

Haas School of Business

Overview

As the second-oldest business school in the United States, the Haas School of Business at UC 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/2016-17/undergraduate/degree-programs/business-administration>) : BA

Graduate Programs

Business Administration: Evening and Weekend MBA (<http://guide.berkeley.edu/archive/2016-17/graduate/degree-programs/business-administration-evening-weekend-mba>)

Business Administration: Full-time MBA (<http://guide.berkeley.edu/archive/2016-17/graduate/degree-programs/business-administration-full-time-mba>)

Business Administration: MBA for Executives (<http://guide.berkeley.edu/archive/2016-17/graduate/degree-programs/business-administration-mba-executives>)

Business Administration: PhD (<http://guide.berkeley.edu/archive/2016-17/graduate/degree-programs/business-administration-phd>)

Master of Financial Engineering (MFE) (<http://guide.berkeley.edu/archive/2016-17/graduate/degree-programs/financial-engineering>)

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- Business Administration—MBA (p. 30)
- Business Administration—PhD (p. 59)
- Business Administration—Undergraduate (p. 70)
- Executive MBA (p. 94)

Evening and Weekend MBA

EW MBA 200C Leadership Communications 1 Unit

Offered through: Business Administration

Terms offered: Spring 2015, Fall 2013, Fall 2012

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.

Leadership Communications: [Read More](#) [+]

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.

Leadership Communications: [Read Less](#) [-]

EW MBA 200P Problem Finding, Problem Solving 1 Unit

Offered through: Business Administration

Terms offered: Fall 2015, Summer 2015 10 Week Session, Spring 2015

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.

Problem Finding, Problem Solving: [Read More](#) [+]

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.

Problem Finding, Problem Solving: [Read Less](#) [-]

EW MBA 200S Data and Decisions 2 Units

Offered through: Business Administration

Terms offered: Prior to 2007

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.

Data and Decisions: Read More [+]

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.

Data and Decisions: Read Less [-]

EW MBA 201A Economics for Business Decision Making 2 Units

Offered through: Business Administration

Terms offered: Fall 2015, Fall 2014, Fall 2013

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.

Economics for Business Decision Making: Read More [+]

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

Economics for Business Decision Making: Read Less [-]

EW MBA 201B Macroeconomics in the Global Economy 2 Units

Offered through: Business Administration

Terms offered: Spring 2015, Spring 2013, Spring 2012

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.

Macroeconomics in the Global Economy: Read More [+]

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

Macroeconomics in the Global Economy: Read Less [-]

EW MBA 202 Financial Accounting 2 Units

Offered through: Business Administration

Terms offered: Spring 2015, Fall 2013, Fall 2011

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.

Financial Accounting: Read More [+]

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.

Financial Accounting: Read Less [-]

EW MBA 203 Introduction to Finance 2 Units

Offered through: Business Administration

Terms offered: Spring 2015, Spring 2013, Spring 2012

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.

Introduction to Finance: Read More [+]

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

Introduction to Finance: Read Less [-]

EW MBA 204 Operations 2 Units

Offered through: Business Administration

Terms offered: Fall 2015, Spring 2013, Spring 2012

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.

Operations: Read More [+]

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

Operations: Read Less [-]

EW MBA 205 Leading People 2 Units

Offered through: Business Administration

Terms offered: Fall 2015, Fall 2014, Fall 2013

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.

Leading People: Read More [+]

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

Leading People: Read Less [-]

EW MBA 205L Leadership 1 Unit

Offered through: Business Administration

Terms offered: Spring 2009, Spring 2008

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.

Leadership: Read More [+]

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.

Leadership: Read Less [-]

EW MBA 206 Marketing Management 2 Units

Offered through: Business Administration

Terms offered: Fall 2015, Fall 2014, Fall 2013

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.

Marketing Management: Read More [\[+\]](#)

Rules & Requirements

Prerequisites: Business Administration E200

Hours & Format

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

Summer: 7 weeks - 4 hours of lecture per week

Additional Details

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

Grading: Letter grade.

Marketing Management: Read Less [\[-\]](#)

EW MBA 207 Ethics and Responsibility in Business 1 Unit

Offered through: Business Administration

Terms offered: Spring 2015, Spring 2013, Spring 2012

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.

Ethics and Responsibility in Business: Read More [\[+\]](#)

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

Ethics and Responsibility in Business: Read Less [\[-\]](#)

EW MBA 210 Strategy, Structure, and Incentives 3 Units

Offered through: Business Administration

Terms offered: Fall 2012, Fall 2011, Fall 2010

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.

Strategy, Structure, and Incentives: Read More [\[+\]](#)

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.

Strategy, Structure, and Incentives: Read Less [\[-\]](#)

EW MBA 211 Game Theory 1 - 3 Units

Offered through: Business Administration

Terms offered: Summer 2015 10 Week Session, Spring 2014, Fall 2012

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.

Game Theory: Read More [\[+\]](#)

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.

Game Theory: Read Less [\[-\]](#)

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

Offered through: Business Administration

Terms offered: Spring 2016

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.

Game Theory (Online Version): [Read More](#) [+]

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.

Game Theory (Online Version): [Read Less](#) [-]

EW MBA 212 Energy and Environmental Markets 3 Units

Offered through: Business Administration

Terms offered: Spring 2010, Spring 2009, Spring 2007

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.

Energy and Environmental Markets: [Read More](#) [+]

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

Energy and Environmental Markets: [Read Less](#) [-]

EW MBA 212A Cleantech to Market 3 Units

Offered through: Business Administration

Terms offered: Fall 2015

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.

Cleantech to Market: [Read More](#) [+]

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.

Cleantech to Market: [Read Less](#) [-]

EW MBA 212B Legal and Regulatory Frameworks for Energy and Infrastructure Project Finance 1 Unit

Offered through: Business Administration

Terms offered: Not yet offered

This course will explore the key commercial, legal, economic and policy issues affecting the development and financing of infrastructure projects, with special emphasis on practical concerns related to investments in alternative energy and other power generation facilities. These topics will be raised in the context of comparative, real-world case studies of different types of energy and infrastructure projects.

Legal and Regulatory Frameworks for Energy and Infrastructure Project Finance: [Read More](#) [+]

Hours & Format

Fall and/or spring: 2 weeks - 7 hours of lecture per week

Additional Details

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

Grading: Letter grade.

Legal and Regulatory Frameworks for Energy and Infrastructure Project Finance: [Read Less](#) [-]

EW MBA 212C Modeling for Energy and Infrastructure Project Finance 1 Unit

Offered through: Business Administration

Terms offered: Prior to 2007

This course compliments the course "Legal and Regulatory Frameworks for Energy and Infrastructure Project Finance". Where the former focuses on the legal and risk framework for project financings, this course is devoted to the financial and quantitative aspects of project finance.

The course focuses on the application of project finance to the power generation industry with a particular emphasis on examples from gas-fired, wind and solar technologies.

Modeling for Energy and Infrastructure Project Finance: Read More [\[+\]](#)

Hours & Format

Fall and/or spring: 2 weeks - 7 hours of lecture per week

Additional Details

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

Grading: Letter grade.

Modeling for Energy and Infrastructure Project Finance: Read Less [\[-\]](#)

EW MBA 215 Business Strategies for Emerging Markets: Management, Investment, and Opportunities 1 - 3 Units

Offered through: Business Administration

Terms offered: Fall 2015, Fall 2014, Spring 2012

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.

Business Strategies for Emerging Markets: Management, Investment, and Opportunities: Read More [\[+\]](#)

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.

Business Strategies for Emerging Markets: Management, Investment, and Opportunities: Read Less [\[-\]](#)

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

Offered through: Business Administration

Terms offered: Spring 2015, Spring 2014, Fall 2012

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.

Topics in Economic Analysis and Policy: Read More [\[+\]](#)

Rules & Requirements

Repeat rules: Course may be repeated for credit.

Hours & Format

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

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

Additional Details

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

Grading: Letter grade.

Topics in Economic Analysis and Policy: Read Less [\[-\]](#)

EW MBA 222 Financial Information Analysis 3 Units

Offered through: Business Administration

Terms offered: Fall 2015, Spring 2015, Fall 2014

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.

Financial Information Analysis: Read More [\[+\]](#)

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

Financial Information Analysis: Read Less [\[-\]](#)

EW MBA 223 Financial Reporting Analysis for Investors 3 Units

Offered through: Business Administration

Terms offered: Spring 2011, Spring 2010, Fall 2006

Intensive study of the theory and practice of financial accounting. Asset and liability measurement, income determination, financial reporting.

Financial Reporting Analysis for Investors: Read More [+]

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.

Financial Reporting Analysis for Investors: Read Less [-]

EW MBA 224A Managerial Accounting 2 Units

Offered through: Business Administration

Terms offered: Spring 2015, Fall 2014, Fall 2012

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.

Managerial Accounting: Read More [+]

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

Managerial Accounting: Read Less [-]

EW MBA 227B Taxes and Firm Strategy 3 Units

Offered through: Business Administration

Terms offered: Spring 2007, Spring 2006, Spring 2005

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

Taxes and Firm Strategy: Read More [+]

Rules & Requirements

Prerequisites: Business Administration E202A and E202B or equivalents

Repeat rules: Course may be repeated for credit.

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

Taxes and Firm Strategy: Read Less [-]

EW MBA 231 Corporate Finance 3 Units

Offered through: Business Administration

Terms offered: Spring 2015, Fall 2013, Summer 2013 10 Week Session

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.

Corporate Finance: Read More [+]

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

Corporate Finance: Read Less [-]

EW MBA 232 Financial Institutions and Markets 3 Units

Offered through: Business Administration

Terms offered: Spring 2010, Spring 2009, Spring 2008

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.

Financial Institutions and Markets: Read More [+]

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

Financial Institutions and Markets: Read Less [-]

EW MBA 233 Asset Management 3 Units

Offered through: Business Administration

Terms offered: Spring 2013, Spring 2010, Fall 2006

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.

Asset Management: Read More [+]

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.

Asset Management: Read Less [-]

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

Offered through: Business Administration

Terms offered: Fall 2005

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.

Corporate Risk Management and Valuation Using Derivatives: Read More [+]

Rules & Requirements

Prerequisites: Evening and Weekend Masters in Business Administration 233

Repeat rules: Course may be repeated for credit.

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.

Corporate Risk Management and Valuation Using Derivatives: Read Less [-]

EW MBA 236B Investment Strategies and Styles 2 Units

Offered through: Business Administration

Terms offered: Fall 2013, Fall 2011, Fall 2009

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.

Investment Strategies and Styles: Read More [+]

Rules & Requirements

Prerequisites: Business Administration E203 plus one additional graduate finance course

Repeat rules: Course may be repeated for credit.

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

Investment Strategies and Styles: Read Less [-]

EW MBA 236C Global Financial Services 3 Units

Offered through: Business Administration

Terms offered: Fall 2011, Fall 2010, Fall 2009

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.

Global Financial Services: Read More [+]

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.

