

Haas School of Business

Overview

As the second-oldest business school in the United States, the Haas School of Business at the University of California, Berkeley is one of the world's leading producers of new ideas and knowledge in all areas of business—which includes the distinction of having two of its faculty members receive the Nobel Prize in Economics over the past 20 years.

The School offers outstanding management education to about 2,200 undergraduate and graduate students each year who come from around the world to study in one of its six degree-granting programs, and it has 40,000 alumni.

The School's mission is "to develop leaders who redefine how we do business. (<http://haas.berkeley.edu/strategicplan>) " The School's distinctive culture is defined by four defining principles:

- Question the status quo
- Confidence without attitude
- Students always
- Beyond yourself

Undergraduate Program

Business Administration (<http://guide.berkeley.edu/archive/2014-15/undergraduate/degree-programs/business-administration>) : BA

Graduate Programs

Business Administration: Evening and Weekend MBA (<http://guide.berkeley.edu/archive/2014-15/graduate/degree-programs/business-administration-evening-weekend-mba>)

Business Administration: Full-time MBA (<http://guide.berkeley.edu/archive/2014-15/graduate/degree-programs/business-administration-full-time-mba>)

Business Administration: MBA for Executives (<http://guide.berkeley.edu/archive/2014-15/graduate/degree-programs/business-administration-mba-executives>)

Business Administration: PhD (<http://guide.berkeley.edu/archive/2014-15/graduate/degree-programs/business-administration-phd>)

Master of Financial Engineering (MFE) (<http://guide.berkeley.edu/archive/2014-15/graduate/degree-programs/financial-engineering>)

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- Business Administration - MBA (p. 22)
- Business Administration - PhD (p. 43)
- Business Administration - Undergraduate (p. 50)
- Executive MBA (p. 51)

Evening and Weekend MBA

EW MBA 200C Leadership Communications 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:

4 weeks - 4 hours of lecture per week

5 weeks - 3.5 hours of lecture per week

Additional Details

Subject/Course Level: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

EW 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

Summer: 8 weeks - 3 hours of lecture per week

Additional Details

Subject/Course Level: Eve/Wknd Masters in Bus. Adm./Graduate

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

EW 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: 7 weeks - 4 hours of lecture and 1.5 hours of discussion per week

Additional Details

Subject/Course Level: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

EW MBA 201A Economics for Business Decision Making 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.

Rules & Requirements

Prerequisites: E204

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

7 weeks - 4 hours of lecture per week
9 weeks - 3.5 hours of lecture per week

Additional Details

Subject/Course Level: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

Formerly known as: Business Administration E201A

EW MBA 201B Macroeconomics in the Global Economy 2 Units

This course builds on the foundations developed in E201A to develop theories of fiscal policy, monetary policy, and other macro-economic policies. Both the issues and the evidence in connection with these policies will be examined. Other topics covered in the course range from the specifics of the U.S. balance of payments situation to the broader problems associated with economic growth and decay in the world.

Rules & Requirements

Prerequisites: Business Administration E201A

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

7 weeks - 4 hours of lecture per week
9 weeks - 3.5 hours of lecture per week

Additional Details

Subject/Course Level: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

Formerly known as: Business Administration E201B

EW MBA 202 Financial Reporting 2 Units

Published financial reports provide the most important single set of data on modern organizations. This course is designed to provide a working knowledge of accounting measurements which are necessary for a clear understanding of published financial reports.

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

7 weeks - 4 hours of lecture per week
9 weeks - 3.5 hours of lecture per week

Additional Details

Subject/Course Level: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

Formerly known as: Business Administration E202A

EW MBA 203 Introduction to Finance 2 Units

This course will examine 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. 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**Fall and/or spring:**

7 weeks - 4 hours of lecture per week
9 weeks - 3.5 hours of lecture per week

Summer: 8 weeks - 5.5 hours of lecture per week

Additional Details

Subject/Course Level: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

Formerly known as: Business Administration E203

EW MBA 204 Operations 2 Units

An introduction to the application of quantitative methods to management decision problems. Topics include linear programming, probability theory, decision analysis, regression and correlation, and time series analysis.

Rules & Requirements

Prerequisites: Admission to the program

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

7 weeks - 4 hours of lecture per week
9 weeks - 3.5 hours of lecture per week

Additional Details

Subject/Course Level: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

Formerly known as: Business Administration E204

EW MBA 205 Leading People 2 Units

A survey of knowledge about behavior in and of organizations. Covered will be issues of individual behavior, group functioning, and the actions of organizations in their environments. Problems of work motivation, task design, leadership, communication, organizational design, and innovation will be analyzed from multiple theoretical perspectives. Implications for the management of organizations will be illustrated through examples, cases, and exercises.

Rules & Requirements

Prerequisites: Admission to the program

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

7 weeks - 4 hours of lecture per week

9 weeks - 3.5 hours of lecture per week

Additional Details

Subject/Course Level: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

Formerly known as: Business Administration E205

EW MBA 205L Leadership 1 Unit

The objective of this course is to help students develop an understanding of their own strengths and weaknesses as leaders and to nurture their confidence to envision themselves as, and aspire to be, leaders throughout their careers. The course will include four main components:

- 1) 360-degree assessment and an accompanying leadership self-assessment analysis;
- 2) live cases run by leaders in organizations;
- 3) advanced practices about leadership;
- 4) experiential exercises.

Hours & Format

Fall and/or spring: 7 weeks - 3 hours of lecture per week

Additional Details

Subject/Course Level: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

EW MBA 206 Marketing Organization and Management 2 Units

Topics include an overview of the marketing system and the marketing concepts, buyer behavior, market research, segmentation and marketing decision making, marketing structures, and evaluation of marketing performance in the economy and society.

Rules & Requirements

Prerequisites: Business Administration E200

Hours & Format

Fall and/or spring: 9 weeks - 3.4-3.5 hours of lecture per week

Summer: 7 weeks - 4 hours of lecture and 4 hours of lecture per week

Additional Details

Subject/Course Level: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

Formerly known as: Business Administration E206

EW MBA 207 Ethics and Responsibility in Business 1 Unit

A study of basic ideas, concepts, attitudes, rules, and institutions in our society that characterize the legal, political, and social framework within which the system operates.

Rules & Requirements

Prerequisites: Admission to the program

Hours & Format

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

Summer: 4 weeks - 4 hours of lecture and 4 hours of lecture per week

Additional Details

Subject/Course Level: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

Formerly known as: Business Administration E207

EW 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 or consent of instructor

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: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

EW MBA 211 Game Theory 1 - 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; and to feel comfortable in the process of negotiation.

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: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

EW 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 Evening and Weekend Masters in Business Administration W211 after taking Evening and Weekend 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: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

EW 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 E201A or equivalent

Hours & Format

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

Additional Details

Subject/Course Level: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

Formerly known as: Business Administration E212

EW 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: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

EW MBA 215 Business Strategies for Emerging Markets: Management, Investment, and Opportunities 1 - 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 - 1-3 hours of lecture per week

Additional Details

Subject/Course Level: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

EW 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: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

EW MBA 222 Financial Information Analysis 3 Units
Issues of accounting information evaluation with special emphasis on the use of financial statements by decision makers outside 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.

