 2 Units

This course is a study of product design, facilities design, and corporate identity design. It will cover how these design strategies are integral to product development and influence customer satisfaction, quality issues, manufacturing procedures, and marketing tactics.

Rules & Requirements

Prerequisites: Graduate standing

Hours & Format

Fall and/or spring: 15 weeks - 2 hours of lecture per week

Additional Details

Subject/Course Level: Masters in Business Administration/Graduate

Grading: Letter grade.

Formerly known as: Business Administration 290K

MBA 290E Innovation Strategies for Emerging Technologies 3 Units
Every successful entrepreneurial high tech venture has at its core individuals with mastery of two skill sets: marketing and management expertise, and technological skill. This course is intended to provide the marketing skills needed for the management of an entrepreneurial high technology venture, regardless of whether the individual's "home" skill set is technical or managerial. We examine in depth successful marketing approaches for entrepreneurial companies as a function of markets and technologies. Emphasis is placed on the special requirements for creating and executing marketing plans and programs in a setting of rapid technological change and limited resources.

Hours & Format

Fall and/or spring: 15 weeks - 3 hours of lecture per week

Additional Details

Subject/Course Level: Masters in Business Administration/Graduate

Grading: Letter grade.

MBA 290G International Trade and Competition in High Technology 2 Units

This course looks at who is winning or losing and why in international competition in high technology industries. It will emphasize the interaction between business strategies and the economic and political variables that shape the development and diffusion of new technologies.

Rules & Requirements

Prerequisites: Graduate standing

Hours & Format

Fall and/or spring: 15 weeks - 2 hours of lecture per week

Additional Details

Subject/Course Level: Masters in Business Administration/Graduate

Grading: Letter grade.

Formerly known as: Business Administration 290C

MBA 290H Haas@Work 3 Units

The primary objective of this course and the associated innovation consulting projects is for students to learn and apply the approaches, skills, and behaviors required to successfully initiate and drive innovation in a complex organization. Students taking the course will use concepts and tools from several other Haas courses, including Economic Analysis for Business Decisions, Strategic Leadership, Leading People, Finance, and Problem Finding Problem Solving. As important, the student teams are expected to deliver the highest quality work and deliverables, genuine insights, innovative solutions, and real value on mission-critical client projects.

Hours & Format

Fall and/or spring: 15 weeks - 3 hours of lecture per week

Additional Details

Subject/Course Level: Masters in Business Administration/Graduate

Grading: Letter grade.

MBA 290K Innovation in Services and Business Models 2 Units

This course examines services innovation, first covering key concepts, including how services innovation differs from product innovation, the role of openness in services, the role of business models, and co-creation. The course then introduces several tools and frameworks to apply those concepts to specific services situations. These include process design, process mapping and improvement, business models, co-creation, and platform innovation.

Hours & Format

Fall and/or spring: 15 weeks - 2 hours of lecture per week

Additional Details

Subject/Course Level: Masters in Business Administration/Graduate

Grading: Letter grade.

Instructor: Chesbrough

MBA 290N Managing the New Product Development Process 3 Units

An operationally focused course that aims to develop the interdisciplinary skills required for successful product development. Through readings, case studies, guest speakers, applied projects, and student research, students discover the basic tools, methods, and organizational structures used in new product development management. Course covers process phases: idea generation, product definition, product development, testing and refinement, manufacturing ramp-up and product launch.

Rules & Requirements

Prerequisites: Graduate standing

Hours & Format

Fall and/or spring: 15 weeks - 3 hours of lecture per week

Additional Details

Subject/Course Level: Masters in Business Administration/Graduate

Grading: Letter grade.

Formerly known as: Business Administration 290A

MBA 290P Project Management Case Studies 2 Units

This course presents case studies of projects that required intervention to avert catastrophic failure. Students will discuss case studies and review real management problems of major corporations. They will create strategic plans to alleviate problems and learn how to manage a large project to a successful completion.

Rules & Requirements

Prerequisites: Graduate standing

Hours & Format

Fall and/or spring: 15 weeks - 2 hours of lecture per week

Additional Details

Subject/Course Level: Masters in Business Administration/Graduate

Grading: Letter grade.

