

# Business Administration: MBA for Executives

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The Berkeley MBA for Executives Program is a unique learning experience because of how, not simply what, you learn. You will integrate your intellectual talents and industry experience and apply your classroom learning to actual business situations in unprecedented ways. And although the program is competitive and challenging, it is also intensely collaborative—making the often-repeated statement that you learn as much from your peers as from your professors more than a cliché.

Our Executive MBA program focuses on applying knowledge and skills to challenges that managers face in today's workplace. As an accomplished professional seeking a highly relevant learning experience, you will find that your studies and classroom discussions have direct bearing on choices you are making for your organization.

## 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.

## Unit Requirements

41 units of coursework are required for the MBA for Executives degree.

## Curriculum

XMBA 200C	Leadership Communication	2
XMBA 200S	Data and Decisions	2
XMBA 201A	Managerial Economics	2
XMBA 201B	Global Economic Environment	2
XMBA 202A	Financial Accounting	2
XMBA 203	Finance	2
XMBA 204	Operations Management	2
XMBA 205	Creating Effective Organizations	2
XMBA 206	Marketing Organization and Management	2
XMBA 209	Competitive and Corporate Strategy	2
XMBA 296	Special Topics in Business Administration (Siicon Valley Immersion Block Week, off-site)	1-3
XMBA 296	Special Topics in Business Administration (Washington, DC, Block Week, off-site)	1-3
XMBA 296	Special Topics in Business Administration (International Seminar, Shanghai)	1-3
Six Electives for specialized study		

## Business Administration: MBA for Executives

### XMBA 200C Leadership Communication 2 Units

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 - 2 hours of lecture per week

**Summer:** 6 weeks - 2 hours of lecture per week

#### Additional Details

**Subject/Course Level:** Executive Masters in Bus. Adm./Graduate

**Grading:** Letter grade.

### XMBA 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:** Executive Masters in Bus. Adm./Graduate

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

### XMBA 200Q Decision Models 1 Unit

This core course introduces students to quantitative concepts, techniques, and software with which all successful managers should be familiar. The objective of this course is to improve managerial decision making by introducing managers to optimization techniques, simulation, and project management.

#### Hours & Format

**Summer:** 3 weeks - 5 hours of lecture and 5 hours of lecture per week

#### Additional Details

**Subject/Course Level:** Executive Masters in Bus. Adm./Graduate

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

### XMBA 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:** 3 weeks - 15 hours of lecture per week

**Summer:** 10 weeks - 3 hours of lecture per week

#### Additional Details

**Subject/Course Level:** Executive Masters in Bus. Adm./Graduate

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

**Formerly known as:** Business Administration 200S

**XMBA 201A Managerial Economics 2 Units**

This course uses the tools and concepts of microeconomics to analyze decision problems within a business firm. Particular emphasis is placed on the firm's choice of policies in determining prices, inputs usage, and outputs. The effects of the state of the competitive environment on business policies are also examined.

**Hours & Format**

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

**Summer:** 10 weeks - 4.5 hours of lecture per week

**Additional Details**

**Subject/Course Level:** Executive Masters in Bus. Adm./Graduate

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

**XMBA 201B Global Economic Environment 2 Units**

This core course addresses the determination of economic concepts and financial practices at work in the global economic environment. Topics include long-run productivity and growth, short-run economic fluctuations in both closed and open economies, exchange rates and the balance of payments, the natural rate of unemployment, and the causes and consequences of inflation. The instructor will draw examples from a number of countries and a variety of economies to illustrate theoretical concepts.

**Hours & Format**

**Summer:** 3 weeks - 10 hours of lecture and 10 hours of lecture per week

**Additional Details**

**Subject/Course Level:** Executive Masters in Bus. Adm./Graduate

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

**XMBA 202A 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**

**Summer:** 3 weeks - 10 hours of lecture per week

**Additional Details**

**Subject/Course Level:** Executive Masters in Bus. Adm./Graduate

**Grading:** Letter grade.

**Formerly known as:** Business Administration 202A

**XMBA 203 Finance 2 Units**

This core course examines the wide menu of available assets, the institutional structure of U.S. and international financial markets, and the market mechanisms for trading securities. Topics include discounting, capital budgeting, historical behavior of asset returns, and diversification and portfolio theory. The course will also provide introductions to asset pricing theory for primary and derivative assets and to the principles governing corporate financial arrangements and contracting.