Hours & Format

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

Additional Details

Subject/Course Level: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

Formerly known as: Business Administration E222

EW MBA 223 Corporate Financial Reporting 3 Units
Intensive study of the theory and practice of financial accounting. Asset and liability measurement, income determination, financial reporting.

Rules & Requirements

Prerequisites: Business Administration E202B and E203 or equivalent

Hours & Format

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

Additional Details

Subject/Course Level: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

Formerly known as: Business Administration E220

EW MBA 224A Managerial Accounting 2 Units

Management is dependent on an information system which provides dependable, timely, and relevant information to all decision makers. The goal of this course is to identify the information needs of managers and to develop the methods by which managerial accountants can provide the necessary data through appropriate budget, cost, and other informational systems.

Rules & Requirements

Prerequisites: E204

Hours & Format

Fall and/or spring: 10 weeks - 6 hours of lecture per week

Additional Details

Subject/Course Level: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

Formerly known as: Business Administration E202B

EW 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

Prerequisites: Business Administration E202A and E202B or equivalents

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: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

Formerly known as: Business Administration E228

EW MBA 231 Corporate Finance 3 Units

Financial policies of firms including asset acquisition and replacement, capital structure, dividends, working capital, and mergers. Development of theory and application to financial management decisions.

Rules & Requirements

Prerequisites: Business Administration E230

Hours & Format

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

Summer: 8 weeks - 6 hours of lecture per week

Additional Details

Subject/Course Level: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

Formerly known as: Business Administration E234

EW MBA 232 Financial Institutions and Markets 3 Units

Structure and operation of the Federal Reserve System commercial bank and non-bank financial institutions. Impact of monetary policy and of public regulation. Portfolio composition and market behavior of financial intermediaries. Organization and functions of money markets. The structure of yields on financial assets and the influence of financial intermediaries and monetary policy.

Rules & Requirements

Prerequisites: Business Administration E201B and E203 or E230

Hours & Format

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

Additional Details

Subject/Course Level: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

Formerly known as: Business Administration E232

EW MBA 233 Asset Management 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: Evening and Weekend 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: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

EW MBA 236A Corporate Risk Management and Valuation Using Derivatives 2 Units

This course concentrates on topics pertaining to financial risks faced by corporations, in particular, the topics of "hedging" and "valuation." The course will consider the following type of question. What risks does a firm face? Should it hedge any of these risks? If so, how should the firm implement the hedge, i.e., using what instruments, and in what quantity? The main tool that the course will make use of is financial derivatives. An important aspect of the study of derivatives is the valuation method, which provides an understanding of the market prices and can be used to evaluate investment opportunities, corporate securities, and others. The course will consist of a mixture of lectures and case discussions.

Rules & Requirements

Prerequisites: Evening and Weekend Masters in Business Administration 233

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: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

EW 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 E203 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

Summer: 8 weeks - 6 hours of lecture per week

Additional Details

Subject/Course Level: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

Formerly known as: Business Administration E239

EW 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: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

EW 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.

Rules & Requirements

Prerequisites: 203 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: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

EW 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 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 lectures, case studies, and guest lectures.

Rules & Requirements

Prerequisites: Evening and Weekend Masters 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 - 4 hours of lecture per week

Additional Details

Subject/Course Level: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

EW 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: 15 weeks - 3 hours of lecture per week

Summer: 8 weeks - 5-14 hours of lecture and 5.5 hours of lecture per week

Additional Details

Subject/Course Level: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

EW 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 basic math), clear (a non-MBA can follow them readily), and fast to build. These simple yet powerful representations of the cash flow 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: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

EW 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: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

EW MBA 236V New Venture Finance 2 - 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

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

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

Additional Details

Subject/Course Level: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

Formerly known as: Eve/Wknd Masters in Bus. Adm. 295D

EW 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

8 weeks - 1-5.5 hours of lecture per week

Additional Details

Subject/Course Level: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

EW 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: 203 and 204, or consent of instructor

Hours & Format

Summer: 2 weeks - 7 hours of lecture and 7 hours of lecture per week

Additional Details

Subject/Course Level: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

EW 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 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: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

EW 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: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

Formerly known as: Eve/Wknd Masters in Bus. Adm. 247A

EW MBA 248A Supply Chain Management 3 Units

Supply chain management concerns the flow of materials and information in multistage 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 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: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

EW 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

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

Additional Details

Subject/Course Level: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

EW 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.

Hours & Format

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

Additional Details

Subject/Course Level: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

EW 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: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

Instructor: Anderson

EW 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: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

EW 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: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

EW MBA 257 Special Topics in the Management of Organizations 0.5 - 3 Units

Advanced study in the field of Organizational Behavior and Industrial Relations. 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: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

EW MBA 258A International Business: Designing Global Organizations 3 Units

This course is about flexible organizational designs and adaptive leadership strategies in global markets. It will be of special interest to students working in high tech, life sciences and biotechnology, telecommunications, management consulting, and financial services. Topics include new trends in global organizational design, leading geo-dispersed teams of knowledge workers, managing offshore partnerships, integrating acquisitions, and executing change with multicultural knowledge workers.

Rules & Requirements

Prerequisites: 205

Hours & Format

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

Summer: 8 weeks - 4 hours of lecture per week

Additional Details

Subject/Course Level: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

EW MBA 260 Consumer Insights 3 Units

Examines concepts and theories from behavioral science useful for the understanding and prediction of marketplace 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 E206 or equivalent

Hours & Format

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

Summer: 8 weeks - 6 hours of lecture per week

Additional Details

Subject/Course Level: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

Formerly known as: Business Administration E260

EW 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: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

Formerly known as: Business Administration E261

EW 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. Case analyses are heavily used. The course is designed primarily for students who will take a limited number of advanced marketing courses and wish an integrated approach.

Rules & Requirements

Prerequisites: Business Administration E206

Hours & Format

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

Summer: 8 weeks - 6 hours of lecture per week

Additional Details

Subject/Course Level: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

Formerly known as: Business Administration E262A

EW 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 E206

Hours & Format

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

Summer: 8 weeks - 6 hours of lecture per week

Additional Details

Subject/Course Level: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

Formerly known as: Business Administration E262B

EW 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 E206 or equivalent

Hours & Format

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

Additional Details

Subject/Course Level: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

Formerly known as: Business Administration E264

EW 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: Evening and Weekend Masters 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: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

EW MBA 266 Sales Force Management and Channel Strategy 3 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 that govern the channel evolution. It is completed through the examination of tools to select, manage, and motivate channel partners.

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: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

EW 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: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

EW 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

Summer: 8 weeks - 6 hours of lecture per week

Additional Details

Subject/Course Level: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

EW 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: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

EW 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 economic 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

Summer: 8 weeks - 5.5 hours of lecture per week

Additional Details

Subject/Course Level: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

EW MBA 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: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

EW MBA 275 Business Law: Managing the Legal Environment 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 - 3 hours of lecture per week

Summer: 8 weeks - 5.5 hours of lecture per week

Additional Details

Subject/Course Level: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

EW 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 E207 or equivalent, or consent of instructor

Hours & Format

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

Summer: 3 weeks - 5-15 hours of lecture per week

Additional Details

Subject/Course Level: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

Formerly known as: Business Administration E278

EW MBA 280 Real Estate Investment and Market Analysis 3 Units
Intensive review of literature in the theory of land utilization, urban growth and real estate market behavior; property rights and valuation; residential and non-residential markets; construction, debt and equity financing; public controls and policies.