Formerly known as: Business Administration 290L

MBA 290S Strategy for the Information Technology Firm 3 Units

This course is a strategy and general management course for students interested in pursuing careers in the global information technology industry. Students are taught to view the IT industry through the eyes of the general manager/CEO (whether at a start-up or an industry giant). They learn how to evaluate strategic options and their consequences, how to understand the perspectives of various industry players, and how to anticipate how they are likely to behave under various circumstances. These include the changing economics of production, the role network effects and standards have on adoption of new products and services, the tradeoffs among potential pricing strategies, and the regulatory and public policy context.

Hours & Format

Fall and/or spring: 15 weeks - 3 hours of lecture per week

Additional Details

Subject/Course Level: Masters in Business Administration/Graduate

Grading: Letter grade.

MBA 290T Special Topics in Innovation and Design 0.5 - 3 Units

Advanced study in the fields of innovation and design. Topics will vary from year to year and will be announced at the beginning of each semester.

Rules & Requirements

Repeat rules: Course may be repeated for credit. Course may be repeated for credit when topic changes.

Hours & Format

Fall and/or spring: 15 weeks - 0.5-3 hours of lecture per week

Summer: 6 weeks - 1.5-7.5 hours of lecture per week

Additional Details

Subject/Course Level: Masters in Business Administration/Graduate

Grading: Letter grade.

MBA 290V Corporate Strategy in Telecommunications and Media 3 Units

This course is intended for students who wish to gain better understanding of one of the most important issues facing management today--designing, implementing, and managing telecommunication and distributed computer systems. The following topics are covered: a survey of networking technologies; the selection, design, and management of telecommunication systems; strategies for distributed data processing; office automation; and management of personal computers in organizations.

Rules & Requirements

Prerequisites: Business Administration 204

Credit Restrictions: Students will receive no credit for Masters in Business Administration 290V after taking Masters in Business Administration 244D or 248D.

Hours & Format

Fall and/or spring: 15 weeks - 3 hours of lecture per week

Additional Details

Subject/Course Level: Masters in Business Administration/Graduate

Grading: Letter grade.

Formerly known as: 244D

MBA 291C Active Communicating 1 Unit

This course develops the basic building blocks of impactful communication--e.g., concentration, energy, voice, physical expressiveness, spontaneity, listening, awareness, and presence--by drawing upon expertise from theater arts. Active, participatory exercises allow for the development and embodiment of effective communication skills. Class readings, lectures, and discussions address participants' specific workplace applications.

Hours & Format

Fall and/or spring: 15 weeks - 1 hour of lecture per week

Additional Details

Subject/Course Level: Masters in Business Administration/Graduate

Grading: Letter grade.

MBA 291D Data Visualization for Discovery and Communication 1 Unit

This course exposes the problems of poor data presentation and introduces design practices necessary to communicate quantitative business information clearly, efficiently, and powerfully. This course identifies what to look for in the data and describes the types of graphs and visual analysis techniques most effective for spotting what is meaningful and making sense of it.

Hours & Format

Fall and/or spring: 2 weeks - 8 hours of lecture per week

Additional Details

Subject/Course Level: Masters in Business Administration/Graduate

Grading: Letter grade.

MBA 291I Improvisational Leadership 3 Units

This class explores the broad principles of improvisation, a performing art form that has developed pedagogical methods to enhance individual spontaneity, listening and awareness, expressive skills, risk-taking, and one's ability to make authentic social and emotional connections. The ultimate aim of the course is to help students develop an innovative and improvisational leadership mindset, sharpening in-the-moment decision making and the ability to quickly recognize and act upon opportunities when presented. In practical terms, this course strives to enhance students' business communication skills and increase both interpersonal intuition and confidence.

Hours & Format

Fall and/or spring: 15 weeks - 3 hours of lecture per week

Summer: 6 weeks - 7.5 hours of lecture per week

Additional Details

Subject/Course Level: Masters in Business Administration/Graduate

Grading: Letter grade.

MBA 291L Leader as Coach 1 Unit

This course focuses on the art and science of coaching including theory and practice. The curriculum will cover theory and practice for three aspects of the coaching process – knowledge-based (information and skills), motivation-based (inspiration and passion), and strategy-based (communication and integration). The curriculum will focus on primary coaching skills, tools, processes and behaviors that a coach uses. In addition, participants will learn facilitation skills as the preferred methodology in achieving successful coaching programs. Course participants will have the opportunity to utilize this material in practice coaching sessions with supervision and feedback from peers and the instructor.