**Hours & Format**

**Summer:** 3 weeks - 10 hours of lecture and 10 hours of lecture per week

**Additional Details**

**Subject/Course Level:** Executive Masters in Bus. Adm./Graduate

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

**XMBA 204 Operations Management 2 Units**

This core course provides students with an understanding of the basic issues involved in managing a manufacturing-based business and introduces them to the tools that are available to deal with these issues. Students will also learn pertinent fundamental concepts in management science that are applicable to other functional areas.

**Rules & Requirements**

**Prerequisites:** 200S

**Hours & Format**

**Summer:** 3 weeks - 10 hours of lecture and 10 hours of lecture per week

**Additional Details**

**Subject/Course Level:** Executive Masters in Bus. Adm./Graduate

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

**XMBA 205 Creating Effective Organizations 2 Units**

This core course surveys knowledge about behavior of organizations and in organizations. The course will include study of the issues of individual behavior, group functioning, and the actions of organizations in their environments, and analysis from a number of theoretical perspectives of such problems as work motivation, task design, leadership, communication, organizational design, and innovation. The class will explore the implications for the management of organizations through examples, cases, and exercises.

**Rules & Requirements**

**Prerequisites:** 200S

**Hours & Format**

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

**Summer:** 3 weeks - 10 hours of lecture and 10 hours of lecture per week

**Additional Details**

**Subject/Course Level:** Executive Masters in Bus. Adm./Graduate

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

**Formerly known as:** Business Administration 205

**XMBA 206 Marketing Organization and Management 2 Units**

This core course provides an overview of the marketing system and the marketing concept, buyer behavior, market research, segmentation, marketing decision-making, marketing structures, and evaluation of marketing performance in the economy and society.

**Rules & Requirements**

**Prerequisites:** 201A or equivalent

**Hours & Format**

**Fall and/or spring:** 3 weeks - 10 hours of lecture and 10 hours of lecture per week

**Summer:** 10 weeks - 3 hours of lecture per week

**Additional Details**

**Subject/Course Level:** Executive Masters in Bus. Adm./Graduate

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

**XMBA 209 Competitive and Corporate Strategy 2 Units**

This is a core course designed to introduce managers to the processes involved in industry and market analysis, the development of a business strategy, competitive positioning, planning, and the implementation of an integrated business program. Students will consider competing strategies as companies aim to achieve their own goals and objectives, often at the expense of their rivals, from the perspective of a general, enterprise-level manager charged with overall responsibility for a company's performance in a variety of competitive and corporate contexts.

**Rules & Requirements**

**Prerequisites:** 201A or equivalent

**Hours & Format**

**Summer:** 3 weeks - 10 hours of lecture and 10 hours of lecture per week

**Additional Details**

**Subject/Course Level:** Executive Masters in Bus. Adm./Graduate

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

**XMBA 217 Topics in Economic Analysis and Policy 1 - 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.

**Hours & Format**

**Fall and/or spring:**

3 weeks - 6-18 hours of lecture per week

8 weeks - 2-6 hours of lecture per week

15 weeks - 1-3 hours of lecture per week

**Additional Details**

**Subject/Course Level:** Executive Masters in Bus. Adm./Graduate

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

**XMBA 233 Investments 2 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.

**Hours & Format**

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

**Summer:** 10 weeks - 4.5 hours of lecture per week

**Additional Details**

**Subject/Course Level:** Executive Masters in Bus. Adm./Graduate

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

**XMBA 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 documents, 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:** XMBA 203 or consent of instructor

**Hours & Format**

**Summer:** 3 weeks - 6 hours of lecture per week

**Additional Details**

**Subject/Course Level:** Executive Masters in Bus. Adm./Graduate

**Grading:** Letter grade.

**XMBA 247 Topics in Operations and Information Technology Management 1 - 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**