Hours & Format

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

Additional Details

Subject/Course Level: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

Formerly known as: Business Administration E280

EW 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 - 3.5 hours of lecture per week

Additional Details

Subject/Course Level: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

Formerly known as: Business Administration 282

EW 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 E280; 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: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

Formerly known as: Business Administration E283

EW 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 - 0 hours of seminar per week

Additional Details

Subject/Course Level: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

Formerly known as: Business Administration E284

EW 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 E280 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 - 3 hours of lecture per week

Summer: 8 weeks - 2-6 hours of lecture per week

Additional Details

Subject/Course Level: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

Formerly known as: Business Administration E281

EW 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, 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 early-stage existence.

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 - 2 hours of lecture per week

Additional Details

Subject/Course Level: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

EW 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: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

EW MBA 290I Managing Innovation and Change 3 Units

This course is designed to introduce students to the innovation process and its management. It provides an overview of technological change and links it to specific strategic challenges; examines the diverse elements of the innovation process and how they are managed; discusses the uneasy relationship between technology and the workforce; and examines challenges of managing innovation globally.

Hours & Format

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

Additional Details

Subject/Course Level: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

Formerly known as: Business Administration E274

EW 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: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

Instructor: Chesbrough

EW 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: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

EW 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: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

EW 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

Hours & Format

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

Additional Details

Subject/Course Level: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

EW 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

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

Additional Details

Subject/Course Level: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

EW 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: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

EW 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: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

EW 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: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

EW 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: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

EW 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: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

Formerly known as: Business Administration 291B

EW 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: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

EW MBA 292B Nonprofit Boards 1 Unit

The purpose of this class is to acquaint Evening & Weekend 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: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

EW MBA 292C 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: 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: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

EW 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: Evening and Weekend 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: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

EW 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: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

Instructor: Kurtz

EW 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: Evening and Weekend 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: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

EW 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.

Hours & Format

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

Additional Details

Subject/Course Level: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

Formerly known as: Evening and Weekend Master in Business Administration 292M

EW 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: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

EW 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: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

EW MBA 293 Individually Supervised Study for Graduate Students 1 - 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

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 - 1-5 hours of independent study per week

Summer: 8 weeks - 2-7.5 hours of independent study per week

Additional Details

Subject/Course Level: Eve/Wknd Masters in Bus. Adm./Graduate

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

EW 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 internship per week

Summer: 8 weeks - 0 hours of internship per week

Additional Details

Subject/Course Level: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Offered for satisfactory/unsatisfactory grade only.

Instructor: Gent

EW MBA 295A Entrepreneurship 3 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.

Rules & Requirements

Prerequisites: Business Administration E206

Hours & Format

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

Summer: 8 weeks - 6 hours of lecture per week

Additional Details

Subject/Course Level: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

Formerly known as: Business Administration E295

EW 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: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

EW 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

Summer: 8 weeks - 4 hours of lecture per week

Additional Details

Subject/Course Level: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

EW 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 high-tech 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: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

EW 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: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

EW MBA 295I Entrepreneurship Workshop for Startups 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 projects 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: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

EW MBA 295M Business Model Innovation and Entrepreneurial Strategy 2 Units

The course 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 and 3.5 hours of lecture per week

Additional Details

Subject/Course Level: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

Instructor: Charron

EW MBA 295T Topics in Entrepreneurship 0.5 - 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

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

8 weeks - 1-5.5 hours of lecture per week

Additional Details

Subject/Course Level: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

EW MBA 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

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 - 1-3 hours of lecture per week

Summer: 8 weeks - 2-6 hours of lecture per week

Additional Details

Subject/Course Level: Eve/Wknd Masters in Bus. Adm./Graduate

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

EW 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; analyzes the larger management and policy issues that drive reform efforts.

Rules & Requirements

Prerequisites: Master's level accounting and finance

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: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

EW 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: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

EW MBA 298X EW 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 EW 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 lecture per week

Summer:

6 weeks - 2.5-37.5 hours of lecture per week

8 weeks - 1.5-29 hours of lecture per week

Additional Details

Subject/Course Level: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Offered for satisfactory/unsatisfactory grade only.

EW 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: 8 weeks - 3.5 hours of lecture per week

Additional Details

Subject/Course Level: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

Instructor: La Blanc

EW 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: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

Formerly known as: Business Administration E286

EW MBA 299E Competitive Strategy 1 - 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: Business Administration E201A, E201B, E204

Hours & Format

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

Summer:

6 weeks - 8 hours of lecture per week

8 weeks - 6 hours of lecture per week

10 weeks - 4.5 hours of lecture per week

Additional Details

Subject/Course Level: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

Formerly known as: Business Administration E210

EW 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: Business Administration E202B, E203, E205, E206

Hours & Format

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

Summer: 8 weeks - 6 hours of seminar per week

Additional Details

Subject/Course Level: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

Formerly known as: Business Administration E267

Business Administration - MBA

EW MBA 200C Leadership Communications 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:

4 weeks - 4 hours of lecture per week

5 weeks - 3.5 hours of lecture per week

Additional Details

Subject/Course Level: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

EW 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

Summer: 8 weeks - 3 hours of lecture per week

Additional Details

Subject/Course Level: Eve/Wknd Masters in Bus. Adm./Graduate

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

EW 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: 7 weeks - 4 hours of lecture and 1.5 hours of discussion per week

Additional Details

Subject/Course Level: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

EW MBA 201A Economics for Business Decision Making 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.

Rules & Requirements

Prerequisites: E204

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

7 weeks - 4 hours of lecture per week
9 weeks - 3.5 hours of lecture per week

Additional Details

Subject/Course Level: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

Formerly known as: Business Administration E201A

EW MBA 201B Macroeconomics in the Global Economy 2 Units

This course builds on the foundations developed in E201A to develop theories of fiscal policy, monetary policy, and other macro-economic policies. Both the issues and the evidence in connection with these policies will be examined. Other topics covered in the course range from the specifics of the U.S. balance of payments situation to the broader problems associated with economic growth and decay in the world.

Rules & Requirements

Prerequisites: Business Administration E201A

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

7 weeks - 4 hours of lecture per week
9 weeks - 3.5 hours of lecture per week

Additional Details

Subject/Course Level: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

Formerly known as: Business Administration E201B

EW MBA 202 Financial Reporting 2 Units

Published financial reports provide the most important single set of data on modern organizations. This course is designed to provide a working knowledge of accounting measurements which are necessary for a clear understanding of published financial reports.