Global Financial Services: Read Less [-]

EW MBA 236D Portfolio Management 3 Units

Offered through: Business Administration

Terms offered: Fall 2013, Fall 2010, Fall 2009

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.

Portfolio Management: Read More [+]

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.

Portfolio Management: Read Less [-]

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

Offered through: Business Administration

Terms offered: Spring 2015, Fall 2014, Fall 2013

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.

Mergers and Acquisitions: A Focus on Creating Value: Read More [+]

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.

Mergers and Acquisitions: A Focus on Creating Value: Read Less [-]

EW MBA 236F Behavioral Finance 1 - 3 Units

Offered through: Business Administration

Terms offered: Spring 2013, Fall 2012, Spring 2007

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. Behavioral Finance: Read More [\[+\]](#)

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.

Behavioral Finance: Read Less [\[-\]](#)

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

Offered through: Business Administration

Terms offered: Fall 2015, Fall 2014, Fall 2013

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.

Designing Financial Models that Work: Read More [\[+\]](#)

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.

Designing Financial Models that Work: Read Less [\[-\]](#)

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

Offered through: Business Administration

Terms offered: Spring 2015

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.

Financial Statement Modeling for Finance Careers: Read More [\[+\]](#)

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.

Financial Statement Modeling for Finance Careers: Read Less [\[-\]](#)

EW MBA 236I Fixed Income 2 Units

Offered through: Business Administration

Terms offered: Not yet offered

This course first surveys the basics of fixed income: terminology, security types, debt and money markets. Attention then moves to the valuation of cash flows, term structure of interest rates and modeling of credit risk. Building on that foundation, the course then examines the key role that fixed income plays in the global financial system, other asset classes and derivatives. The course is firmly grounded in a quantitative and analytical approach, with each topic placed in the relevant real world context -- for example, the role that high yield securities play in an LBO, and negotiation of bond covenants. The course is at the more quantitative end of the MBA curriculum, with a large focus on bond math, including duration and convexity.

Fixed Income: Read More [\[+\]](#)

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.

Fixed Income: Read Less [\[-\]](#)

EW MBA 236J Hedge Fund Strategies 3 Units

Offered through: Business Administration

Terms offered: Not yet offered

This course combines broad exposure to the many types of hedge funds and their strategies, together with hands-on development of unique investment strategies within student teams. Course content delivered via speakers representing different sectors of the hedge fund industry, lectures, readings and individual and team projects. Students also learn about investing in hedge funds, including evaluation of fund performance. Concurrently, student teams develop their own investment strategies by exploring unique expertise and insights that are resident within the teams, forming original theses on changes and catalysts, incorporating lessons from hedge fund speakers, and crafting investment strategies designed to capitalize on the teams' insights.

Hedge Fund Strategies: [Read More](#) [+]

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.

Hedge Fund Strategies: [Read Less](#) [-]

EW MBA 236L Private Equity, Leveraged Buyouts 1 or 2 Units

Offered through: Business Administration

Terms offered: Not yet offered

This course focuses primarily on leveraged buyouts (LBOs), as the largest category of PE transactions. The study includes the sourcing of potential acquisitions, analysis of operations and potential improvements, corporate valuation, optimal capital structures, modeling of expected cash flows and debt repayment, negotiation of purchase price and financing terms, incentivizing management teams, and eventual monetizing investments through M&A or IPOs. These subjects are studied through lectures, interactive discussion, case studies, individual assignments and especially group projects. The 2-unit section covers a broader spectrum of types of PE transactions and includes guest speakers from the PE industry, and a more expansive final project.

Private Equity, Leveraged Buyouts: [Read More](#) [+]

Hours & Format

Fall and/or spring: 15 weeks - 1-2 hours of lecture per week

Additional Details

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

Grading: Letter grade.

Private Equity, Leveraged Buyouts: [Read Less](#) [-]

EW MBA 236M Turnarounds 2 Units

Offered through: Business Administration

Terms offered: Not yet offered

This course introduces the world of operational and strategic turnarounds of troubled and underperforming businesses. It focuses on the leadership practices that work in fixing flawed enterprises, from underperforming businesses to those on the brink of a death spiral. Most time in the course is spent learning how to more effectively lead companies that are underperforming or in trouble. The course is taught by cases, with the view that the best way to learn leadership is by taking the perspective of business leaders facing crises that demand new direction. Since a rescue plan only works if it is embraced, students take various roles in the cases, including bosses, subordinates, boards and lenders.

Turnarounds: [Read More](#) [+]

Hours & Format

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

Summer: 1 weeks - 40 hours of lecture per week

Additional Details

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

Grading: Letter grade.

Turnarounds: [Read Less](#) [-]

EW MBA 236V New Venture Finance 2 - 3 Units

Offered through: Business Administration

Terms offered: Prior to 2007

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.

New Venture Finance: [Read More](#) [+]

Rules & Requirements

Repeat rules: Course may be repeated for credit.

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

New Venture Finance: [Read Less](#) [-]

EW MBA 237 Topics in Finance 0.5 - 3 Units

Offered through: Business Administration

Terms offered: Summer 2015 10 Week Session, Fall 2014, Summer 2014 10 Week Session

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

Topics in Finance: Read More [+]

Rules & Requirements

Repeat rules: Course may be repeated for credit.

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.

Topics in Finance: Read Less [-]

EW MBA 240 Decision Models 2 Units

Offered through: Business Administration

Terms offered: Spring 2014, Fall 2013, Fall 2012

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.

Decision Models: Read More [+]

Rules & Requirements

Prerequisites: 203 and 204, or consent of instructor

Hours & Format

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

Additional Details

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

Grading: Letter grade.

Decision Models: Read Less [-]

EW MBA 246A Service Strategy 3 Units

Offered through: Business Administration

Terms offered: Fall 2006

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.

Service Strategy: Read More [+]

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.

Service Strategy: Read Less [-]

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

Offered through: Business Administration

Terms offered: Spring 2015

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.

Topics in Operations and Information Technology Management: Read More [+]

Rules & Requirements

Repeat rules: Course may be repeated for credit.

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

Topics in Operations and Information Technology Management: Read Less [-]

EW MBA 248A Supply Chain Management 3 Units

Offered through: Business Administration

Terms offered: Fall 2011, Fall 2010, Fall 2009

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.

Supply Chain Management: Read More [+]

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.

Supply Chain Management: Read Less [-]

EW MBA 252 Negotiations and Conflict Resolution 2 or 3 Units

Offered through: Business Administration

Terms offered: Fall 2015, Summer 2015 10 Week Session, Spring 2015

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.

Negotiations and Conflict Resolution: Read More [+]

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.

Negotiations and Conflict Resolution: Read Less [-]

EW MBA 254 Power and Politics in Organizations 2 or 3 Units

Offered through: Business Administration

Terms offered: Spring 2016, Spring 2015, Spring 2014

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.

Power and Politics in Organizations: Read More [+]

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.

Power and Politics in Organizations: Read Less [-]

EW MBA W254 Power and Politics in Organizations 2 Units

Offered through: Business Administration

Terms offered: Fall 2015, Fall 2014, Fall 2013

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.

Power and Politics in Organizations: Read More [+]

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

Power and Politics in Organizations: Read Less [-]

EW MBA 255 Leadership 1 - 3 Units

Offered through: Business Administration

Terms offered: Prior to 2007

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.

Leadership: Read More [\[+\]](#)

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.

Leadership: Read Less [\[-\]](#)

EW MBA 256 Global Leadership 3 Units

Offered through: Business Administration

Terms offered: Fall 2014, Fall 2013, Fall 2012

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.

Global Leadership: Read More [\[+\]](#)

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.

Global Leadership: Read Less [\[-\]](#)

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

Offered through: Business Administration

Terms offered: Fall 2016, Fall 2014, Spring 2014

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.

Special Topics in the Management of Organizations: Read More [\[+\]](#)

Rules & Requirements

Repeat rules: Course may be repeated for credit.

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.

Special Topics in the Management of Organizations: Read Less [\[-\]](#)

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

Offered through: Business Administration

Terms offered: Spring 2008

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.

International Business: Designing Global Organizations: Read More [\[+\]](#)

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.

International Business: Designing Global Organizations: Read Less [\[-\]](#)

EW MBA 260 Consumer Insights 3 Units

Offered through: Business Administration

Terms offered: Spring 2015, Fall 2006, Spring 2005

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.

Consumer Insights: [Read More](#) [+]

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

Consumer Insights: [Read Less](#) [-]

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

Offered through: Business Administration

Terms offered: Fall 2015, Spring 2015, Fall 2013

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.

Marketing Research: Tools and Techniques for Data Collection and Analysis: [Read More](#) [+]

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

Marketing Research: Tools and Techniques for Data Collection and Analysis: [Read Less](#) [-]

EW MBA 262 Strategic Brand Management 3 Units

Offered through: Business Administration

Terms offered: Spring 2016, Fall 2015, Spring 2015

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.

Strategic Brand Management: [Read More](#) [+]

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

Strategic Brand Management: [Read Less](#) [-]

EW MBA 262A Brand Manager Boot Camp 3 Units

Offered through: Business Administration

Terms offered: Prior to 2007

This course will immerse students in the roles and responsibilities of a Chief Marketing Officer (CMO). Students will examine key marketplace drivers of B2B and B2C companies and learn how to generate organic growth. Emphasis will be placed on practical skills needed to successfully execute job responsibilities. Students will explore various product launch strategies and marketing mixes in different country contexts, examine how to use Big Data to generate sales growth, and learn the key elements to producing and executing a strategic marketing plan. The course uses a combination of lecturer, case studies, and group and individual projects. Presentation and writing skills are given extra attention.

Brand Manager Boot Camp: [Read More](#) [+]

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.

Brand Manager Boot Camp: [Read Less](#) [-]

EW MBA 263 Marketing Analytics 3 Units

Offered through: Business Administration

Terms offered: Spring 2016, Fall 2007, Spring 2007

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.

Marketing Analytics: Read More [+]

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

Marketing Analytics: Read Less [-]

EW MBA 264 High Technology Marketing Management 3 Units

Offered through: Business Administration

Terms offered: Spring 2012, Spring 2011, Spring 2010

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.

High Technology Marketing Management: Read More [+]

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

High Technology Marketing Management: Read Less [-]

EW MBA 265 Influencing Consumers 2 - 3 Units

Offered through: Business Administration

Terms offered: Prior to 2007

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.

Influencing Consumers: Read More [+]

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.

Influencing Consumers: Read Less [-]

EW MBA 266 Sales Force Management and Channel Strategy 3 Units

Offered through: Business Administration

Terms offered: Spring 2010, Spring 2009, Summer 2006 10 Week Session

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.

Sales Force Management and Channel Strategy: Read More [+]

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.

Sales Force Management and Channel Strategy: Read Less [-]

EW MBA 267 Topics in Marketing 0.5 - 3 Units

Offered through: Business Administration

Terms offered: Fall 2015, Fall 2014, Spring 2014

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

Topics in Marketing: [Read More](#) [+]

Rules & Requirements

Repeat rules: Course may be repeated for credit.