Hours & Format

Fall and/or spring: 15 weeks - 1 hour of lecture per week

Additional Details

Subject/Course Level: Masters in Business Administration/Graduate

Grading: Letter grade.

MBA 291S Storytelling for Leadership 1 Unit

This course provides students with personal leadership development through the ability to tell "Who Am I" leadership journey stories, for use in the business context. For leaders, whose job it is to manage change, the approach to storytelling facilitates learning and is a vehicle to assist others in overcoming obstacles, generating enthusiasm and team work, sharing knowledge and ultimately leading to build trust and connection. This course give strategies, skills and practices for the three elements of telling powerful leadership stories: Story Content, Story Structure and Story Delivery. The course is highly interactive.

Hours & Format

Fall and/or spring: 8 weeks - 2 hours of lecture per week

Additional Details

Subject/Course Level: Masters in Business Administration/Graduate

Grading: Letter grade.

MBA 291T Topics in Managerial Communications 1 - 3 Units

This course will provide the student with specialized knowledge in some area of managerial communications. Topics include multimedia business presentations, personal leadership development, diversity management, and making meetings work. Topics will vary from semester to semester.

Rules & Requirements

Repeat rules: Course may be repeated for credit. Course may be repeated for credit when topic changes.

Hours & Format

Fall and/or spring: 15 weeks - 1-3 hours of lecture per week

Additional Details

Subject/Course Level: Masters in Business Administration/Graduate

Grading: Letter grade.

Formerly known as: Business Administration 291B

MBA 292A Strategic Management of Nonprofit Organizations 2 or 3 Units

This course prepares students conceptually and practically to create, lead, and manage nonprofit organizations. Focuses on the centrality of the mission, governing board leadership, application of strategy and strategic planning, and strategic management of issues unique to or characteristic of the sector: performance measurement, program development, financial management, resource development, community relations and marketing, human resource management, advocacy, and management.

Hours & Format

Fall and/or spring: 15 weeks - 2-3 hours of lecture per week

Additional Details

Subject/Course Level: Masters in Business Administration/Graduate

Grading: Letter grade.

MBA 292B Nonprofit Boards 1 Unit

The purpose of this class is to acquaint Master of Business Administration students, many of whom will be asked to serve on nonprofit boards throughout their careers, with the nonprofit sector and the roles and responsibilities of nonprofit boards. Students will learn why nonprofit boards exist, how they are structured, how they differ from corporate boards, what their legal responsibilities are, how boards and chief executives relate to each other, and how boards contribute to the effectiveness of nonprofit organizations.

Hours & Format

Summer: 2 weeks - 8 hours of lecture and 8 hours of lecture per week

Additional Details

Subject/Course Level: Masters in Business Administration/Graduate

Grading: Letter grade.

MBA 292C Strategic and Sustainable Business Solutions 3 Units

This course explores the concept and practice of corporate sustainability (CS) and corporate social responsibility (CSR) through a series of lectures, guest speakers, and live consulting projects focused on CS and CSR challenges facing actual companies. The course provides the tools and experiences that sustainable management practitioners can utilize as a part of their value-creating strategies. Viewing CS and CSR from a corporate strategy perspective enables students to understand how considerations of social impact can, in fact, support core business objectives, core competencies, and bottom-line profits.

Hours & Format

Fall and/or spring: 15 weeks - 3 hours of lecture per week

Additional Details

Subject/Course Level: Masters in Business Administration/Graduate

Grading: Letter grade.

MBA 292F Strategic Financial Management of Nonprofit Organizations 1 Unit

The course focuses on financial management issues faced by board members and senior and executive managers in nonprofit organizations. Students learn tools and techniques for effective planning and budgeting and how to control, evaluate and revise plans. Use and development of internal and external financial reports are studied with an emphasis on using financial information in decision making. Tools and techniques of financial statement analysis, interpretation, and presentation are practiced.

Rules & Requirements

Prerequisites: Masters in Business Administration 203, financial experience, or equivalent

Hours & Format

Fall and/or spring: 2 weeks - 8 hours of lecture per week

Summer: 2 weeks - 8 hours of lecture per week

Additional Details

Subject/Course Level: Masters in Business Administration/Graduate

Grading: Letter grade.