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

7 weeks - 4 hours of lecture per week
9 weeks - 3.5 hours of lecture per week

Additional Details

Subject/Course Level: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

Formerly known as: Business Administration E202A

EW MBA 203 Introduction to Finance 2 Units

This course will examine 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. 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**Fall and/or spring:**

7 weeks - 4 hours of lecture per week
9 weeks - 3.5 hours of lecture per week

Summer: 8 weeks - 5.5 hours of lecture per week

Additional Details

Subject/Course Level: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

Formerly known as: Business Administration E203

EW MBA 204 Operations 2 Units

An introduction to the application of quantitative methods to management decision problems. Topics include linear programming, probability theory, decision analysis, regression and correlation, and time series analysis.

Rules & Requirements

Prerequisites: Admission to the program

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

7 weeks - 4 hours of lecture per week
9 weeks - 3.5 hours of lecture per week

Additional Details

Subject/Course Level: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

Formerly known as: Business Administration E204

EW MBA 205 Leading People 2 Units

A survey of knowledge about behavior in and of organizations. Covered will be issues of individual behavior, group functioning, and the actions of organizations in their environments. Problems of work motivation, task design, leadership, communication, organizational design, and innovation will be analyzed from multiple theoretical perspectives. Implications for the management of organizations will be illustrated through examples, cases, and exercises.

Rules & Requirements

Prerequisites: Admission to the program

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

7 weeks - 4 hours of lecture per week

9 weeks - 3.5 hours of lecture per week

Additional Details

Subject/Course Level: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

Formerly known as: Business Administration E205

EW MBA 205L Leadership 1 Unit

The objective of this course is to help students develop an understanding of their own strengths and weaknesses as leaders and to nurture their confidence to envision themselves as, and aspire to be, leaders throughout their careers. The course will include four main components:

- 1) 360-degree assessment and an accompanying leadership self-assessment analysis;
- 2) live cases run by leaders in organizations;
- 3) advanced practices about leadership;
- 4) experiential exercises.

Hours & Format

Fall and/or spring: 7 weeks - 3 hours of lecture per week

Additional Details

Subject/Course Level: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

EW MBA 206 Marketing Organization and Management 2 Units

Topics include an overview of the marketing system and the marketing concepts, buyer behavior, market research, segmentation and marketing decision making, marketing structures, and evaluation of marketing performance in the economy and society.

Rules & Requirements

Prerequisites: Business Administration E200

Hours & Format

Fall and/or spring: 9 weeks - 3.4-3.5 hours of lecture per week

Summer: 7 weeks - 4 hours of lecture and 4 hours of lecture per week

Additional Details

Subject/Course Level: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

Formerly known as: Business Administration E206

EW MBA 207 Ethics and Responsibility in Business 1 Unit

A study of basic ideas, concepts, attitudes, rules, and institutions in our society that characterize the legal, political, and social framework within which the system operates.

Rules & Requirements

Prerequisites: Admission to the program

Hours & Format

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

Summer: 4 weeks - 4 hours of lecture and 4 hours of lecture per week

Additional Details

Subject/Course Level: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

Formerly known as: Business Administration E207

EW 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 or consent of instructor

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: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

EW MBA 211 Game Theory 1 - 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; and to feel comfortable in the process of negotiation.

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: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

EW 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 Evening and Weekend Masters in Business Administration W211 after taking Evening and Weekend 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: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

EW 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 E201A or equivalent

Hours & Format

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

Additional Details

Subject/Course Level: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

Formerly known as: Business Administration E212

EW 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: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

EW MBA 215 Business Strategies for Emerging Markets: Management, Investment, and Opportunities 1 - 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 - 1-3 hours of lecture per week

Additional Details

Subject/Course Level: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

EW 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: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

EW MBA 222 Financial Information Analysis 3 Units
Issues of accounting information evaluation with special emphasis on the use of financial statements by decision makers outside 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.

Hours & Format

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

Additional Details

Subject/Course Level: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

Formerly known as: Business Administration E222

EW MBA 223 Corporate Financial Reporting 3 Units
Intensive study of the theory and practice of financial accounting. Asset and liability measurement, income determination, financial reporting.

Rules & Requirements

Prerequisites: Business Administration E202B and E203 or equivalent

Hours & Format

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

Additional Details

Subject/Course Level: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

Formerly known as: Business Administration E220

EW MBA 224A Managerial Accounting 2 Units

Management is dependent on an information system which provides dependable, timely, and relevant information to all decision makers. The goal of this course is to identify the information needs of managers and to develop the methods by which managerial accountants can provide the necessary data through appropriate budget, cost, and other informational systems.

Rules & Requirements

Prerequisites: E204

Hours & Format

Fall and/or spring: 10 weeks - 6 hours of lecture per week

Additional Details

Subject/Course Level: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

Formerly known as: Business Administration E202B

EW 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

Prerequisites: Business Administration E202A and E202B or equivalents

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: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

Formerly known as: Business Administration E228

EW MBA 231 Corporate Finance 3 Units

Financial policies of firms including asset acquisition and replacement, capital structure, dividends, working capital, and mergers. Development of theory and application to financial management decisions.

Rules & Requirements

Prerequisites: Business Administration E230

Hours & Format

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

Summer: 8 weeks - 6 hours of lecture per week

Additional Details

Subject/Course Level: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

Formerly known as: Business Administration E234

EW MBA 232 Financial Institutions and Markets 3 Units

Structure and operation of the Federal Reserve System commercial bank and non-bank financial institutions. Impact of monetary policy and of public regulation. Portfolio composition and market behavior of financial intermediaries. Organization and functions of money markets. The structure of yields on financial assets and the influence of financial intermediaries and monetary policy.

Rules & Requirements

Prerequisites: Business Administration E201B and E203 or E230

Hours & Format

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

Additional Details

Subject/Course Level: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

Formerly known as: Business Administration E232

EW MBA 233 Asset Management 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: Evening and Weekend 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: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

EW MBA 236A Corporate Risk Management and Valuation Using Derivatives 2 Units

This course concentrates on topics pertaining to financial risks faced by corporations, in particular, the topics of "hedging" and "valuation." The course will consider the following type of question. What risks does a firm face? Should it hedge any of these risks? If so, how should the firm implement the hedge, i.e., using what instruments, and in what quantity? The main tool that the course will make use of is financial derivatives. An important aspect of the study of derivatives is the valuation method, which provides an understanding of the market prices and can be used to evaluate investment opportunities, corporate securities, and others. The course will consist of a mixture of lectures and case discussions.

Rules & Requirements

Prerequisites: Evening and Weekend Masters in Business Administration 233

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: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

EW 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 E203 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

Summer: 8 weeks - 6 hours of lecture per week

Additional Details

Subject/Course Level: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

Formerly known as: Business Administration E239

EW 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: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

EW 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.

Rules & Requirements

Prerequisites: 203 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: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

EW 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 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 lectures, case studies, and guest lectures.