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.

Topics in Marketing: [Read Less](#) [-]

EW MBA 268B International Marketing 3 Units

Offered through: Business Administration

Terms offered: Spring 2015, Fall 2012, Fall 2009

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.

International Marketing: [Read More](#) [+]

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.

International Marketing: [Read Less](#) [-]

EW MBA 268C Social Media Marketing 1 - 3 Units

Offered through: Business Administration

Terms offered: Fall 2014

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.

Social Media Marketing: [Read More](#) [+]

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.

Social Media Marketing: [Read Less](#) [-]

EW MBA 268D Design and Marketing New Products 3 Units

Offered through: Business Administration

Terms offered: Prior to 2007

With rapid advancements in materials and technologies, the product life cycle is getting shorter and shorter. Consequently, companies need to constantly improve existing products and develop new ones. This course examines the strategies, processes and methods used by these companies, and the cutting-edge tools and techniques used for new-product development. Readings and guest speakers from both product and services will be used to develop understanding and mastery. Upon conclusion, students will be able to identify new market space opportunities, evaluate qualitative and quantitative research and turn it into actionable decisions, and develop long-range business plans to meet both strategic and financial objectives of a new product launch.

Design and Marketing New Products: [Read More](#) [+]

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.

Design and Marketing New Products: [Read Less](#) [-]

EW MBA 269 Pricing 3 Units

Offered through: Business Administration

Terms offered: Spring 2015, Summer 2014 10 Week Session, Spring 2014

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.

Pricing: [Read More](#) [+]

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.

Pricing: [Read Less](#) [-]

EW MBA 273 Dynamic Capabilities and Innovation 2 - 3 Units

Offered through: Business Administration

Terms offered: Not yet offered

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.

Dynamic Capabilities and Innovation: [Read More](#) [+]

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.

Dynamic Capabilities and Innovation: [Read Less](#) [-]

EW MBA 275 Business Law: Managing the Legal Environment 3 Units

Offered through: Business Administration

Terms offered: Spring 2010, Fall 2008, Fall 2007

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.

Business Law: Managing the Legal Environment: [Read More](#) [+]

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.

Business Law: Managing the Legal Environment: [Read Less](#) [-]

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

Offered through: Business Administration

Terms offered: Fall 2013, Spring 2012, Spring 2011

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.

Special Topics in Business and Public Policy: [Read More](#) [+]

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

Special Topics in Business and Public Policy: [Read Less](#) [-]

EW MBA 280 Real Estate Investment and Market Analysis 3 Units

Offered through: Business Administration

Terms offered: Spring 2010, Spring 2009, Fall 2006

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.

Real Estate Investment and Market Analysis: Read More [+]

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

Real Estate Investment and Market Analysis: Read Less [-]

EW MBA 282 Real Estate Development 3 Units

Offered through: Business Administration

Terms offered: Fall 2014, Fall 2013

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.

Real Estate Development: Read More [+]

Rules & Requirements

Prerequisites: Consent of instructor

Repeat rules: Course may be repeated for credit.

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

Real Estate Development: Read Less [-]

EW MBA 283 Real Estate Finance and Securitization 3 Units

Offered through: Business Administration

Terms offered: Fall 2012, Fall 2010, Fall 2009

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.

Real Estate Finance and Securitization: Read More [+]

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

Real Estate Finance and Securitization: Read Less [-]

EW MBA 284 Real Estate Investment Strategy 3 Units

Offered through: Business Administration

Terms offered: Spring 2011, Spring 2010, Spring 2007

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.

Real Estate Investment Strategy: Read More [+]

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

Real Estate Investment Strategy: Read Less [-]

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

Offered through: Business Administration

Terms offered: Spring 2011, Fall 2009, Spring 2008

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.

Special Topics in Real Estate Economics and Finance: Read More [\[+\]](#)

Rules & Requirements

Prerequisites: Business Administration E280 and consent of instructor

Repeat rules: Course may be repeated for credit.

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

Special Topics in Real Estate Economics and Finance: Read Less [\[-\]](#)

EW MBA 290B Biotechnology Industry Perspectives and Business Development 2 Units

Offered through: Business Administration

Terms offered: Prior to 2007

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.

Biotechnology Industry Perspectives and Business Development: Read More [\[+\]](#)

Rules & Requirements

Repeat rules: Course may be repeated for credit.

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.

Biotechnology Industry Perspectives and Business Development: Read Less [\[-\]](#)

EW MBA 290E Innovation Strategies for Emerging Technologies 2 Units

Offered through: Business Administration

Terms offered: Not yet offered

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

Innovation Strategies for Emerging Technologies: Read More [\[+\]](#)

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.

Innovation Strategies for Emerging Technologies: Read Less [\[-\]](#)

EW MBA 290H Haas@Work 3 Units

Offered through: Business Administration

Terms offered: Fall 2015

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.

Haas@Work: Read More [\[+\]](#)

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.

Haas@Work: Read Less [\[-\]](#)

EW MBA 290I Managing Innovation and Change 3 Units

Offered through: Business Administration

Terms offered: Spring 2014, Spring 2013, Spring 2007

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.

Managing Innovation and Change: Read More [\[+\]](#)

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

Managing Innovation and Change: Read Less [\[-\]](#)

EW MBA 290K Innovation in Services and Business Models 2 Units

Offered through: Business Administration

Terms offered: Prior to 2007

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.

Innovation in Services and Business Models: Read More [\[+\]](#)

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

Innovation in Services and Business Models: Read Less [\[-\]](#)

EW MBA 290P Project Management Case Studies 1 Unit

Offered through: Business Administration

Terms offered: Prior to 2007

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

Project Management Case Studies: Read More [\[+\]](#)

Rules & Requirements

Prerequisites: Graduate standing

Hours & Format

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

Summer: 8 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 290L

Project Management Case Studies: Read Less [\[-\]](#)

EW MBA 290S Strategy for the Information Technology Firm 3 Units

Offered through: Business Administration

Terms offered: Prior to 2007

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.

Strategy for the Information Technology Firm: Read More [\[+\]](#)

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.

Strategy for the Information Technology Firm: Read Less [\[-\]](#)

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

Offered through: Business Administration

Terms offered: Spring 2016, Fall 2015, Spring 2015

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.

Special Topics in Innovation and Design: Read More [\[+\]](#)

Rules & Requirements

Repeat rules: Course may be repeated for credit.

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.

Special Topics in Innovation and Design: Read Less [\[-\]](#)

EW MBA 290V Corporate Strategy in Telecommunications and Media 3 Units

Offered through: Business Administration

Terms offered: Fall 2013

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.

Corporate Strategy in Telecommunications and Media: Read More [\[+\]](#)

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.

Corporate Strategy in Telecommunications and Media: Read Less [\[-\]](#)

EW MBA 291C Active Communicating 1 Unit

Offered through: Business Administration

Terms offered: Spring 2016, Fall 2015, Fall 2014

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.

Active Communicating: Read More [\[+\]](#)

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.

Active Communicating: Read Less [\[-\]](#)

EW MBA 291D Presentation Design for Analytical Communications 1 Unit

Offered through: Business Administration

Terms offered: Fall 2015, Spring 2010

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.

Presentation Design for Analytical Communications: Read More [\[+\]](#)

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.

Presentation Design for Analytical Communications: Read Less [\[-\]](#)

EW MBA 291I Improvisational Leadership 1 Unit

Offered through: Business Administration

Terms offered: Prior to 2007

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.

Improvisational Leadership: [Read More](#) [+]

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.

Improvisational Leadership: [Read Less](#) [-]

EW MBA 291L Leader as Coach 1 Unit

Offered through: Business Administration

Terms offered: Prior to 2007

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.

Leader as Coach: [Read More](#) [+]

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.

Leader as Coach: [Read Less](#) [-]

EW MBA 291S Storytelling for Leadership 1 Unit

Offered through: Business Administration

Terms offered: Prior to 2007

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.

Storytelling for Leadership: [Read More](#) [+]

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.

Storytelling for Leadership: [Read Less](#) [-]

EW MBA 291T Topics In Managerial Communications 1 - 3 Units

Offered through: Business Administration

Terms offered: Spring 2016, Spring 2011, Fall 2010

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.

Topics In Managerial Communications: [Read More](#) [+]

Rules & Requirements

Repeat rules: Course may be repeated for credit.

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

Topics In Managerial Communications: [Read Less](#) [-]

EW MBA 292A Strategy and Leadership for Social Impact 2 or 3 Units

Offered through: Business Administration

Terms offered: Fall 2010, Fall 2009, Fall 2006

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.

Strategy and Leadership for Social Impact: Read More [\[+\]](#)

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.

Strategy and Leadership for Social Impact: Read Less [\[-\]](#)

EW MBA 292B Nonprofit Boards 1 Unit

Offered through: Business Administration

Terms offered: Fall 2015, Spring 2014, Fall 2012

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.

Nonprofit Boards: Read More [\[+\]](#)

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.

Nonprofit Boards: Read Less [\[-\]](#)

EW MBA 292C Strategic and Sustainable Business Solutions 1 - 3 Units

Offered through: Business Administration

Terms offered: Spring 2013, Spring 2012, Fall 2010

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.

Strategic and Sustainable Business Solutions: Read More [\[+\]](#)

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.

Strategic and Sustainable Business Solutions: Read Less [\[-\]](#)

EW MBA 292F Strategic Financial Management of Nonprofit Organizations 1 Unit

Offered through: Business Administration

Terms offered: Spring 2014, Spring 2007

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.

Strategic Financial Management of Nonprofit Organizations: Read More [\[+\]](#)

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.

Strategic Financial Management of Nonprofit Organizations: Read Less [\[-\]](#)

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

Offered through: Business Administration

Terms offered: Fall 2014, Fall 2013

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.

Social Investing--Recent Findings in Management and Finance: Read More [\[+\]](#)

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

Social Investing--Recent Findings in Management and Finance: Read Less [\[-\]](#)

EW MBA 292J Haas Socially Responsible Investment Fund 2 Units

Offered through: Business Administration

Terms offered: Prior to 2007

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.

Haas Socially Responsible Investment Fund: Read More [\[+\]](#)

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.

Haas Socially Responsible Investment Fund: Read Less [\[-\]](#)

EW MBA 292N Topics in Social Sector Leadership 1 - 3 Units

Offered through: Business Administration

Terms offered: Fall 2015, Spring 2014, Fall 2013

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

Topics in Social Sector Leadership: Read More [\[+\]](#)

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.

Topics in Social Sector Leadership: Read Less [\[-\]](#)

EW MBA 292S Social Sector Solutions: Social Enterprise 3 Units

Offered through: Business Administration

Terms offered: Fall 2013, Spring 2012

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.

Social Sector Solutions: Social Enterprise: Read More [\[+\]](#)

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.

Social Sector Solutions: Social Enterprise: Read Less [\[-\]](#)

EW MBA 292T Topics in Socially Responsible Business 0.5 - 3 Units

Offered through: Business Administration

Terms offered: Fall 2015, Fall 2014, Fall 2013

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.