**Summer:** 3 weeks - 5-10 hours of lecture per week

**Additional Details**

**Subject/Course Level:** Executive Masters in Bus. Adm./Graduate

**Grading:** Letter grade.

**Formerly known as:** Executive Masters in Bus. Adm. 247A

**XMBA 252 Managerial Negotiations 2 Units**

A study of the negotiations process, including negotiations among buyers and sellers, managers and subordinates, company units, companies and organizational agencies, and management and labor. Both two-party and multi-party relations are covered. Course work includes readings, lectures, and discussion of case material and simulations of real negotiations. A key focus of this course is the role of third parties in resolving disputes.

**Hours & Format**

**Fall and/or spring:** 3 weeks - 10 hours of lecture and 10 hours of lecture per week

**Summer:** 10 weeks - 3 hours of lecture per week

**Additional Details**

**Subject/Course Level:** Executive Masters in Bus. Adm./Graduate

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

**XMBA 255 Leadership 2 Units**

In this advanced elective course, students analyze recent literature and developments related to such topics as organization development, environmental determinants of organization structure and decision-making behavior, management of professionals, management in temporary structures, cross-cultural studies of management organizations, and industrial relation systems and practices.

**Rules & Requirements**

**Prerequisites:** 205 or equivalent

**Hours & Format**

**Summer:** 3 weeks - 10 hours of lecture and 10 hours of lecture per week

**Additional Details**

**Subject/Course Level:** Executive Masters in Bus. Adm./Graduate

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

**Formerly known as:** Executive Masters in Bus. Adm. 256

**XMBA 257 Special Topics in the Management of Organizations 1 - 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 relations.

**Rules & Requirements**

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

**Hours & Format**

**Summer:** 3 weeks - 7-15 hours of lecture per week

**Additional Details**

**Subject/Course Level:** Executive Masters in Bus. Adm./Graduate

**Grading:** Letter grade.

**XMBA 264 High Technology Marketing 2 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 advanced elective course is to explore these differences.

**Rules & Requirements**

**Prerequisites:** 206 or equivalent

**Hours & Format**

**Summer:** 3 weeks - 10 hours of lecture and 10 hours of lecture per week

**Additional Details**

**Subject/Course Level:** Executive Masters in Bus. Adm./Graduate

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

**XMBA 273 Dynamic Capabilities 2 - 3 Units**

This is a course in strategic management. It draws on a variety of disciplines and integrates them in the fashion that will generate key insights into how technology can be developed and managed. This course will help students acquire and practice concepts and skills that are relevant to management in a technologically dynamic environment. It provides frameworks for intellectual capital management in the private sector.

This course is aimed at those interested in working for either large or small firms in technologically progressive industries, as well as those wishing to understand how mature industries can create and respond to innovation.

**Hours & Format**

**Fall and/or spring:** 15 weeks - 3-4 hours of lecture per week

**Additional Details**

**Subject/Course Level:** Executive Masters in Bus. Adm./Graduate

**Grading:** Letter grade.

**XMBA 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:** Executive Masters in Bus. Adm./Graduate

**Grading:** Letter grade.

**XMBA 290T Topics in Innovation and Design 1 - 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:** 3 weeks - 5-10 hours of lecture per week

**Summer:** 3 weeks - 5-10 hours of lecture per week

**Additional Details**

**Subject/Course Level:** Executive Masters in Bus. Adm./Graduate

**Grading:** Letter grade.

**XMBA 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

**Hours & Format**

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

**Additional Details**

**Subject/Course Level:** Executive Masters in Bus. Adm./Graduate

**Grading:** Letter grade.



**XMBA 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

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

**Additional Details**

**Subject/Course Level:** Executive Masters in Bus. Adm./Graduate

**Grading:** Letter grade.

**XMBA 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

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

**Additional Details**

**Subject/Course Level:** Executive Masters in Bus. Adm./Graduate

**Grading:** Letter grade.

**XMBA 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

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

**Additional Details**

**Subject/Course Level:** Executive Masters in Bus. Adm./Graduate

**Grading:** Letter grade.

**XMBA 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**

**Summer:** 3 weeks - 5-10 hours of lecture and 5-10 hours of lecture per week

**Additional Details**

**Subject/Course Level:** Executive Masters in Bus. Adm./Graduate

**Grading:** Letter grade.

**XMBA 292P Strategic and Sustainable Business Solutions 1 - 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:** 8 weeks - 4-12 hours of lecture per week