Rules & Requirements

Prerequisites: Evening and Weekend Masters 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 - 4 hours of lecture per week

Additional Details

Subject/Course Level: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

EW 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: 15 weeks - 3 hours of lecture per week

Summer: 8 weeks - 5-14 hours of lecture and 5.5 hours of lecture per week

Additional Details

Subject/Course Level: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

EW 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 basic math), clear (a non-MBA can follow them readily), and fast to build. These simple yet powerful representations of the cash flow 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: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

EW 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: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

EW MBA 236V New Venture Finance 2 - 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

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

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

Additional Details

Subject/Course Level: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

Formerly known as: Eve/Wknd Masters in Bus. Adm. 295D

EW 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

8 weeks - 1-5.5 hours of lecture per week

Additional Details

Subject/Course Level: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

EW 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: 203 and 204, or consent of instructor

Hours & Format

Summer: 2 weeks - 7 hours of lecture and 7 hours of lecture per week

Additional Details

Subject/Course Level: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

EW 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 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: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

EW 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: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

Formerly known as: Eve/Wknd Masters in Bus. Adm. 247A

EW MBA 248A Supply Chain Management 3 Units

Supply chain management concerns the flow of materials and information in multistage 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 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: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

EW 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

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

Additional Details

Subject/Course Level: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

EW 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.

Hours & Format

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

Additional Details

Subject/Course Level: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

EW 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: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

Instructor: Anderson

EW 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: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

EW 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: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

EW MBA 257 Special Topics in the Management of Organizations 0.5 - 3 Units

Advanced study in the field of Organizational Behavior and Industrial Relations. 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: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

EW MBA 258A International Business: Designing Global Organizations 3 Units

This course is about flexible organizational designs and adaptive leadership strategies in global markets. It will be of special interest to students working in high tech, life sciences and biotechnology, telecommunications, management consulting, and financial services. Topics include new trends in global organizational design, leading geo-dispersed teams of knowledge workers, managing offshore partnerships, integrating acquisitions, and executing change with multicultural knowledge workers.

Rules & Requirements**Prerequisites:** 205**Hours & Format****Fall and/or spring:** 15 weeks - 3 hours of lecture per week**Summer:** 8 weeks - 4 hours of lecture per week**Additional Details****Subject/Course Level:** Eve/Wknd Masters in Bus. Adm./Graduate**Grading:** Letter grade.**EW MBA 260 Consumer Insights 3 Units**

Examines concepts and theories from behavioral science useful for the understanding and prediction of marketplace 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 E206 or equivalent**Hours & Format****Fall and/or spring:** 15 weeks - 3 hours of lecture per week**Summer:** 8 weeks - 6 hours of lecture per week**Additional Details****Subject/Course Level:** Eve/Wknd Masters in Bus. Adm./Graduate**Grading:** Letter grade.**Formerly known as:** Business Administration E260**EW 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:** Eve/Wknd Masters in Bus. Adm./Graduate**Grading:** Letter grade.**Formerly known as:** Business Administration E261**EW 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. Case analyses are heavily used. The course is designed primarily for students who will take a limited number of advanced marketing courses and wish an integrated approach.

Rules & Requirements**Prerequisites:** Business Administration E206**Hours & Format****Fall and/or spring:** 15 weeks - 3 hours of lecture per week**Summer:** 8 weeks - 6 hours of lecture per week**Additional Details****Subject/Course Level:** Eve/Wknd Masters in Bus. Adm./Graduate**Grading:** Letter grade.**Formerly known as:** Business Administration E262A

EW 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 E206

Hours & Format

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

Summer: 8 weeks - 6 hours of lecture per week

Additional Details

Subject/Course Level: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

Formerly known as: Business Administration E262B

EW 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 E206 or equivalent

Hours & Format

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

Additional Details

Subject/Course Level: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

Formerly known as: Business Administration E264

EW 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: Evening and Weekend Masters 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: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

EW MBA 266 Sales Force Management and Channel Strategy 3 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 that govern the channel evolution. It is completed through the examination of tools to select, manage, and motivate channel partners.

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: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

EW 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: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

EW 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

Summer: 8 weeks - 6 hours of lecture per week

Additional Details

Subject/Course Level: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

EW 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: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

EW 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 economic 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

Summer: 8 weeks - 5.5 hours of lecture per week

Additional Details

Subject/Course Level: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

EW MBA 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: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

EW MBA 275 Business Law: Managing the Legal Environment 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 - 3 hours of lecture per week

Summer: 8 weeks - 5.5 hours of lecture per week

Additional Details

Subject/Course Level: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

EW 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 E207 or equivalent, or consent of instructor

Hours & Format

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

Summer: 3 weeks - 5-15 hours of lecture per week

Additional Details

Subject/Course Level: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

Formerly known as: Business Administration E278

EW MBA 280 Real Estate Investment and Market Analysis 3 Units

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

Hours & Format

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

Additional Details

Subject/Course Level: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

Formerly known as: Business Administration E280

EW 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 - 3.5 hours of lecture per week

Additional Details

Subject/Course Level: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

Formerly known as: Business Administration 282

EW 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 E280; 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: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

Formerly known as: Business Administration E283

EW 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 - 0 hours of seminar per week

Additional Details

Subject/Course Level: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

Formerly known as: Business Administration E284

EW 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 E280 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 - 3 hours of lecture per week

Summer: 8 weeks - 2-6 hours of lecture per week

Additional Details

Subject/Course Level: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

Formerly known as: Business Administration E281

EW 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, 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 early-stage existence.

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 - 2 hours of lecture per week

Additional Details

Subject/Course Level: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

EW 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: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

EW MBA 290I Managing Innovation and Change 3 Units

This course is designed to introduce students to the innovation process and its management. It provides an overview of technological change and links it to specific strategic challenges; examines the diverse elements of the innovation process and how they are managed; discusses the uneasy relationship between technology and the workforce; and examines challenges of managing innovation globally.

Hours & Format

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

Additional Details

Subject/Course Level: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

Formerly known as: Business Administration E274

EW 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: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

Instructor: Chesbrough

EW 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: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

EW 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: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

EW 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

Hours & Format

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

Additional Details

Subject/Course Level: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

EW 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

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

Additional Details

Subject/Course Level: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

EW 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: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

EW 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: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

EW 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: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

EW 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: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

EW 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: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

Formerly known as: Business Administration 291B

EW 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: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

EW MBA 292B Nonprofit Boards 1 Unit

The purpose of this class is to acquaint Evening & Weekend 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: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

EW MBA 292C 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: 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: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

EW 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: Evening and Weekend 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: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

EW 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: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

Instructor: Kurtz

EW 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: Evening and Weekend 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: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

EW 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.

Hours & Format

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

Additional Details

Subject/Course Level: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

Formerly known as: Evening and Weekend Master in Business Administration 292M

EW 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: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

EW 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: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

EW MBA 293 Individually Supervised Study for Graduate Students 1 - 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

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 - 1-5 hours of independent study per week

Summer: 8 weeks - 2-7.5 hours of independent study per week

Additional Details

Subject/Course Level: Eve/Wknd Masters in Bus. Adm./Graduate

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

EW 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 internship per week

Summer: 8 weeks - 0 hours of internship per week

Additional Details

Subject/Course Level: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Offered for satisfactory/unsatisfactory grade only.

Instructor: Gent

EW MBA 295A Entrepreneurship 3 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.