Topics in Socially Responsible Business: Read More [\[+\]](#)

Rules & Requirements

Repeat rules: Course may be repeated for credit.

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.

Topics in Socially Responsible Business: Read Less [\[-\]](#)

EW MBA 293 Individually Supervised Study for Graduate Students 1 - 5 Units

Offered through: Business Administration

Terms offered: Fall 2015, Spring 2015, Spring 2014

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.

Individually Supervised Study for Graduate Students: Read More [\[+\]](#)

Rules & Requirements

Repeat rules: Course may be repeated for credit.

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.

Individually Supervised Study for Graduate Students: Read Less [\[-\]](#)

EW MBA 293C Curricular Practical Training Internship 0.0 Units

Offered through: Business Administration

Terms offered: Summer 2012 10 Week Session, Summer 2010 10 Week Session

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.

Curricular Practical Training Internship: Read More [\[+\]](#)

Rules & Requirements

Repeat rules: Course may be repeated.

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

Curricular Practical Training Internship: Read Less [\[-\]](#)

EW MBA 295A Entrepreneurship 3 Units

Offered through: Business Administration

Terms offered: Spring 2016, Fall 2015, Spring 2015

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.

Entrepreneurship: Read More [\[+\]](#)

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

Entrepreneurship: Read Less [\[-\]](#)

EW MBA 295B Venture Capital and Private Equity 3 Units

Offered through: Business Administration

Terms offered: Fall 2015, Fall 2014, Fall 2013

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.

Venture Capital and Private Equity: [Read More](#) [+]

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.

Venture Capital and Private Equity: [Read Less](#) [-]

EW MBA 295C Opportunity Recognition: Technology and Entrepreneurship in Silicon Valley 2 Units

Offered through: Business Administration

Terms offered: Not yet offered

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

Opportunity Recognition: Technology and Entrepreneurship in Silicon Valley: [Read More](#) [+]

Hours & Format

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

Additional Details

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

Grading: Letter grade.

Opportunity Recognition: Technology and Entrepreneurship in Silicon Valley: [Read Less](#) [-]

EW MBA 295F The Lean Launch Pad 2 Units

Offered through: Business Administration

Terms offered: Spring 2011, Spring 2010, Spring 2009

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.

The Lean Launch Pad: [Read More](#) [+]

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.

The Lean Launch Pad: [Read Less](#) [-]

EW MBA 295I Entrepreneurship Workshop for Startups 2 Units

Offered through: Business Administration

Terms offered: Spring 2011, Fall 2010, Spring 2007

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.

Entrepreneurship Workshop for Startups: [Read More](#) [+]

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.

Entrepreneurship Workshop for Startups: [Read Less](#) [-]

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

Offered through: Business Administration

Terms offered: Fall 2015, Fall 2014, Fall 2013

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.

Business Model Innovation and Entrepreneurial Strategy: Read More [\[+\]](#)

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

Business Model Innovation and Entrepreneurial Strategy: Read Less [\[-\]](#)

EW MBA 295N Media: New and Otherwise 1 Unit

Offered through: Business Administration

Terms offered: Prior to 2007

This course provides students with an overview of the media business and how it is changing — from startups to global conglomerates. It addresses the economics of media organizations (and industries), their organizational structures, cultures, brands, and approaches. Some of the questions discussed include: (1) How do traditional media address changing technologies; (2) How is the media business driven by metrics and data; (3) How is it driven by artistic creativity; (4) Are media companies too big? Are they too small? Students will develop and present competitive strategies for media companies, hear from guest speakers, and discuss the transformations happening in media.

Media: New and Otherwise: Read More [\[+\]](#)

Hours & Format

Fall and/or spring: 7 weeks - 2 hours of lecture per week

Additional Details

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

Grading: Letter grade.

Media: New and Otherwise: Read Less [\[-\]](#)

EW MBA 295T Topics in Entrepreneurship 0.5 - 3 Units

Offered through: Business Administration

Terms offered: Spring 2013, Fall 2012, Spring 2012

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

Topics in Entrepreneurship: Read More [\[+\]](#)

Rules & Requirements

Repeat rules: Course may be repeated for credit.

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.

Topics in Entrepreneurship: Read Less [\[-\]](#)

EW MBA 296 Special Topics in Business Administration 1 - 3 Units

Offered through: Business Administration

Terms offered: Spring 2016, Fall 2015, Summer 2015 10 Week Session

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.

Special Topics in Business Administration: Read More [\[+\]](#)

Rules & Requirements

Prerequisites: Graduate standing

Repeat rules: Course may be repeated for credit.

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.

Special Topics in Business Administration: Read Less [\[-\]](#)

EW MBA 297A Healthcare in the 21st Century 3 Units

Offered through: Business Administration

Terms offered: Prior to 2007

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.

Healthcare in the 21st Century: Read More [+]

Rules & Requirements

Prerequisites: Master's level accounting and finance

Repeat rules: Course may be repeated for credit.

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.

Healthcare in the 21st Century: Read Less [-]

EW MBA 298S Seminar in International Business 2 or 3 Units

Offered through: Business Administration

Terms offered: Summer 2015 10 Week Session, Spring 2014, Summer 2013 10 Week Session

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.

Seminar in International Business: Read More [+]

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.

Seminar in International Business: Read Less [-]

EW MBA 298X EW MBA Exchange Program 1 - 15 Units

Offered through: Business Administration

Terms offered: Fall 2014, Fall 2012, Fall 2011

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.

EW MBA Exchange Program: Read More [+]

Rules & Requirements

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

Repeat rules: Course may be repeated for credit.

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 Exchange Program: Read Less [-]

EW MBA 299 Strategic Leadership 2 Units

Offered through: Business Administration

Terms offered: Fall 2015, Spring 2013, Spring 2012

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.

Strategic Leadership: Read More [+]

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

Strategic Leadership: Read Less [-]

EW MBA 299B Global Strategy and Multinational Enterprise 2 or 3 Units

Offered through: Business Administration

Terms offered: Fall 2015, Spring 2012, Spring 2011

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. Global Strategy and Multinational Enterprise: Read More [\[+\]](#)

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

Global Strategy and Multinational Enterprise: Read Less [\[-\]](#)

EW MBA 299E Competitive Strategy 1 - 3 Units

Offered through: Business Administration

Terms offered: Spring 2011, Fall 2010, Spring 2010

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. Competitive Strategy: Read More [\[+\]](#)

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

Competitive Strategy: Read Less [\[-\]](#)

EW MBA 299M Marketing Strategy 3 Units

Offered through: Business Administration

Terms offered: Fall 2015, Fall 2013, Fall 2012

Strategic planning theory and methods with an emphasis on customer, competitor, industry and environmental analysis and its application to strategy development and choice.

Marketing Strategy: Read More [\[+\]](#)

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

Marketing Strategy: Read Less [\[-\]](#)

Business Administration—MBA

EW MBA 200C Leadership Communications 1 Unit

Offered through: Business Administration

Terms offered: Spring 2015, Fall 2013, Fall 2012

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.

Leadership Communications: Read More [\[+\]](#)

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.

Leadership Communications: Read Less [\[-\]](#)

EW MBA 200P Problem Finding, Problem Solving 1 Unit

Offered through: Business Administration

Terms offered: Fall 2015, Summer 2015 10 Week Session, Spring 2015

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.

Problem Finding, Problem Solving: Read More [\[+\]](#)

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.

Problem Finding, Problem Solving: Read Less [\[-\]](#)

EW MBA 200S Data and Decisions 2 Units

Offered through: Business Administration

Terms offered: Prior to 2007

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.

Data and Decisions: Read More [\[+\]](#)

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.

Data and Decisions: Read Less [\[-\]](#)

EW MBA 201A Economics for Business Decision Making 2 Units

Offered through: Business Administration

Terms offered: Fall 2015, Fall 2014, Fall 2013

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.

Economics for Business Decision Making: Read More [\[+\]](#)

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

Economics for Business Decision Making: Read Less [\[-\]](#)

EW MBA 201B Macroeconomics in the Global Economy 2 Units

Offered through: Business Administration

Terms offered: Spring 2015, Spring 2013, Spring 2012

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.

Macroeconomics in the Global Economy: Read More [\[+\]](#)

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

Macroeconomics in the Global Economy: Read Less [\[-\]](#)

EW MBA 202 Financial Accounting 2 Units

Offered through: Business Administration

Terms offered: Spring 2015, Fall 2013, Fall 2011

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.

Financial Accounting: Read More [\[+\]](#)

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.

Financial Accounting: Read Less [\[-\]](#)

EW MBA 203 Introduction to Finance 2 Units

Offered through: Business Administration

Terms offered: Spring 2015, Spring 2013, Spring 2012

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.

Introduction to Finance: Read More [\[+\]](#)

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

Introduction to Finance: Read Less [\[-\]](#)

EW MBA 204 Operations 2 Units

Offered through: Business Administration

Terms offered: Fall 2015, Spring 2013, Spring 2012

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.

Operations: Read More [\[+\]](#)

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

Operations: Read Less [\[-\]](#)

EW MBA 205 Leading People 2 Units

Offered through: Business Administration

Terms offered: Fall 2015, Fall 2014, Fall 2013

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.

Leading People: Read More [\[+\]](#)

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

Leading People: Read Less [\[-\]](#)

EW MBA 205L Leadership 1 Unit

Offered through: Business Administration

Terms offered: Spring 2009, Spring 2008

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.

Leadership: Read More [+]

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.

Leadership: Read Less [-]

EW MBA 206 Marketing Management 2 Units

Offered through: Business Administration

Terms offered: Fall 2015, Fall 2014, Fall 2013

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.

Marketing Management: Read More [+]

Rules & Requirements

Prerequisites: Business Administration E200

Hours & Format

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

Summer: 7 weeks - 4 hours of lecture per week

Additional Details

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

Grading: Letter grade.

Marketing Management: Read Less [-]

EW MBA 207 Ethics and Responsibility in Business 1 Unit

Offered through: Business Administration

Terms offered: Spring 2015, Spring 2013, Spring 2012

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.

Ethics and Responsibility in Business: Read More [+]

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

Ethics and Responsibility in Business: Read Less [-]

EW MBA 210 Strategy, Structure, and Incentives 3 Units

Offered through: Business Administration

Terms offered: Fall 2012, Fall 2011, Fall 2010

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.

Strategy, Structure, and Incentives: Read More [+]

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.

Strategy, Structure, and Incentives: Read Less [-]

EW MBA 211 Game Theory 1 - 3 Units

Offered through: Business Administration

Terms offered: Summer 2015 10 Week Session, Spring 2014, Fall 2012

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.

Game Theory: Read More [+]

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.

Game Theory: Read Less [-]

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

Offered through: Business Administration

Terms offered: Spring 2016

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.

Game Theory (Online Version): Read More [+]

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.

Game Theory (Online Version): Read Less [-]

EW MBA 212 Energy and Environmental Markets 3 Units

Offered through: Business Administration

Terms offered: Spring 2010, Spring 2009, Spring 2007

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.