MBA 292I Social Investing--Recent Findings in Management and Finance 1 Unit

This course introduces the field of social investment. The use of ESG (environmental, social, and governance) criteria is becoming increasingly prevalent among both high net worth individuals and institutions. Many ethical and religious traditions advocate altruism and community-mindedness in all dealings, while some economic and financial theorists argue for a narrow focus on risk and reward, with little regard for the impact of decisions on stakeholder groups or the environment.

Hours & Format**Fall and/or spring:**

2 weeks - 8 hours of lecture per week

8 weeks - 2 hours of lecture per week

Additional Details

Subject/Course Level: Masters in Business Administration/Graduate

Grading: Letter grade.

Instructor: Kurtz

MBA 292J Haas Socially Responsible Investment Fund 2 Units

In this course, students manage a real investment fund (\$1.7 million +) focused on both social and financial returns. Through the Fund students have the opportunity to test the investment and corporate responsibility principles they have learned in the classroom, and to experience the complexities, challenges, and rewards of the investing world. Students have full responsibility for investment decisions, including conducting their own research on companies' environmental, social and governance (ESG) performance. Students receive guidance from both a faculty advisor and an advisory board. The faculty advisor provides regular input on portfolio management, understanding portfolio performance and ESG investing.

Rules & Requirements

Prerequisites: Masters in Business Administration 292I

Repeat rules: Course may be repeated for a maximum of 6 units.

Hours & Format

Fall and/or spring: 15 weeks - 2 hours of lecture per week

Additional Details

Subject/Course Level: Masters in Business Administration/Graduate

Grading: Letter grade.

MBA 292N Topics in Nonprofit and Public Management 1 - 3 Units
Advanced study in the field of nonprofit and public management. Topics will vary from year to year and will be announced at the beginning of each semester.

Rules & Requirements

Repeat rules: Course may be repeated for credit. Course may be repeated for credit when topic changes.

Hours & Format

Fall and/or spring: 15 weeks - 1-3 hours of lecture per week

Additional Details

Subject/Course Level: Masters in Business Administration/Graduate

Grading: Letter grade.

Formerly known as: 292M

MBA 292S Social Sector Solutions: Social Enterprise 3 Units
The purpose of this course is to develop students' skills and knowledge in problem solving, management consulting, and nonprofit organizations. Instruction covers frameworks for problem solving, senior management consulting, and assessing nonprofit organizations. The course includes an assignment to a consultation team that works with a select nonprofit client to help them succeed in an entrepreneurial venture. A partnership with a professional management consulting firm, McKinsey & Company, the course includes experienced McKinsey consultants coaching each of the student teams.

Hours & Format

Fall and/or spring: 15 weeks - 3.5 hours of lecture per week

Additional Details

Subject/Course Level: Masters in Business Administration/Graduate

Grading: Letter grade.

MBA 292T Topics in Socially Responsible Business 0.5 - 3 Units
Advanced study in the field of Socially Responsible Business. Topics will vary from year to year and will be announced at the beginning of each semester.

Rules & Requirements

Repeat rules: Course may be repeated for credit. Course may be repeated for credit when topic changes.

Hours & Format

Fall and/or spring: 15 weeks - .5-3 hours of lecture per week

Summer: 6 weeks - 1.5-7.5 hours of lecture per week

Additional Details

Subject/Course Level: Masters in Business Administration/Graduate

Grading: Letter grade.

MBA 293 Individually Supervised Study for Graduate Students 5 Units
Individually supervised study of subjects not available to the student in the regular schedule, approved by faculty adviser as appropriate for the student's program.

Rules & Requirements

Prerequisites: Graduate standing

Repeat rules: Course may be repeated for credit. Course may be repeated for credit when topic changes.

Hours & Format

Fall and/or spring: 15 weeks - 0 hours of independent study per week

Summer: 6 weeks - 1-2 hours of independent study per week

Additional Details

Subject/Course Level: Masters in Business Administration/Graduate

Grading: Letter grade.

Formerly known as: Business Administration 293

MBA 293C Curricular Practical Training Internship 0.0 Units
This is an independent study course for international students doing internships under the Curricular Practical Training program. Requires a paper exploring how the theoretical constructs learned in MBA courses were applied during the internship.

Rules & Requirements

Repeat rules: Course may be repeated. Course may be repeated for credit when topic changes.

Hours & Format

Fall and/or spring: 15 weeks - 0 hours of independent study per week

Summer: 8 weeks - 0 hours of independent study per week

Additional Details

Subject/Course Level: Masters in Business Administration/Graduate

Grading: Offered for satisfactory/unsatisfactory grade only.