Rules & Requirements

Prerequisites: Business Administration E206

Hours & Format

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

Summer: 8 weeks - 6 hours of lecture per week

Additional Details

Subject/Course Level: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

Formerly known as: Business Administration E295

EW 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: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

EW 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

Summer: 8 weeks - 4 hours of lecture per week

Additional Details

Subject/Course Level: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

EW 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 high-tech 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: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

EW 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: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

EW MBA 295I Entrepreneurship Workshop for Startups 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 projects 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: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

EW MBA 295M Business Model Innovation and Entrepreneurial Strategy 2 Units

The course 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 and 3.5 hours of lecture per week

Additional Details

Subject/Course Level: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

Instructor: Charron

EW MBA 295T Topics in Entrepreneurship 0.5 - 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

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

8 weeks - 1-5.5 hours of lecture per week

Additional Details

Subject/Course Level: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

EW MBA 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

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 - 1-3 hours of lecture per week

Summer: 8 weeks - 2-6 hours of lecture per week

Additional Details

Subject/Course Level: Eve/Wknd Masters in Bus. Adm./Graduate

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

EW 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; analyzes the larger management and policy issues that drive reform efforts.

Rules & Requirements

Prerequisites: Master's level accounting and finance

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: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

EW 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: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

EW MBA 298X EW 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 EW 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 lecture per week

Summer:

6 weeks - 2.5-37.5 hours of lecture per week

8 weeks - 1.5-29 hours of lecture per week

Additional Details

Subject/Course Level: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Offered for satisfactory/unsatisfactory grade only.

EW 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: 8 weeks - 3.5 hours of lecture per week

Additional Details

Subject/Course Level: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

Instructor: La Blanc

EW 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: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

Formerly known as: Business Administration E286

EW MBA 299E Competitive Strategy 1 - 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: Business Administration E201A, E201B, E204

Hours & Format

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

Summer:

6 weeks - 8 hours of lecture per week

8 weeks - 6 hours of lecture per week

10 weeks - 4.5 hours of lecture per week

Additional Details

Subject/Course Level: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

Formerly known as: Business Administration E210

EW 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: Business Administration E202B, E203, E205, E206

Hours & Format

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

Summer: 8 weeks - 6 hours of seminar per week

Additional Details

Subject/Course Level: Eve/Wknd Masters in Bus. Adm./Graduate

Grading: Letter grade.

Formerly known as: Business Administration E267

Business Administration - PhD

PHDBA 219S Research Seminar in Economic Analysis and Policy 1 - 3 Units

The research seminar presents new research on economics applied to business management issues.

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: 8 weeks - 1.5 hours of seminar per week

Additional Details

Subject/Course Level: Ph.D. in Business Administration/Graduate

Grading: Offered for satisfactory/unsatisfactory grade only.

PHDBA 229A Doctoral Seminar in Accounting I 3 Units

A critical evaluation of accounting literature with emphasis on seminar contributions. Topics covered include research methodology in accounting, the private and social value of information.

Rules & Requirements

Prerequisites: Business Administration 202A or equivalent, and Economics 201A-201B

Credit Restrictions: Students will receive no credit for 229A after taking 239A.

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

Hours & Format

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

Additional Details

Subject/Course Level: Ph.D. in Business Administration/Graduate

Grading: Letter grade.

Formerly known as: Business Administration 223A

PHDBA 229B Doctoral Seminar in Accounting II 3 Units

A critical evaluation of recent accounting literature involving empirical research.

Rules & Requirements

Prerequisites: Business Administration 202A or equivalent, and Economics 201A-201B

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 seminar per week

Additional Details

Subject/Course Level: Ph.D. in Business Administration/Graduate

Grading: Letter grade.

Formerly known as: Business Administration 223B

PHDBA 229C Doctoral Seminar in Accounting III 3 Units

A critical evaluation of recent accounting literature with emphasis on financial accounting.

Rules & Requirements

Prerequisites: Business Administration 202A or equivalent, and Economics 201A-201B

Hours & Format

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

Additional Details

Subject/Course Level: Ph.D. in Business Administration/Graduate

Grading: Letter grade.

Formerly known as: Business Administration 223C

PHDBA 229D Doctoral Seminar in Accounting IV 2 Units

Exploration of issues related to the internal accounting systems of large firms. The first part of the course focuses on the theory of mechanism design, while the second part applies this theory to a variety of managerial accounting questions.

Rules & Requirements

Prerequisites: Business Administration 202A or equivalent, and Economics 201A-201B

Hours & Format

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

Additional Details

Subject/Course Level: Ph.D. in Business Administration/Graduate

Grading: Letter grade.

Formerly known as: Business Administration 223D

PHDBA 229S Research Seminar in Accounting 2 - 4 Units

Advanced study in the field of Accounting. 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 seminar per week

Additional Details

Subject/Course Level: Ph.D. in Business Administration/Graduate

Grading: Offered for satisfactory/unsatisfactory grade only.

PHDBA 239A Discrete Time Asset Pricing 3 Units

Asset pricing and portfolio choice in partial equilibrium and asset pricing in General Equilibrium. Specifically, static and intertemporal theories of choice under risk and uncertainty and portfolio choice. Includes two-fund separation, Capital Asset Pricing Model, and the Arbitrage Pricing Theory. In a General Equilibrium framework, it covers the notion of complete markets and welfare theorems. Also, some macro-asset pricing models are developed in addition to an analysis of incomplete markets.

Hours & Format

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

Additional Details

Subject/Course Level: Ph.D. in Business Administration/Graduate

Grading: Letter grade.

PHDBA 239B Continuous Time Asset Pricing 3 Units

This course covers topics in dynamic asset pricing, portfolio choice and general equilibrium theory in a continuous time setting. The first part of the course covers basic mathematical and statistical results. Finance results that have been developed in continuous times include the intertemporal CAPM, corporate securities and default risk, the term structure of interest rates. In addition, results are developed on non-time additive utility.

Rules & Requirements

Prerequisites: 239A

Hours & Format

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

Additional Details

Subject/Course Level: Ph.D. in Business Administration/Graduate

Grading: Letter grade.

PHDBA 239C Empirical Asset Pricing 3 Units

Introduction and guide to issues in empirical asset pricing. Students learn key features of asset-price behavior and study how researchers test various theoretical models from finance and economics, focusing on advantages and disadvantages of research designs. Intuition behind practical econometric tools is developed and applied to asset pricing questions. By critically evaluating research, students determine which characteristics of an empirical paper influence the finance profession.

Rules & Requirements

Prerequisites: Graduate level econometrics recommended

Hours & Format

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

Additional Details

Subject/Course Level: Ph.D. in Business Administration/Graduate

Grading: Letter grade.

PHDBA 239D Doctoral Seminar in Finance 3 Units

Recent developments in financial economics, including the theory of intertemporal choice under certainty or uncertainty, portfolio optimization, asset market equilibrium, valuation of uncertainty, problems in information, financial econometrics, and empirical verification of financial models.

Hours & Format

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

Additional Details

Subject/Course Level: Ph.D. in Business Administration/Graduate

Grading: Letter grade.

Formerly known as: Business Administration 238D

PHDBA 239DA Market Microstructure 1.5 Unit

Introduction and guide to issues in empirical asset pricing. Students learn key features of asset-price behavior and study how researchers test various theoretical models from finance and economics, focusing on advantages and disadvantages of research designs. Intuition behind practical econometric tools is developed and applied to asset-pricing questions. By critically evaluating research, students determine which characteristics of an empirical paper influence the finance profession.