Energy and Environmental Markets: Read More [+]

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

Energy and Environmental Markets: Read Less [-]

EW MBA 212A Cleantech to Market 3 Units

Offered through: Business Administration

Terms offered: Fall 2015

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.

Cleantech to Market: Read More [+]

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.

Cleantech to Market: Read Less [-]

EW MBA 212B Legal and Regulatory Frameworks for Energy and Infrastructure Project Finance 1 Unit

Offered through: Business Administration

Terms offered: Not yet offered

This course will explore the key commercial, legal, economic and policy issues affecting the development and financing of infrastructure projects, with special emphasis on practical concerns related to investments in alternative energy and other power generation facilities. These topics will be raised in the context of comparative, real-world case studies of different types of energy and infrastructure projects.

Legal and Regulatory Frameworks for Energy and Infrastructure Project Finance: [Read More](#) [+]

Hours & Format

Fall and/or spring: 2 weeks - 7 hours of lecture per week

Additional Details

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

Grading: Letter grade.

Legal and Regulatory Frameworks for Energy and Infrastructure Project Finance: [Read Less](#) [-]

EW MBA 212C Modeling for Energy and Infrastructure Project Finance 1 Unit

Offered through: Business Administration

Terms offered: Prior to 2007

This course compliments the course "Legal and Regulatory Frameworks for Energy and Infrastructure Project Finance". Where the former focuses on the legal and risk framework for project financings, this course is devoted to the financial and quantitative aspects of project finance.

The course focuses on the application of project finance to the power generation industry with a particular emphasis on examples from gas-fired, wind and solar technologies.

Modeling for Energy and Infrastructure Project Finance: [Read More](#) [+]

Hours & Format

Fall and/or spring: 2 weeks - 7 hours of lecture per week

Additional Details

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

Grading: Letter grade.

Modeling for Energy and Infrastructure Project Finance: [Read Less](#) [-]

EW MBA 215 Business Strategies for Emerging Markets: Management, Investment, and Opportunities 1 - 3 Units

Offered through: Business Administration

Terms offered: Fall 2015, Fall 2014, Spring 2012

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.

Business Strategies for Emerging Markets: Management, Investment, and Opportunities: [Read More](#) [+]

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.

Business Strategies for Emerging Markets: Management, Investment, and Opportunities: [Read Less](#) [-]

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

Offered through: Business Administration

Terms offered: Spring 2015, Spring 2014, Fall 2012

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.

Topics in Economic Analysis and Policy: [Read More](#) [+]

Rules & Requirements

Repeat rules: Course may be repeated for credit.

Hours & Format

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

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

Additional Details

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

Grading: Letter grade.

Topics in Economic Analysis and Policy: [Read Less](#) [-]

EW MBA 222 Financial Information Analysis 3 Units

Offered through: Business Administration

Terms offered: Fall 2015, Spring 2015, Fall 2014

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.

Financial Information Analysis: Read More [+]

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

Financial Information Analysis: Read Less [-]

EW MBA 223 Financial Reporting Analysis for Investors 3 Units

Offered through: Business Administration

Terms offered: Spring 2011, Spring 2010, Fall 2006

Intensive study of the theory and practice of financial accounting. Asset and liability measurement, income determination, financial reporting.

Financial Reporting Analysis for Investors: Read More [+]

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.

Financial Reporting Analysis for Investors: Read Less [-]

EW MBA 224A Managerial Accounting 2 Units

Offered through: Business Administration

Terms offered: Spring 2015, Fall 2014, Fall 2012

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.

Managerial Accounting: Read More [+]

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

Managerial Accounting: Read Less [-]

EW MBA 227B Taxes and Firm Strategy 3 Units

Offered through: Business Administration

Terms offered: Spring 2007, Spring 2006, Spring 2005

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

Taxes and Firm Strategy: Read More [+]

Rules & Requirements

Prerequisites: Business Administration E202A and E202B or equivalents

Repeat rules: Course may be repeated for credit.

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

Taxes and Firm Strategy: Read Less [-]

EW MBA 231 Corporate Finance 3 Units

Offered through: Business Administration

Terms offered: Spring 2015, Fall 2013, Summer 2013 10 Week Session

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.

Corporate Finance: Read More [+]

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

Corporate Finance: Read Less [-]

EW MBA 232 Financial Institutions and Markets 3 Units

Offered through: Business Administration

Terms offered: Spring 2010, Spring 2009, Spring 2008

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.

Financial Institutions and Markets: Read More [+]

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

Financial Institutions and Markets: Read Less [-]

EW MBA 233 Asset Management 3 Units

Offered through: Business Administration

Terms offered: Spring 2013, Spring 2010, Fall 2006

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.

Asset Management: Read More [+]

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.

Asset Management: Read Less [-]

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

Offered through: Business Administration

Terms offered: Fall 2005

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.

Corporate Risk Management and Valuation Using Derivatives: Read More [+]

Rules & Requirements

Prerequisites: Evening and Weekend Masters in Business Administration 233

Repeat rules: Course may be repeated for credit.

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.

Corporate Risk Management and Valuation Using Derivatives: Read Less [-]

EW MBA 236B Investment Strategies and Styles 2 Units

Offered through: Business Administration

Terms offered: Fall 2013, Fall 2011, Fall 2009

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.

Investment Strategies and Styles: Read More [\[+\]](#)

Rules & Requirements

Prerequisites: Business Administration E203 plus one additional graduate finance course

Repeat rules: Course may be repeated for credit.

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

Investment Strategies and Styles: Read Less [\[-\]](#)

EW MBA 236C Global Financial Services 3 Units

Offered through: Business Administration

Terms offered: Fall 2011, Fall 2010, Fall 2009

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.

Global Financial Services: Read More [\[+\]](#)

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.

Global Financial Services: Read Less [\[-\]](#)

EW MBA 236D Portfolio Management 3 Units

Offered through: Business Administration

Terms offered: Fall 2013, Fall 2010, Fall 2009

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.

Portfolio Management: Read More [\[+\]](#)

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.

Portfolio Management: Read Less [\[-\]](#)

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

Offered through: Business Administration

Terms offered: Spring 2015, Fall 2014, Fall 2013

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.

Mergers and Acquisitions: A Focus on Creating Value: Read More [\[+\]](#)

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.

Mergers and Acquisitions: A Focus on Creating Value: Read Less [\[-\]](#)

EW MBA 236F Behavioral Finance 1 - 3 Units

Offered through: Business Administration

Terms offered: Spring 2013, Fall 2012, Spring 2007

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. Behavioral Finance: Read More [\[+\]](#)

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.

Behavioral Finance: Read Less [\[-\]](#)

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

Offered through: Business Administration

Terms offered: Fall 2015, Fall 2014, Fall 2013

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.

Designing Financial Models that Work: Read More [\[+\]](#)

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.

Designing Financial Models that Work: Read Less [\[-\]](#)

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

Offered through: Business Administration

Terms offered: Spring 2015

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.

Financial Statement Modeling for Finance Careers: Read More [\[+\]](#)

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.

Financial Statement Modeling for Finance Careers: Read Less [\[-\]](#)

EW MBA 236I Fixed Income 2 Units

Offered through: Business Administration

Terms offered: Not yet offered

This course first surveys the basics of fixed income: terminology, security types, debt and money markets. Attention then moves to the valuation of cash flows, term structure of interest rates and modeling of credit risk. Building on that foundation, the course then examines the key role that fixed income plays in the global financial system, other asset classes and derivatives. The course is firmly grounded in a quantitative and analytical approach, with each topic placed in the relevant real world context -- for example, the role that high yield securities play in an LBO, and negotiation of bond covenants. The course is at the more quantitative end of the MBA curriculum, with a large focus on bond math, including duration and convexity.

Fixed Income: Read More [\[+\]](#)

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.

Fixed Income: Read Less [\[-\]](#)

EW MBA 236J Hedge Fund Strategies 3 Units

Offered through: Business Administration

Terms offered: Not yet offered

This course combines broad exposure to the many types of hedge funds and their strategies, together with hands-on development of unique investment strategies within student teams. Course content delivered via speakers representing different sectors of the hedge fund industry, lectures, readings and individual and team projects. Students also learn about investing in hedge funds, including evaluation of fund performance. Concurrently, student teams develop their own investment strategies by exploring unique expertise and insights that are resident within the teams, forming original theses on changes and catalysts, incorporating lessons from hedge fund speakers, and crafting investment strategies designed to capitalize on the teams' insights.

Hedge Fund Strategies: [Read More](#) [+]

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.

Hedge Fund Strategies: [Read Less](#) [-]

EW MBA 236L Private Equity, Leveraged Buyouts 1 or 2 Units

Offered through: Business Administration

Terms offered: Not yet offered

This course focuses primarily on leveraged buyouts (LBOs), as the largest category of PE transactions. The study includes the sourcing of potential acquisitions, analysis of operations and potential improvements, corporate valuation, optimal capital structures, modeling of expected cash flows and debt repayment, negotiation of purchase price and financing terms, incentivizing management teams, and eventual monetizing investments through M&A or IPOs. These subjects are studied through lectures, interactive discussion, case studies, individual assignments and especially group projects. The 2-unit section covers a broader spectrum of types of PE transactions and includes guest speakers from the PE industry, and a more expansive final project.

Private Equity, Leveraged Buyouts: [Read More](#) [+]

Hours & Format

Fall and/or spring: 15 weeks - 1-2 hours of lecture per week

Additional Details

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

Grading: Letter grade.

Private Equity, Leveraged Buyouts: [Read Less](#) [-]

EW MBA 236M Turnarounds 2 Units

Offered through: Business Administration

Terms offered: Not yet offered

This course introduces the world of operational and strategic turnarounds of troubled and underperforming businesses. It focuses on the leadership practices that work in fixing flawed enterprises, from underperforming businesses to those on the brink of a death spiral. Most time in the course is spent learning how to more effectively lead companies that are underperforming or in trouble. The course is taught by cases, with the view that the best way to learn leadership is by taking the perspective of business leaders facing crises that demand new direction. Since a rescue plan only works if it is embraced, students take various roles in the cases, including bosses, subordinates, boards and lenders.

Turnarounds: [Read More](#) [+]

Hours & Format

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

Summer: 1 weeks - 40 hours of lecture per week

Additional Details

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

Grading: Letter grade.

Turnarounds: [Read Less](#) [-]

EW MBA 236V New Venture Finance 2 - 3 Units

Offered through: Business Administration

Terms offered: Prior to 2007

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.

New Venture Finance: [Read More](#) [+]

Rules & Requirements

Repeat rules: Course may be repeated for credit.

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

New Venture Finance: [Read Less](#) [-]

EW MBA 237 Topics in Finance 0.5 - 3 Units

Offered through: Business Administration

Terms offered: Summer 2015 10 Week Session, Fall 2014, Summer 2014 10 Week Session

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

Topics in Finance: Read More [+]

Rules & Requirements

Repeat rules: Course may be repeated for credit.

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.