MBA 294 Selected Topics for MBA Students 1 Unit

The course focuses on a specific industry, field of management, or region of the world and is initiated and organized by students. It is usually a survey course. Topics will vary from year to year and will be announced at the beginning of each semester.

Rules & Requirements

Prerequisites: MBA students

Repeat rules: Course may be repeated for a maximum of 2 units. Course may be repeated for a maximum of 2 units.

Hours & Format

Fall and/or spring: 15 weeks - 2 hours of seminar per week

Additional Details

Subject/Course Level: Masters in Business Administration/Graduate

Grading: The grading option will be decided by the instructor when the class is offered.

Formerly known as: Business Administration 294

MBA 295A Entrepreneurship 3 Units

This course is about how to start a new business and how to write a business plan. Students are organized in teams of four around new venture ideas of their own choosing. They conduct research, consult with members of the business community, perform analysis, and write a formal business plan. They then present an appeal for funding to a panel consisting of the instructors and members of the investing community.

Rules & Requirements

Prerequisites: All core courses or equivalents

Hours & Format

Fall and/or spring: 15 weeks - 3 hours of lecture per week

Additional Details

Subject/Course Level: Masters in Business Administration/Graduate

Grading: Letter grade.

Formerly known as: Business Administration 295A

MBA 295B Venture Capital and Private Equity 3 Units

This is an advanced case-based course intended to provide the background, tools, and themes of the venture capital industry. The course is organized in four modules of the private equity cycle: (1) fund raising -- examines how private equity funds are raised and structured, (2) investing -- considers the interactions between private equity investors and the entrepreneurs that they finance, (3) exiting -- examines the process through which private equity investors exit their investments; and (4) new frontiers -- reviews many of the key ideas developed in the course.

Rules & Requirements

Prerequisites: 295A and 234 recommended

Hours & Format

Fall and/or spring: 15 weeks - 3 hours of lecture per week

Additional Details

Subject/Course Level: Masters in Business Administration/Graduate

Grading: Letter grade.

MBA 295C Opportunity Recognition: Technology and Entrepreneurship in Silicon Valley 3 Units

This course is intended to provide the core skills needed for the identification of opportunities that can lead to successful, entrepreneurial high technology ventures, regardless of the individual's "home" skill set, whether technical or managerial. We examine in depth the approaches most likely to succeed for entrepreneurial companies as a function of markets and technologies. Emphasis is placed on the special requirements for creating and executing strategy in a setting of rapid technological change and limited resources. This course is particularly suited for those who anticipate founding or operating technology companies.

Hours & Format

Fall and/or spring: 15 weeks - 3 hours of lecture per week

Additional Details

Subject/Course Level: Masters in Business Administration/Graduate

Grading: Letter grade.

Formerly known as: 290O

MBA 295E Case Studies in Entrepreneurship 2 Units

This course integrates the learnings from summer entrepreneurship into academic experience. Classes will include development of an analysis of cases based on the internship, and opportunities to meet with management of the host programs. By the end of the semester, students will better understand what it takes to run an entrepreneurial enterprise.

Hours & Format

Fall and/or spring: 15 weeks - 2 hours of lecture per week

Additional Details

Subject/Course Level: Masters in Business Administration/Graduate

Grading: Letter grade.

MBA 295F The Lean Launch Pad 2 Units

This course provides real world, hands-on learning on what it's like to actually start a hightech company. This class is not about how to write a business plan. It's not an exercise on how smart you are in a classroom, or how well you use the research library to size markets. And the end result is not a PowerPoint slide deck for a VC presentation. And it is most definitely not an incubator where you come to build the "hot-idea" that you have in mind. This is a practical class: Our goal, within the constraints of a classroom and a limited amount of time, is to create an entrepreneurial experience for you with all of the pressures and demands of the real world in an early stage start up.

Rules & Requirements

Prerequisites: Graduate standing

Hours & Format

Fall and/or spring: 15 weeks - 2 hours of lecture per week

Additional Details

Subject/Course Level: Masters in Business Administration/Graduate

Grading: Letter grade.