**Summer:** 8 weeks - 4-12 hours of lecture per week

**Additional Details**

**Subject/Course Level:** Executive Masters in Bus. Adm./Graduate

**Grading:** Letter grade.

**XMBA 293 Individual Supervised Study for Graduate Students 1 - 6 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:** Consent of supervising faculty

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

**Hours & Format**

**Fall and/or spring:** 15 weeks - 1-4 hours of independent study per week

**Summer:** 8 weeks - 2-12 hours of independent study per week

**Additional Details**

**Subject/Course Level:** Executive Masters in Bus. Adm./Graduate

**Grading:** Letter grade.

**XMBA 295A Entrepreneurship and Innovation 2 Units**

The development of creative marketing strategies for new ventures, as well as the resolution of specific marketing problems in smaller companies which provide innovative goods and services. Emphasis is on decision making under conditions of weak data, inadequate resources, emerging markets, and rapidly changing environments.

**Hours & Format**

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

**Summer:** 10 weeks - 2 hours of lecture per week

**Additional Details**

**Subject/Course Level:** Executive Masters in Bus. Adm./Graduate

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

**XMBA 295D New Venture Finance 2 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.

**Hours & Format**

**Summer:** 3 weeks - 3 hours of lecture and 3 hours of lecture per week

**Additional Details**

**Subject/Course Level:** Executive Masters in Bus. Adm./Graduate

**Grading:** Letter grade.

**XMBA 295F Customer and Business Development in High-Tech Enterprise 2 Units**

This course is about how to successfully organize sales, marketing, and business development in a startup. For the purpose of this course, a "startup" can either be a new venture, or an existing company entering a new market. Both must solve a common set of issues: Where is our market? Who are our customers? How do we build the right team? How do we scale sales? These issues are at the heart of the "Customer Development" process covered in this course.

**Hours & Format**

**Summer:** 3 weeks - 3 hours of lecture and 3 hours of lecture per week

**Additional Details**

**Subject/Course Level:** Executive Masters in Bus. Adm./Graduate

**Grading:** Letter grade.

**XMBA 295T Special Topics in Entrepreneurship 1 - 3 Units**

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

**Rules & Requirements**

**Prerequisites:** All core courses or equivalents

**Hours & Format**

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

**Summer:** 10 weeks - 1.5-4.5 hours of lecture per week

**Additional Details**

**Subject/Course Level:** Executive Masters in Bus. Adm./Graduate

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

**XMBA 296 Special Topics in Business Administration 1 - 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**

**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

**Summer:** 10 weeks - 1.5-4.5 hours of lecture per week

**Additional Details**

**Subject/Course Level:** Executive Masters in Bus. Adm./Graduate

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

**XMBA 298A International Business 2 Units**

Course will focus on the challenges, opportunities, and risks of doing business in emerging market economies. The course is designed to enhance students' ability to start, manage, lead, and invest in companies operating in emerging markets and to respond to new competitors from emerging markets. Emerging markets are home to nearly 80% of the world's population and are expected to account for half of global GDP growth over the next 25 years.

**Hours & Format**

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

**Additional Details**

**Subject/Course Level:** Executive Masters in Bus. Adm./Graduate

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



**XMBA 298C International Field Seminar 3 Units**

This required course entails an experimental study of an international business topic undertaken during a one-week field study session abroad. The course includes a combination of lectures and site visits.

**Rules & Requirements**

**Prerequisites:** 298A

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

**Hours & Format**

**Fall and/or spring:** 1 weeks - 30 hours of fieldwork per week

**Summer:**

3 weeks - 10 hours of fieldwork per week

10 weeks - 3 hours of fieldwork per week

**Additional Details**

**Subject/Course Level:** Executive Masters in Bus. Adm./Graduate

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