Topics in Finance: Read Less [-]

EW MBA 240 Decision Models 2 Units

Offered through: Business Administration

Terms offered: Spring 2014, Fall 2013, Fall 2012

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.

Decision Models: Read More [+]

Rules & Requirements

Prerequisites: 203 and 204, or consent of instructor

Hours & Format

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

Additional Details

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

Grading: Letter grade.

Decision Models: Read Less [-]

EW MBA 246A Service Strategy 3 Units

Offered through: Business Administration

Terms offered: Fall 2006

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.

Service Strategy: Read More [+]

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.

Service Strategy: Read Less [-]

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

Offered through: Business Administration

Terms offered: Spring 2015

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.

Topics in Operations and Information Technology Management: Read More [+]

Rules & Requirements

Repeat rules: Course may be repeated for credit.

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

Topics in Operations and Information Technology Management: Read Less [-]

EW MBA 248A Supply Chain Management 3 Units

Offered through: Business Administration

Terms offered: Fall 2011, Fall 2010, Fall 2009

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.

Supply Chain Management: Read More [\[+\]](#)

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.

Supply Chain Management: Read Less [\[-\]](#)

EW MBA 252 Negotiations and Conflict Resolution 2 or 3 Units

Offered through: Business Administration

Terms offered: Fall 2015, Summer 2015 10 Week Session, Spring 2015

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.

Negotiations and Conflict Resolution: Read More [\[+\]](#)

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.

Negotiations and Conflict Resolution: Read Less [\[-\]](#)

EW MBA 254 Power and Politics in Organizations 2 or 3 Units

Offered through: Business Administration

Terms offered: Spring 2016, Spring 2015, Spring 2014

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.

Power and Politics in Organizations: Read More [\[+\]](#)

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.

Power and Politics in Organizations: Read Less [\[-\]](#)

EW MBA W254 Power and Politics in Organizations 2 Units

Offered through: Business Administration

Terms offered: Fall 2015, Fall 2014, Fall 2013

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.

Power and Politics in Organizations: Read More [\[+\]](#)

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

Power and Politics in Organizations: Read Less [\[-\]](#)

EW MBA 255 Leadership 1 - 3 Units

Offered through: Business Administration

Terms offered: Prior to 2007

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.

Leadership: [Read More](#) [+]

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.

Leadership: [Read Less](#) [-]

EW MBA 256 Global Leadership 3 Units

Offered through: Business Administration

Terms offered: Fall 2014, Fall 2013, Fall 2012

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.

Global Leadership: [Read More](#) [+]

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.

Global Leadership: [Read Less](#) [-]

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

Offered through: Business Administration

Terms offered: Fall 2016, Fall 2014, Spring 2014

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.

Special Topics in the Management of Organizations: [Read More](#) [+]

Rules & Requirements

Repeat rules: Course may be repeated for credit.

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.

Special Topics in the Management of Organizations: [Read Less](#) [-]

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

Offered through: Business Administration

Terms offered: Spring 2008

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.

International Business: Designing Global Organizations: [Read More](#) [+]

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.

International Business: Designing Global Organizations: [Read Less](#) [-]

EW MBA 260 Consumer Insights 3 Units

Offered through: Business Administration

Terms offered: Spring 2015, Fall 2006, Spring 2005

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.

Consumer Insights: Read More [\[+\]](#)

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

Consumer Insights: Read Less [\[-\]](#)

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

Offered through: Business Administration

Terms offered: Fall 2015, Spring 2015, Fall 2013

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.

Marketing Research: Tools and Techniques for Data Collection and Analysis: Read More [\[+\]](#)

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

Marketing Research: Tools and Techniques for Data Collection and Analysis: Read Less [\[-\]](#)

EW MBA 262 Strategic Brand Management 3 Units

Offered through: Business Administration

Terms offered: Spring 2016, Fall 2015, Spring 2015

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.

Strategic Brand Management: Read More [\[+\]](#)

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

Strategic Brand Management: Read Less [\[-\]](#)

EW MBA 262A Brand Manager Boot Camp 3 Units

Offered through: Business Administration

Terms offered: Prior to 2007

This course will immerse students in the roles and responsibilities of a Chief Marketing Officer (CMO). Students will examine key marketplace drivers of B2B and B2C companies and learn how to generate organic growth. Emphasis will be placed on practical skills needed to successfully execute job responsibilities. Students will explore various product launch strategies and marketing mixes in different country contexts, examine how to use Big Data to generate sales growth, and learn the key elements to producing and executing a strategic marketing plan. The course uses a combination of lecturer, case studies, and group and individual projects. Presentation and writing skills are given extra attention.

Brand Manager Boot Camp: Read More [\[+\]](#)

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.

Brand Manager Boot Camp: Read Less [\[-\]](#)

EW MBA 263 Marketing Analytics 3 Units

Offered through: Business Administration

Terms offered: Spring 2016, Fall 2007, Spring 2007

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.

Marketing Analytics: Read More [+]

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

Marketing Analytics: Read Less [-]

EW MBA 264 High Technology Marketing Management 3 Units

Offered through: Business Administration

Terms offered: Spring 2012, Spring 2011, Spring 2010

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.

High Technology Marketing Management: Read More [+]

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

High Technology Marketing Management: Read Less [-]

EW MBA 265 Influencing Consumers 2 - 3 Units

Offered through: Business Administration

Terms offered: Prior to 2007

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.

Influencing Consumers: Read More [+]

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.

Influencing Consumers: Read Less [-]

EW MBA 266 Sales Force Management and Channel Strategy 3 Units

Offered through: Business Administration

Terms offered: Spring 2010, Spring 2009, Summer 2006 10 Week Session

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.

Sales Force Management and Channel Strategy: Read More [+]

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.

Sales Force Management and Channel Strategy: Read Less [-]

EW MBA 267 Topics in Marketing 0.5 - 3 Units

Offered through: Business Administration

Terms offered: Fall 2015, Fall 2014, Spring 2014

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

Topics in Marketing: Read More [+]

Rules & Requirements

Repeat rules: Course may be repeated for credit.

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.

Topics in Marketing: Read Less [-]

EW MBA 268B International Marketing 3 Units

Offered through: Business Administration

Terms offered: Spring 2015, Fall 2012, Fall 2009

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.

International Marketing: Read More [+]

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.

International Marketing: Read Less [-]

EW MBA 268C Social Media Marketing 1 - 3 Units

Offered through: Business Administration

Terms offered: Fall 2014

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.

Social Media Marketing: Read More [+]

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.

Social Media Marketing: Read Less [-]

EW MBA 268D Design and Marketing New Products 3 Units

Offered through: Business Administration

Terms offered: Prior to 2007

With rapid advancements in materials and technologies, the product life cycle is getting shorter and shorter. Consequently, companies need to constantly improve existing products and develop new ones. This course examines the strategies, processes and methods used by these companies, and the cutting-edge tools and techniques used for new-product development. Readings and guest speakers from both product and services will be used to develop understanding and mastery. Upon conclusion, students will be able to identify new market space opportunities, evaluate qualitative and quantitative research and turn it into actionable decisions, and develop long-range business plans to meet both strategic and financial objectives of a new product launch.

Design and Marketing New Products: Read More [+]

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.

Design and Marketing New Products: Read Less [-]

EW MBA 269 Pricing 3 Units

Offered through: Business Administration

Terms offered: Spring 2015, Summer 2014 10 Week Session, Spring 2014

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.

Pricing: [Read More](#) [+]

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.

Pricing: [Read Less](#) [-]

EW MBA 273 Dynamic Capabilities and Innovation 2 - 3 Units

Offered through: Business Administration

Terms offered: Not yet offered

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.

Dynamic Capabilities and Innovation: [Read More](#) [+]

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.

Dynamic Capabilities and Innovation: [Read Less](#) [-]

EW MBA 275 Business Law: Managing the Legal Environment 3 Units

Offered through: Business Administration

Terms offered: Spring 2010, Fall 2008, Fall 2007

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.

Business Law: Managing the Legal Environment: [Read More](#) [+]

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.

Business Law: Managing the Legal Environment: [Read Less](#) [-]

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

Offered through: Business Administration

Terms offered: Fall 2013, Spring 2012, Spring 2011

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.

Special Topics in Business and Public Policy: [Read More](#) [+]

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

Special Topics in Business and Public Policy: [Read Less](#) [-]

EW MBA 280 Real Estate Investment and Market Analysis 3 Units

Offered through: Business Administration

Terms offered: Spring 2010, Spring 2009, Fall 2006

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.

Real Estate Investment and Market Analysis: Read More [+]

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

Real Estate Investment and Market Analysis: Read Less [-]

EW MBA 282 Real Estate Development 3 Units

Offered through: Business Administration

Terms offered: Fall 2014, Fall 2013

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.

Real Estate Development: Read More [+]

Rules & Requirements

Prerequisites: Consent of instructor

Repeat rules: Course may be repeated for credit.

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

Real Estate Development: Read Less [-]

EW MBA 283 Real Estate Finance and Securitization 3 Units

Offered through: Business Administration

Terms offered: Fall 2012, Fall 2010, Fall 2009

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.

Real Estate Finance and Securitization: Read More [+]

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

Real Estate Finance and Securitization: Read Less [-]

EW MBA 284 Real Estate Investment Strategy 3 Units

Offered through: Business Administration

Terms offered: Spring 2011, Spring 2010, Spring 2007

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.

Real Estate Investment Strategy: Read More [+]

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

Real Estate Investment Strategy: Read Less [-]

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

Offered through: Business Administration

Terms offered: Spring 2011, Fall 2009, Spring 2008

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.

Special Topics in Real Estate Economics and Finance: Read More [\[+\]](#)

Rules & Requirements

Prerequisites: Business Administration E280 and consent of instructor

Repeat rules: Course may be repeated for credit.

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

Special Topics in Real Estate Economics and Finance: Read Less [\[-\]](#)

EW MBA 290B Biotechnology Industry Perspectives and Business Development 2 Units

Offered through: Business Administration

Terms offered: Prior to 2007

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.

Biotechnology Industry Perspectives and Business Development: Read More [\[+\]](#)

Rules & Requirements

Repeat rules: Course may be repeated for credit.

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.

Biotechnology Industry Perspectives and Business Development: Read Less [\[-\]](#)

EW MBA 290E Innovation Strategies for Emerging Technologies 2 Units

Offered through: Business Administration

Terms offered: Not yet offered

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

Innovation Strategies for Emerging Technologies: Read More [\[+\]](#)

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.

Innovation Strategies for Emerging Technologies: Read Less [\[-\]](#)

EW MBA 290H Haas@Work 3 Units

Offered through: Business Administration

Terms offered: Fall 2015

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.

Haas@Work: Read More [\[+\]](#)

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.

Haas@Work: Read Less [\[-\]](#)

EW MBA 290I Managing Innovation and Change 3 Units

Offered through: Business Administration

Terms offered: Spring 2014, Spring 2013, Spring 2007

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.