MBA 295G Investing in Entrepreneurial Opportunities: Building an Investment Screen, Methodology, and Process 2 Units

This course will provide students with an education in to the complexities and unique problems of entrepreneurship in companies with great growth potential, but that are facing significant challenges to achieving that potential. This class is designed to provide students with the tools and skills most critical to successfully screening, investing in, and/or leading companies that have both a great set future growth opportunities and a great set of current problems. This class will use case studies, practical valuation and other exercises, and the energy, enthusiasm, and intellectual capacity of its students to create a great learning environment.

Hours & Format

Fall and/or spring: 15 weeks - 2 hours of lecture per week

Additional Details

Subject/Course Level: Masters in Business Administration/Graduate

Grading: Letter grade.

MBA 295H Top-Down Law 2 Units

Survey of legal and regulatory issues and problems that confront founders and CEOs of entrepreneurial ventures. The course is intended to broaden students' perspective and knowledge about the legal system/process so that they are prepared to (a) identify, analyze, and deal with legal issues, (b) understand and respond to legal and policy grounds for laws and regulations, and (c) work effectively and efficiently with inside and outside legal counsel to resolve legal problems and manage legal risk.

Hours & Format

Fall and/or spring: 15 weeks - 2 hours of lecture per week

Additional Details

Subject/Course Level: Masters in Business Administration/Graduate

Grading: Letter grade.

MBA 295I Entrepreneurship Workshop for Start-ups 2 Units

This workshop is intended for students who have their own experimental venture project under development. The business concept may be in the startup mode, or further along in its evolution. The pedagogy is one of "guided" entrepreneurship where students, often working in teams, undertake the real challenges of building a venture. Students must be willing to discuss their project with others in the workshop as group deliberation of the entrepreneurial challenges is a key component of the class.

Hours & Format

Fall and/or spring: 15 weeks - 2 hours of lecture per week

Additional Details

Subject/Course Level: Masters in Business Administration/Graduate

Grading: Letter grade.

MBA 295J Entrepreneurship in Biotechnology 2 Units

An introduction to the complexities and unique problems of entrepreneurship in the life sciences and is designed for both entrepreneurs and students who may some day found or work in an emerging life science-based company. Students are exposed to the topics most critical to successfully founding, financing, and operating a life science company and are expected to perform many of the tasks which founders and early venture managers normally undertake.

Hours & Format

Fall and/or spring: 15 weeks - 2 hours of lecture per week

Additional Details

Subject/Course Level: Masters in Business Administration/Graduate

Grading: Letter grade.

MBA 295M Business Model Innovation and Entrepreneurial Strategy 2 Units

The class teaches how to characterize and analyze business models and how to efficiently construct and test new business models. The course examines businesses across industries and phases of a firm's growth. Critical entrepreneurial strategies are illuminated for new ventures or in building a new enterprise inside a corporation. The course provides students with the skills and knowledge to rapidly assess and shape business models to their advantage in constructing new enterprises.

Hours & Format

Fall and/or spring: 15 weeks - 2 hours of lecture per week

Summer: 10 weeks - 3.5 hours of lecture per week

Additional Details

Subject/Course Level: Masters in Business Administration/Graduate

Grading: Letter grade.

Instructor: Charron

MBA 295T Special Topics in Entrepreneurship 1 - 3 Units

Courses of this kind will cover issues in entrepreneurship that either appeal to a specialized interest by type of firm being started (e.g., new ventures in computer software) or in the aspect of the entrepreneurial process being considered (e.g., new venture funding). The courses typically will be designed to take advantage of the access offered by the University and the locale to knowledgeable and experienced members of the business community.

Rules & Requirements

Prerequisites: All core courses or equivalents

Hours & Format

Fall and/or spring: 15 weeks - 1-3 hours of lecture per week

Additional Details

Subject/Course Level: Masters in Business Administration/Graduate

Grading: The grading option will be decided by the instructor when the class is offered.

Formerly known as: Business Administration 295C

MBA 296 Special Topics in Business Administration 0.5 - 3 Units

Advanced study in various fields of business administration. Topics will vary from year to year and will be announced at the beginning of each semester.

Rules & Requirements

Prerequisites: Graduate standing

Repeat rules: Course may be repeated for credit. Course may be repeated for credit when topic changes.

Hours & Format

Fall and/or spring: 15 weeks - .5-3 hours of lecture per week

Summer:

6 weeks - 2-7.5 hours of lecture per week

8 weeks - 1-5.5 hours of lecture per week

Additional Details

Subject/Course Level: Masters in Business Administration/Graduate

Grading: The grading option will be decided by the instructor when the class is offered.