Rules & Requirements

Prerequisites: Graduate course in contract or game theory recommended

Hours & Format

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

Additional Details

Subject/Course Level: Ph.D. in Business Administration/Graduate

Grading: Letter grade.

PHDBA 239DB Corporate Finance 1.5 Unit

Study of the financial decisions made by firms and the effect of such decisions on observables. These can include debt/equity ratios, dividend policies, or the cross section of returns. In addition, corporate finance considers conflicts of interest between shareholders and managers and between different financial claimants.

Rules & Requirements

Prerequisites: Graduate course in contract or game theory recommended

Hours & Format

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

Additional Details

Subject/Course Level: Ph.D. in Business Administration/Graduate

Grading: Letter grade.

PHDBA 239E Dynamic Game Theory and Applications 3 Units

This course focuses on repeated games and optimal mechanism design, with an emphasis on dynamics. The course presents a mix of pure theory and applications from many economics-related fields, particularly finance, macroeconomics and bargaining.

Hours & Format

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

Additional Details

Subject/Course Level: Ph.D. in Business Administration/Graduate

Grading: Letter grade.

Instructor: Fuchs

PHDBA 239S Research Seminar in Finance 2 - 4 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 seminar per week

Additional Details

Subject/Course Level: Ph.D. in Business Administration/Graduate

Grading: Offered for satisfactory/unsatisfactory grade only.

PHDBA 249A Doctoral Seminar in Operations Management I 2 Units
Advanced study in the field of Operations Management with an emphasis on the interface between Operations Management and Marketing. Specific topics will vary from year to year.

Rules & Requirements

Prerequisites: Economics 201A; Industrial Engineering and Operations Research 262A; 263A; 250, 253 or 254

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 seminar per week

Additional Details

Subject/Course Level: Ph.D. in Business Administration/Graduate

Grading: Offered for satisfactory/unsatisfactory grade only.

PHDBA 249B Doctoral Seminar in Operations Management II 2 Units
Advanced study in the field of Operations Management with an emphasis on the interface between Operations Management and Marketing. Specific topics will vary from year to year.

Rules & Requirements

Prerequisites: Economics 201A; Industrial Engineering and Operations Research 262A; 263A; 250, 253 or 254

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 seminar per week

Additional Details

Subject/Course Level: Ph.D. in Business Administration/Graduate

Grading: Offered for satisfactory/unsatisfactory grade only.

PHDBA 249C Doctoral Seminar in Management III 2 Units
Advanced study in the field of operations management with an emphasis on the role of rational consumer behavior. Specific topics will vary year to year.

Rules & Requirements

Prerequisites: Industrial Engineering and Operations Research 262A, 263A, 250 or 253 or 254, and Economics 201A

Hours & Format

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

Additional Details

Subject/Course Level: Ph.D. in Business Administration/Graduate

Grading: Letter grade.

PHDBA 259A Research in Micro-Organizational Behavior 3 Units
Review of the research literature of micro-organizational behavior, including its social psychological and psychological foundations. Topics include: job design, work attitudes, organizational commitment, organizational culture, control and participation in organizations, creativity, personality, socialization leadership, industrial organization psychology.

Rules & Requirements

Prerequisites: Ph.D. student or consent of instructor

Hours & Format

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

Additional Details

Subject/Course Level: Ph.D. in Business Administration/Graduate

Grading: Letter grade.

Formerly known as: Business Administration 254A

PHDBA 259B Research in Macro-Organizational Behavior 3 Units
Review of the research literature of macro-organizational behavior, including its sociological, political and economic foundations. Topics include: bureaucracy, authority, power and politics, control, technology, institutional theory, organizational ecology, resource dependency and transaction costs.

Rules & Requirements

Prerequisites: Ph.D. student or consent of instructor

Hours & Format

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

Additional Details

Subject/Course Level: Ph.D. in Business Administration/Graduate

Grading: Letter grade.

Formerly known as: Business Administration 254B

PHDBA 259D Special Research Topics in OBIR 3 Units
Review of special research topics in organizational behavior and industrial relations not ordinarily covered in 259 A, B, or C. Possible topics include: history of organizational research; human resource management research; comparative management; and business policy and strategy. Context varies from year to year.

Rules & Requirements

Prerequisites: Ph.D student or consent of instructor

Hours & Format

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

Additional Details

Subject/Course Level: Ph.D. in Business Administration/Graduate

Grading: Letter grade.

Formerly known as: Business Administration 254D

PHDBA 259S Research Seminar in Organizational Behavior and Industrial Relations 2 - 4 Units

Advanced study in the field of Organizational Behavior and Industrial Relations. 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 seminar per week

Additional Details

Subject/Course Level: Ph.D. in Business Administration/Graduate

Grading: Offered for satisfactory/unsatisfactory grade only.

PHDBA 269A Seminar in Marketing: Buyer Behavior 3 Units

Advanced topics seminar intended principally for Ph.D. students but open to advanced MBA students.

Rules & Requirements

Prerequisites: Consent of instructor

Hours & Format

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

Additional Details

Subject/Course Level: Ph.D. in Business Administration/Graduate

Grading: Letter grade.

Formerly known as: Business Administration 269A

PHDBA 269B Seminar in Marketing: Choice Modeling 3 Units

Advanced topics seminar intended principally for Ph.D. students but open to advanced MBA students.

Rules & Requirements

Prerequisites: Consent of instructor

Hours & Format

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

Additional Details

Subject/Course Level: Ph.D. in Business Administration/Graduate

Grading: Letter grade.

Formerly known as: Business Administration 269B

PHDBA 269C Seminar in Marketing: Marketing Strategy 3 Units

Advanced topics seminar intended principally for Ph.D. students but open to advanced MBA students. This section will focus on marketing theory and the development of marketing thought. (Course offered alternate years.)

Rules & Requirements

Prerequisites: Consent of instructor

Hours & Format

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

Additional Details

Subject/Course Level: Ph.D. in Business Administration/Graduate

Grading: Letter grade.

Formerly known as: Business Administration 269C

PHDBA 269D Special Research Topics in Marketing 3 Units

Review of special research topics in marketing not ordinarily covered in BA 269A, 269B, 269C. Content varies from year to year. (Course offered alternate years.)

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 seminar per week

Additional Details

Subject/Course Level: Ph.D. in Business Administration/Graduate

Grading: Letter grade.

Formerly known as: Business Administration 269D

PHDBA 269S Research Seminar in Marketing 2 - 4 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 seminar per week

Additional Details

Subject/Course Level: Ph.D. in Business Administration/Graduate

Grading: Offered for satisfactory/unsatisfactory grade only.

PHDBA C270 Workshop in Institutional Analysis 2 Units

This seminar features current research of faculty, from UC Berkeley and elsewhere, and of advanced doctoral students who are investigating the efficacy of economic and non-economic forms of organization. An interdisciplinary perspective--combining aspects of law, economics, and organization--is maintained. Markets, hierarchies, hybrids, bureaus, and the supporting institutions of law and politics all come under scrutiny. The aspiration is to progressively build toward a new science of organization.