Managing Innovation and Change: Read More [\[+\]](#)

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

Managing Innovation and Change: Read Less [\[-\]](#)

EW MBA 290K Innovation in Services and Business Models 2 Units

Offered through: Business Administration

Terms offered: Prior to 2007

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.

Innovation in Services and Business Models: Read More [\[+\]](#)

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

Innovation in Services and Business Models: Read Less [\[-\]](#)

EW MBA 290P Project Management Case Studies 1 Unit

Offered through: Business Administration

Terms offered: Prior to 2007

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

Project Management Case Studies: Read More [\[+\]](#)

Rules & Requirements

Prerequisites: Graduate standing

Hours & Format

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

Summer: 8 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 290L

Project Management Case Studies: Read Less [\[-\]](#)

EW MBA 290S Strategy for the Information Technology Firm 3 Units

Offered through: Business Administration

Terms offered: Prior to 2007

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.

Strategy for the Information Technology Firm: Read More [\[+\]](#)

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.

Strategy for the Information Technology Firm: Read Less [\[-\]](#)

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

Offered through: Business Administration

Terms offered: Spring 2016, Fall 2015, Spring 2015

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.

Special Topics in Innovation and Design: Read More [\[+\]](#)

Rules & Requirements

Repeat rules: Course may be repeated for credit.

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.

Special Topics in Innovation and Design: Read Less [\[-\]](#)

EW MBA 290V Corporate Strategy in Telecommunications and Media 3 Units

Offered through: Business Administration

Terms offered: Fall 2013

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.

Corporate Strategy in Telecommunications and Media: Read More [\[+\]](#)

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.

Corporate Strategy in Telecommunications and Media: Read Less [\[-\]](#)

EW MBA 291C Active Communicating 1 Unit

Offered through: Business Administration

Terms offered: Spring 2016, Fall 2015, Fall 2014

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.

Active Communicating: Read More [\[+\]](#)

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.

Active Communicating: Read Less [\[-\]](#)

EW MBA 291D Presentation Design for Analytical Communications 1 Unit

Offered through: Business Administration

Terms offered: Fall 2015, Spring 2010

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.

Presentation Design for Analytical Communications: Read More [\[+\]](#)

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.

Presentation Design for Analytical Communications: Read Less [\[-\]](#)

EW MBA 291I Improvisational Leadership 1 Unit

Offered through: Business Administration

Terms offered: Prior to 2007

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.

Improvisational Leadership: [Read More](#) [+]

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.

Improvisational Leadership: [Read Less](#) [-]

EW MBA 291L Leader as Coach 1 Unit

Offered through: Business Administration

Terms offered: Prior to 2007

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.

Leader as Coach: [Read More](#) [+]

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.

Leader as Coach: [Read Less](#) [-]

EW MBA 291S Storytelling for Leadership 1 Unit

Offered through: Business Administration

Terms offered: Prior to 2007

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.

Storytelling for Leadership: [Read More](#) [+]

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.

Storytelling for Leadership: [Read Less](#) [-]

EW MBA 291T Topics In Managerial Communications 1 - 3 Units

Offered through: Business Administration

Terms offered: Spring 2016, Spring 2011, Fall 2010

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.

Topics In Managerial Communications: [Read More](#) [+]

Rules & Requirements

Repeat rules: Course may be repeated for credit.

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

Topics In Managerial Communications: [Read Less](#) [-]

EW MBA 292A Strategy and Leadership for Social Impact 2 or 3 Units

Offered through: Business Administration

Terms offered: Fall 2010, Fall 2009, Fall 2006

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.

Strategy and Leadership for Social Impact: Read More [\[+\]](#)

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.

Strategy and Leadership for Social Impact: Read Less [\[-\]](#)

EW MBA 292B Nonprofit Boards 1 Unit

Offered through: Business Administration

Terms offered: Fall 2015, Spring 2014, Fall 2012

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.

Nonprofit Boards: Read More [\[+\]](#)

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.

Nonprofit Boards: Read Less [\[-\]](#)

EW MBA 292C Strategic and Sustainable Business Solutions 1 - 3 Units

Offered through: Business Administration

Terms offered: Spring 2013, Spring 2012, Fall 2010

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.

Strategic and Sustainable Business Solutions: Read More [\[+\]](#)

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.

Strategic and Sustainable Business Solutions: Read Less [\[-\]](#)

EW MBA 292F Strategic Financial Management of Nonprofit Organizations 1 Unit

Offered through: Business Administration

Terms offered: Spring 2014, Spring 2007

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.

Strategic Financial Management of Nonprofit Organizations: Read More [\[+\]](#)

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.

Strategic Financial Management of Nonprofit Organizations: Read Less [\[-\]](#)

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

Offered through: Business Administration

Terms offered: Fall 2014, Fall 2013

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.

Social Investing--Recent Findings in Management and Finance: Read More [\[+\]](#)

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

Social Investing--Recent Findings in Management and Finance: Read Less [\[-\]](#)

EW MBA 292J Haas Socially Responsible Investment Fund 2 Units

Offered through: Business Administration

Terms offered: Prior to 2007

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.

Haas Socially Responsible Investment Fund: Read More [\[+\]](#)

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.

Haas Socially Responsible Investment Fund: Read Less [\[-\]](#)

EW MBA 292N Topics in Social Sector Leadership 1 - 3 Units

Offered through: Business Administration

Terms offered: Fall 2015, Spring 2014, Fall 2013

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

Topics in Social Sector Leadership: Read More [\[+\]](#)

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.

Topics in Social Sector Leadership: Read Less [\[-\]](#)

EW MBA 292S Social Sector Solutions: Social Enterprise 3 Units

Offered through: Business Administration

Terms offered: Fall 2013, Spring 2012

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.

Social Sector Solutions: Social Enterprise: Read More [\[+\]](#)

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.

Social Sector Solutions: Social Enterprise: Read Less [\[-\]](#)

EW MBA 292T Topics in Socially Responsible Business 0.5 - 3 Units

Offered through: Business Administration

Terms offered: Fall 2015, Fall 2014, Fall 2013

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.

Topics in Socially Responsible Business: [Read More](#) [+]

Rules & Requirements

Repeat rules: Course may be repeated for credit.

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.

Topics in Socially Responsible Business: [Read Less](#) [-]

EW MBA 293 Individually Supervised Study for Graduate Students 1 - 5 Units

Offered through: Business Administration

Terms offered: Fall 2015, Spring 2015, Spring 2014

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.

Individually Supervised Study for Graduate Students: [Read More](#) [+]

Rules & Requirements

Repeat rules: Course may be repeated for credit.

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.

Individually Supervised Study for Graduate Students: [Read Less](#) [-]

EW MBA 293C Curricular Practical Training Internship 0.0 Units

Offered through: Business Administration

Terms offered: Summer 2012 10 Week Session, Summer 2010 10 Week Session

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.

Curricular Practical Training Internship: [Read More](#) [+]

Rules & Requirements

Repeat rules: Course may be repeated.

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

Curricular Practical Training Internship: [Read Less](#) [-]

EW MBA 295A Entrepreneurship 3 Units

Offered through: Business Administration

Terms offered: Spring 2016, Fall 2015, Spring 2015

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.

Entrepreneurship: [Read More](#) [+]

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

Entrepreneurship: [Read Less](#) [-]

EW MBA 295B Venture Capital and Private Equity 3 Units

Offered through: Business Administration

Terms offered: Fall 2015, Fall 2014, Fall 2013

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.

Venture Capital and Private Equity: [Read More](#) [+]

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.

Venture Capital and Private Equity: [Read Less](#) [-]

EW MBA 295C Opportunity Recognition: Technology and Entrepreneurship in Silicon Valley 2 Units

Offered through: Business Administration

Terms offered: Not yet offered

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

Opportunity Recognition: Technology and Entrepreneurship in Silicon Valley: [Read More](#) [+]

Hours & Format

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

Additional Details

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

Grading: Letter grade.

Opportunity Recognition: Technology and Entrepreneurship in Silicon Valley: [Read Less](#) [-]

EW MBA 295F The Lean Launch Pad 2 Units

Offered through: Business Administration

Terms offered: Spring 2011, Spring 2010, Spring 2009

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.

The Lean Launch Pad: [Read More](#) [+]

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.

The Lean Launch Pad: [Read Less](#) [-]

EW MBA 295I Entrepreneurship Workshop for Startups 2 Units

Offered through: Business Administration

Terms offered: Spring 2011, Fall 2010, Spring 2007

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.

Entrepreneurship Workshop for Startups: [Read More](#) [+]

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.

Entrepreneurship Workshop for Startups: [Read Less](#) [-]

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

Offered through: Business Administration

Terms offered: Fall 2015, Fall 2014, Fall 2013

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.

Business Model Innovation and Entrepreneurial Strategy: Read More [+]

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

Business Model Innovation and Entrepreneurial Strategy: Read Less [-]

EW MBA 295N Media: New and Otherwise 1 Unit

Offered through: Business Administration

Terms offered: Prior to 2007

This course provides students with an overview of the media business and how it is changing — from startups to global conglomerates. It addresses the economics of media organizations (and industries), their organizational structures, cultures, brands, and approaches. Some of the questions discussed include: (1) How do traditional media address changing technologies; (2) How is the media business driven by metrics and data; (3) How is it driven by artistic creativity; (4) Are media companies too big? Are they too small? Students will develop and present competitive strategies for media companies, hear from guest speakers, and discuss the transformations happening in media.

Media: New and Otherwise: Read More [+]

Hours & Format

Fall and/or spring: 7 weeks - 2 hours of lecture per week

Additional Details

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

Grading: Letter grade.

Media: New and Otherwise: Read Less [-]

EW MBA 295T Topics in Entrepreneurship 0.5 - 3 Units

Offered through: Business Administration

Terms offered: Spring 2013, Fall 2012, Spring 2012

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

Topics in Entrepreneurship: Read More [+]

Rules & Requirements

Repeat rules: Course may be repeated for credit.

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.

Topics in Entrepreneurship: Read Less [-]

EW MBA 296 Special Topics in Business Administration 1 - 3 Units

Offered through: Business Administration

Terms offered: Spring 2016, Fall 2015, Summer 2015 10 Week Session

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.

Special Topics in Business Administration: Read More [+]

Rules & Requirements

Prerequisites: Graduate standing

Repeat rules: Course may be repeated for credit.

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.

Special Topics in Business Administration: Read Less [-]

EW MBA 297A Healthcare in the 21st Century 3 Units

Offered through: Business Administration

Terms offered: Prior to 2007

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.

Healthcare in the 21st Century: Read More [+]

Rules & Requirements

Prerequisites: Master's level accounting and finance

Repeat rules: Course may be repeated for credit.

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.

Healthcare in the 21st Century: Read Less [-]

EW MBA 298S Seminar in International Business 2 or 3 Units

Offered through: Business Administration

Terms offered: Summer 2015 10 Week Session, Spring 2014, Summer 2013 10 Week Session

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.

Seminar in International Business: Read More [+]

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.

Seminar in International Business: Read Less [-]

EW MBA 298X EW MBA Exchange Program 1 - 15 Units

Offered through: Business Administration

Terms offered: Fall 2014, Fall 2012, Fall 2011

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.