Formerly known as: Business Administration 296

MBA 297A Healthcare in the 21st Century 3 Units

This course gives a systematic overview of the U.S. health care system by providing students with an understanding of its structure, financing, and special properties. Applies social science theory, disciplinary contributions, and research findings to the understanding of health care delivery problems; examines current courses of data about health status, health services use, financing, and performance indicators; and analyzes the larger management and policy issues that drive reform efforts.

Hours & Format

Fall and/or spring: 15 weeks - 3 hours of lecture per week

Additional Details

Subject/Course Level: Masters in Business Administration/Graduate

Grading: Letter grade.

MBA 297B Health Care Finance 2 Units

This course covers the strategic financial management in the health services industry, including provider organizations (e.g., hospitals and physician groups) and insurance firms. Cases are used to apply the financial analysis and planning skills learned in the course. Topic areas include financial statement analysis, cost behavior, pricing and service decisions, planning and budgeting, management control, debt and equity financing, risk and return, capital budgeting, and project risk assessment.

Rules & Requirements

Prerequisites: Master's-level accounting and finance

Hours & Format

Fall and/or spring: 15 weeks - 2 hours of lecture per week

Additional Details

Subject/Course Level: Masters in Business Administration/Graduate

Grading: Letter grade.

MBA 297C Innovations in Healthcare 2 Units

The purpose of this course is to provide students with insights into the newest innovations in healthcare service delivery, information technology, and medical devices. Through presentations by leading entrepreneurs in the field, students will be challenged to make investment decisions in those firms with the greatest promise. Students will also be asked to develop an investment philosophy that supports their commitments to specific companies.

Hours & Format

Fall and/or spring: 15 weeks - 2 hours of lecture per week

Additional Details

Subject/Course Level: Masters in Business Administration/Graduate

Grading: Letter grade.

MBA 298A International Business Development for MBAs 2 Units

This course explores the issues of conducting business in an international context, including an analysis of project management, information resources, and cultural differences. The three-week project, typically in a developing economy, provides a real-life application of theories of this course and of the first-year MBA courses. The fall segment highlights the presentations of each returning team on their project findings and experiences.

Rules & Requirements

Prerequisites: First semester MBA core courses

Hours & Format

Fall and/or spring: 15 weeks - 2 hours of lecture per week

Additional Details

Subject/Course Level: Masters in Business Administration/Graduate

Grading: Letter grade. This is part one of a year long series course. A provisional grade of IP (in progress) will be applied and later replaced with the final grade after completing part two of the series.

Formerly known as: Business Administration 297A-297B

MBA 298B International Business Development for MBAs 1 Unit

This course explores the issues of conducting business in an international context, including an analysis of project management, information resources, and cultural differences. The three-week project, typically in a developing economy, provides a real-life application of theories of this course and of the first-year MBA courses. The fall segment highlights the presentations of each returning team on their project findings and experiences.

Rules & Requirements

Prerequisites: First semester MBA core courses

Hours & Format

Fall and/or spring: 15 weeks - 2 hours of lecture per week

Additional Details

Subject/Course Level: Masters in Business Administration/Graduate

Grading: Letter grade. This is part two of a year long series course. Upon completion, the final grade will be applied to both parts of the series.

Formerly known as: Business Administration 297B

MBA 298S Seminar in International Business 2 or 3 Units

This course involves a series of speaker and seminar-type classes in preparation for a two-week study tour of a specific country or region. Participants will visit companies and organizations and meet with top-level management to learn about the opportunities and challenges of operating in a specific country or region. Evaluation is based on student presentations, participation, and a research paper.

Hours & Format

Summer: 8 weeks - 4-5.5 hours of fieldwork and 4-5.5 hours of fieldwork per week

Additional Details

Subject/Course Level: Masters in Business Administration/Graduate

Grading: Letter grade.

MBA 298X MBA Exchange Program 1 - 15 Units

Students who participate in one of the Haas School's domestic or international exchange programs receive credit (usually 12 units) at Haas for the set of courses that they successfully complete at their host school. The courses that the students take at the host school are subject to review by the MBA Program office to ensure that they match course requirements at the Haas School.

Rules & Requirements

Prerequisites: Successful completion of all core courses; good academic standing

Repeat rules: Course may be repeated for credit. Course may be repeated for credit when topic changes.