Rules & Requirements

Prerequisites: Economics 100 or 101; Business Administration 110 or equivalent; or consent of instructor

Hours & Format

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

Additional Details

Subject/Course Level: Ph.D. in Business Administration/Graduate

Grading: Offered for satisfactory/unsatisfactory grade only.

Also listed as: ECON C225

PHDBA 279A Institutions, Interest Groups and Public Policy 3 Units
Surveys recent literature on public decision-making in government institutions, emphasizing a systematic framework for evaluating questions of public policy formation. Explores the new institutionalism in political science, applies the methods of rational choice theory to political problems, and links relevant theoretical and empirical literatures in economics and political science. Considers implications of public choice for corporate strategy and business-government relations.

Rules & Requirements

Prerequisites: Ph.D. student or consent of instructor

Hours & Format

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

Additional Details

Subject/Course Level: Ph.D. in Business Administration/Graduate

Grading: Letter grade.

Formerly known as: Business Administration 279A

PHDBA 279B The Political Economy of Capitalism 3 Units

Comprehensive introduction to historical development of contemporary capitalism. Class will (1) compare the "classics" in political economy and their alternative explanations of markets, politics, class, and culture in industrial development; (2) provide an overview of the history of the United States economic system and business institutions; and (3) examine competing theories of the corporation.

Rules & Requirements

Prerequisites: Ph.D. student or consent of instructor

Hours & Format

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

Additional Details

Subject/Course Level: Ph.D. in Business Administration/Graduate

Grading: Letter grade.

Formerly known as: Business Administration 279B

PHDBA 279C Corporate Strategy and Technology 3 Units

The course has two broad objectives: 1) providing an overview of important work (mainly empirical) in the economics of technological change and technology policy; and 2) analyzing the role of technological and organizational innovation in firm strategy and performance.

Rules & Requirements

Prerequisites: Ph.D. student standing or consent of instructor

Hours & Format

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

Additional Details

Subject/Course Level: Ph.D. in Business Administration/Graduate

Grading: Letter grade.

Formerly known as: Business Administration 279C

PHDBA 279S Research Seminar in Business and Public Policy 2 - 4 Units

Advanced study in the field of Business and Public 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 seminar per week

Additional Details

Subject/Course Level: Ph.D. in Business Administration/Graduate

Grading: Offered for satisfactory/unsatisfactory grade only.

PHDBA C279I Economics of Innovation 3 Units

Study of innovation, technical change, and intellectual property, including the industrial organization and performance of high-technology industries and firms; the use of economic, patent, and other bibliometric data for the analysis of technical change; legal and economic issues of intellectual property rights; science and technology policy; and the contributions of innovation and diffusion to economic growth. Methods of analysis are both theoretical and empirical, econometric and case study.

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: Ph.D. in Business Administration/Graduate

Grading: Letter grade.

Also listed as: ECON C222

PHDBA 289A Doctoral Seminar in Real Estate 4 Units

Doctoral real estate seminar, covering topics related to real estate investment, finance, and market analysis. The course is rigorous and technical, applying financial and economic analysis to the subject areas of real estate finance, urban real estate economics, and real estate evaluation.

Rules & Requirements

Prerequisites: Ph.D. equivalents of micro and macro economics, finance/or accounting, statistics and econometrics

Repeat rules: Course may be repeated for credit with consent of instructor. Course may be repeated for credit when topic changes.

Hours & Format

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

Additional Details

Subject/Course Level: Ph.D. in Business Administration/Graduate

Grading: Letter grade.

Formerly known as: Business Administration 289A

PHDBA 289S Research Seminar in Real Estate 2 - 4 Units

Advanced study in the field of Real Estate. 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 seminar per week

Additional Details

Subject/Course Level: Ph.D. in Business Administration/Graduate

Grading: Offered for satisfactory/unsatisfactory grade only.

PHDBA 297B Research and Theory in Business: Behavioral Science 3 Units

The focus is upon defining a research problem, designing and employing specialized techniques to solve the problem. Topics will include concepts of causality, analysis of variance; experimental design; survey research; observation and multivariate analytical techniques.

Rules & Requirements

Prerequisites: Ph.D. student or consent of instructor; previous work in statistics and probability theory

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: Ph.D. in Business Administration/Graduate

Grading: Letter grade.

Formerly known as: Business Administration 292B

PHDBA 297T Doctoral Topics in Business Administration 0.5 - 3 Units

Advanced study in the field 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 - .5-3 hours of lecture per week

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

Additional Details

Subject/Course Level: Ph.D. in Business Administration/Graduate

Grading: Letter grade.

PHDBA 299A Individual Research in Business Problems 1 - 12 Units**Rules & Requirements****Prerequisites:** PhD student standing and consent of instructor**Credit Restrictions:** Forty-five hours of work per unit per term.**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 - 3-36 hours of independent study per week**Summer:**

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

8 weeks - 6-67.5 hours of independent study per week

Additional Details**Subject/Course Level:** Ph.D. in Business Administration/Graduate**Grading:** Offered for satisfactory/unsatisfactory grade only.**Formerly known as:** Business Administration 299A**PHDBA 375 Teaching Business 2 Units**

This course will cover the broad range of knowledge and skills necessary to teach in top business schools. Teaching business effectively requires a myriad of pedagogical styles and techniques, as well as the confidence and preparation necessary to convey the course material. This course seeks to prepare doctoral students for careers as faculty in business schools, giving them the insight and experience that will make their first courses successful ones. Students will learn effective teaching strategies by observing faculty mentors, reading pedagogical texts, and openly discussing the challenges and rewards of business instruction with experienced faculty and graduate student instructors (GSIs). Students will also learn the administrative requirements of running courses so as to better facilitate learning in the future classes.

Hours & Format**Fall and/or spring:** 9 weeks - 0 hours of lecture per week**Additional Details****Subject/Course Level:** Ph.D. in Business Administration/Professional course for teachers or prospective teachers**Grading:** Offered for satisfactory/unsatisfactory grade only.**Formerly known as:** Doctor of Philosophy in Business Administration 300**PHDBA 602 Individual Study for Doctoral Students 1 - 8 Units**

Individual study in consultation with the major field adviser, intended to provide an opportunity for qualified students to prepare themselves for the various examinations required of candidates for the Ph.D. degree.

Rules & Requirements**Prerequisites:** Graduate standing**Credit Restrictions:** Course does not satisfy unit or residence requirements for doctoral degree.**Repeat rules:** Course may be repeated for a maximum of 16 units. Course may be repeated for a maximum of 16 units.**Hours & Format****Fall and/or spring:** 15 weeks - 1-8 hours of independent study per week**Summer:** 8 weeks - 5.5-45 hours of independent study per week**Additional Details****Subject/Course Level:** Ph.D. in Business Administration/Graduate examination preparation**Grading:** Offered for satisfactory/unsatisfactory grade only.**Formerly known as:** Business Administration 602**PHDBA 602C 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 academic courses were applied during the internship.

Rules & Requirements**Repeat rules:** 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:** 10 weeks - 0 hours of independent study per week**Additional Details****Subject/Course Level:** Ph.D. in Business Administration/Graduate examination preparation**Grading:** Offered for satisfactory/unsatisfactory grade only.**Business Administration - Undergraduate**

Executive MBA

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.