Hours & Format

Fall and/or spring: 15 weeks - 1-15 hours of fieldwork per week

Additional Details

Subject/Course Level: Masters in Business Administration/Graduate

Grading: Offered for satisfactory/unsatisfactory grade only.

MBA 299 Strategic Leadership 2 Units

Course covers core topics in strategy, including selection of goals; the choice of products and services to offer; competitive positioning in product markets; decisions about scope and diversity; and the design of organizational structure, administrative systems, and other issues of control and internal regulation.

Rules & Requirements

Prerequisites: 201A

Hours & Format

Fall and/or spring: 6 weeks - 4 hours of lecture per week

Additional Details

Subject/Course Level: Masters in Business Administration/Graduate

Grading: Letter grade.

MBA 299B Global Strategy and Multinational Enterprise 2 or 3 Units
Identifies the management challenges facing international firms.

Attention to business strategies, organizational structures, and the role of governments in the global environment. Special attention to the challenges of developing and implementing global new product development strategies when industrial structures and government policies differ. Efficacy of joint ventures and strategic alliances. Implications for industrial policy and global governance.

Rules & Requirements

Prerequisites: All core courses

Hours & Format

Fall and/or spring: 15 weeks - 2-3 hours of lecture per week

Additional Details

Subject/Course Level: Masters in Business Administration/Graduate

Grading: Letter grade.

Formerly known as: Business Administration 299E

MBA 299E Competitive and Corporate Strategy 2 or 3 Units
Examines optimal production and pricing policies for firms in competitive environments; optimal strategies through time; strategies in the presence of imperfect information. How differing market structures and government policies (including taxation) affect output and pricing decisions. Social welfare implications of decisions by competitive firms also explored.

Rules & Requirements

Prerequisites: All core courses

Hours & Format

Fall and/or spring: 15 weeks - 3 hours of lecture per week

Additional Details

Subject/Course Level: Masters in Business Administration/Graduate

Grading: Letter grade.

Formerly known as: Business Administration 299B

MBA 299H Strategic Management and the Organization of Health Services 2 or 3 Units

This is a course in strategic management of health services organizations. It systematically addresses system-wide, organization-wide, group-level, and individual-level issues in strategy formulation, content, implementation, and performance. It considers internal and external factors that affect organizational performance. Emphasis is on the development and implementation of strategies to meet stakeholders' demands, and total quality management approaches. This course covers a wide variety of health care organizations including providers, plans, systems, suppliers, pharmaceuticals, and biotechs. The course builds on 205 and Public Health 223A.

Rules & Requirements

Prerequisites: Business Administration 205 or Public Health 223A and 224A, or consent of instructor

Hours & Format

Fall and/or spring:

10 weeks - 3 hours of lecture per week

15 weeks - 3 hours of lecture per week

Additional Details

Subject/Course Level: Masters in Business Administration/Graduate

Grading: Letter grade.

Formerly known as: Business Administration 299G

MBA 299M Marketing Strategy 3 Units
Strategic planning theory and methods with an emphasis on customer, competitor, industry, and environmental analysis and its application to strategy development and choice.

Rules & Requirements

Prerequisites: All core courses

Hours & Format

Fall and/or spring: 15 weeks - 3 hours of lecture per week

Additional Details

Subject/Course Level: Masters in Business Administration/Graduate

Grading: Letter grade.

Formerly known as: Business Administration 299D

MBA 375 Teaching Business 0.5 Units

This course will cover the important skills and resources necessary to be an effective graduate student instructor (GSI) in the Haas School of Business. GSIs are an integral part of instruction at Haas, supporting faculty teaching through administrative and pedagogical support. This course seeks to prepare MBA students for their first GSI positions, ensuring that they are ready for the many potential challenges that might await them in the ensuing semester. Students will learn effective teaching strategies from faculty and veteran GSIs, as well as resources available to them both through Haas and the Berkeley campus. This course will also teach MBA students the common pitfalls of any class--both in pedagogical style and in student interaction.

Hours & Format

Fall and/or spring: 1 weeks - 6 hours of lecture per week

Additional Details

Subject/Course Level: Masters in Business Administration/Professional course for teachers or prospective teachers

Grading: Offered for satisfactory/unsatisfactory grade only.

Formerly known as: Master of Business Administration 300