EW MBA Exchange Program: Read More [+]

Rules & Requirements

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

Repeat rules: Course may be repeated for credit.

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 Exchange Program: Read Less [-]

EW MBA 299 Strategic Leadership 2 Units

Offered through: Business Administration

Terms offered: Fall 2015, Spring 2013, Spring 2012

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.

Strategic Leadership: Read More [+]

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

Strategic Leadership: Read Less [-]

EW MBA 299B Global Strategy and Multinational Enterprise 2 or 3 Units

Offered through: Business Administration

Terms offered: Fall 2015, Spring 2012, Spring 2011

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. Global Strategy and Multinational Enterprise: Read More [\[+\]](#)

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

Global Strategy and Multinational Enterprise: Read Less [\[-\]](#)

EW MBA 299E Competitive Strategy 1 - 3 Units

Offered through: Business Administration

Terms offered: Spring 2011, Fall 2010, Spring 2010

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. Competitive Strategy: Read More [\[+\]](#)

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

Competitive Strategy: Read Less [\[-\]](#)

EW MBA 299M Marketing Strategy 3 Units

Offered through: Business Administration

Terms offered: Fall 2015, Fall 2013, Fall 2012

Strategic planning theory and methods with an emphasis on customer, competitor, industry and environmental analysis and its application to strategy development and choice.

Marketing Strategy: Read More [\[+\]](#)

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

Marketing Strategy: Read Less [\[-\]](#)

Business Administration—PhD

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

Offered through: Business Administration

Terms offered: Spring 2018, Fall 2017, Spring 2017

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

Research Seminar in Economic Analysis and Policy: Read More [\[+\]](#)

Rules & Requirements

Repeat rules: Course may be repeated for credit.

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.

Research Seminar in Economic Analysis and Policy: Read Less [\[-\]](#)

PHDBA 229A Doctoral Seminar in Accounting I 3 Units

Offered through: Business Administration

Terms offered: Fall 2015, Spring 2013, Spring 2009

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.

Doctoral Seminar in Accounting I: Read More [\[+\]](#)

Rules & Requirements

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

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

Formerly known as: Business Administration 223A

Doctoral Seminar in Accounting I: Read Less [\[-\]](#)

PHDBA 229B Doctoral Seminar in Accounting II 3 Units

Offered through: Business Administration

Terms offered: Fall 2017, Fall 2016, Spring 2016

A critical evaluation of recent accounting literature involving empirical research.

Doctoral Seminar in Accounting II: Read More [\[+\]](#)

Rules & Requirements

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

Repeat rules: Course may be repeated for credit.

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

Doctoral Seminar in Accounting II: Read Less [\[-\]](#)

PHDBA 229C Doctoral Seminar in Accounting III 3 Units

Offered through: Business Administration

Terms offered: Spring 2015, Spring 2014, Fall 2012

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

Doctoral Seminar in Accounting III: Read More [\[+\]](#)

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

Doctoral Seminar in Accounting III: Read Less [\[-\]](#)

PHDBA 229D Doctoral Seminar in Accounting IV 2 Units

Offered through: Business Administration

Terms offered: Fall 2013, Spring 2011, Spring 2010

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.

Doctoral Seminar in Accounting IV: Read More [\[+\]](#)

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

Doctoral Seminar in Accounting IV: Read Less [\[-\]](#)

PHDBA 229S Research Seminar in Accounting 2 - 4 Units

Offered through: Business Administration

Terms offered: Spring 2018, Fall 2017, Spring 2017

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

Research Seminar in Accounting: [Read More](#) [+]

Rules & Requirements

Repeat rules: Course may be repeated for credit.

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.

Research Seminar in Accounting: [Read Less](#) [-]

PHDBA 239A Discrete Time Asset Pricing 3 Units

Offered through: Business Administration

Terms offered: Fall 2017, Fall 2016, Fall 2015

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.

Discrete Time Asset Pricing: [Read More](#) [+]

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.

Discrete Time Asset Pricing: [Read Less](#) [-]

PHDBA 239B Continuous Time Asset Pricing 3 Units

Offered through: Business Administration

Terms offered: Spring 2018, Spring 2017, Spring 2016

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.

Continuous Time Asset Pricing: [Read More](#) [+]

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.

Continuous Time Asset Pricing: [Read Less](#) [-]

PHDBA 239C Empirical Asset Pricing 3 Units

Offered through: Business Administration

Terms offered: Fall 2016, Fall 2015, Fall 2014

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.

Empirical Asset Pricing: [Read More](#) [+]

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.

Empirical Asset Pricing: [Read Less](#) [-]

PHDBA 239D Doctoral Seminar in Finance 3 Units

Offered through: Business Administration

Terms offered: Fall 2017, Spring 2011, Spring 2010

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.

Doctoral Seminar in Finance: [Read More](#) [\[+\]](#)

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

Doctoral Seminar in Finance: [Read Less](#) [\[-\]](#)

PHDBA 239DA Market Microstructure 1.5 Unit

Offered through: Business Administration

Terms offered: Spring 2018, Spring 2017, Spring 2016

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.

Market Microstructure: [Read More](#) [\[+\]](#)

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.

Market Microstructure: [Read Less](#) [\[-\]](#)

PHDBA 239DB Corporate Finance 1.5 Unit

Offered through: Business Administration

Terms offered: Spring 2018, Fall 2017, Spring 2017

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.

Corporate Finance: [Read More](#) [\[+\]](#)

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.

Corporate Finance: [Read Less](#) [\[-\]](#)

PHDBA 239E Dynamic Game Theory and Applications 3 Units

Offered through: Business Administration

Terms offered: Spring 2016, Spring 2015, Spring 2014

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.

Dynamic Game Theory and Applications: [Read More](#) [\[+\]](#)

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

Dynamic Game Theory and Applications: [Read Less](#) [\[-\]](#)

PHDBA 239S Research Seminar in Finance 2 - 4 Units

Offered through: Business Administration

Terms offered: Spring 2018, Fall 2017, Spring 2017

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

Research Seminar in Finance: Read More [+]

Rules & Requirements

Repeat rules: Course may be repeated for credit.

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.

Research Seminar in Finance: Read Less [-]

PHDBA 249A Doctoral Seminar in Operations Management I 2 Units

Offered through: Business Administration

Terms offered: Spring 2013, Fall 2011

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.

Doctoral Seminar in Operations Management I: Read More [+]

Rules & Requirements

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

Repeat rules: Course may be repeated for credit.

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.

Doctoral Seminar in Operations Management I: Read Less [-]

PHDBA 249B Doctoral Seminar in Operations Management II 2 Units

Offered through: Business Administration

Terms offered: Fall 2013, Fall 2011

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.

Doctoral Seminar in Operations Management II: Read More [+]

Rules & Requirements

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

Repeat rules: Course may be repeated for credit.

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.

Doctoral Seminar in Operations Management II: Read Less [-]

PHDBA 249C Doctoral Seminar in Operations Management III 2 Units

Offered through: Business Administration

Terms offered: Spring 2014

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.

Doctoral Seminar in Management III: Read More [+]

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.

Doctoral Seminar in Management III: Read Less [-]

PHDBA 259A Research in Micro-Organizational Behavior 3 Units

Offered through: Business Administration

Terms offered: Fall 2017, Fall 2014, Fall 2013

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.

Research in Micro-Organizational Behavior: Read More [+]

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

Research in Micro-Organizational Behavior: Read Less [-]

PHDBA 259B Research in Macro-Organizational Behavior 3 Units

Offered through: Business Administration

Terms offered: Spring 2018, Spring 2017, Spring 2016

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.

Research in Macro-Organizational Behavior: Read More [+]

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

Research in Macro-Organizational Behavior: Read Less [-]

PHDBA 259D Special Research Topics in OBIR 3 Units

Offered through: Business Administration

Terms offered: Spring 2011, Spring 2010

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.

Special Research Topics in OBIR: Read More [+]

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

Special Research Topics in OBIR: Read Less [-]

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

Offered through: Business Administration

Terms offered: Spring 2018, Fall 2017, Spring 2017

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.

Research Seminar in Organizational Behavior and Industrial Relations: Read More [+]

Rules & Requirements

Repeat rules: Course may be repeated for credit.

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.

Research Seminar in Organizational Behavior and Industrial Relations: Read Less [-]

PHDBA 269A Seminar in Marketing: Buyer Behavior 3 Units

Offered through: Business Administration

Terms offered: Spring 2018, Spring 2017, Spring 2014

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

Seminar in Marketing: Buyer Behavior: [Read More](#) [+]

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

Seminar in Marketing: Buyer Behavior: [Read Less](#) [-]

PHDBA 269B Seminar in Marketing: Choice Modeling 3 Units

Offered through: Business Administration

Terms offered: Spring 2018, Spring 2017, Spring 2015

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

Seminar in Marketing: Choice Modeling: [Read More](#) [+]

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

Seminar in Marketing: Choice Modeling: [Read Less](#) [-]

PHDBA 269C Seminar in Marketing: Marketing Strategy 3 Units

Offered through: Business Administration

Terms offered: Fall 2016, Fall 2014, Fall 2012

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.)

Seminar in Marketing: Marketing Strategy: [Read More](#) [+]

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

Seminar in Marketing: Marketing Strategy: [Read Less](#) [-]

PHDBA 269D Special Research Topics in Marketing 3 Units

Offered through: Business Administration

Terms offered: Spring 2012, Spring 2008, Spring 2006

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.)

Special Research Topics in Marketing: [Read More](#) [+]

Rules & Requirements

Prerequisites: Consent of instructor

Repeat rules: Course may be repeated for credit.

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

Special Research Topics in Marketing: [Read Less](#) [-]

PHDBA 269S Research Seminar in Marketing 2 - 4 Units

Offered through: Business Administration

Terms offered: Spring 2018, Fall 2017, Spring 2017

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

Research Seminar in Marketing: [Read More](#) [+]

Rules & Requirements

Repeat rules: Course may be repeated for credit.

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.

Research Seminar in Marketing: [Read Less](#) [-]

PHDBA C270 Workshop in Institutional Analysis 2 Units

Offered through: Business Administration

Terms offered: Spring 2018, Fall 2017, Spring 2017, Fall 2015, Fall 2014, Fall 2013

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.

Workshop in Institutional Analysis: [Read More](#) [+]

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

Workshop in Institutional Analysis: [Read Less](#) [-]

PHDBA 279A Political Economy: Frameworks 3 Units

Offered through: Business Administration

Terms offered: Fall 2015, Fall 2013, Fall 2011

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.

Political Economy: Frameworks: [Read More](#) [+]

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.

Political Economy: Frameworks: [Read Less](#) [-]

PHDBA 279B The Political Economy of Capitalism 3 Units

Offered through: Business Administration

Terms offered: Spring 2018, Spring 2017, Spring 2016

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.

The Political Economy of Capitalism: [Read More](#) [+]

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

The Political Economy of Capitalism: [Read Less](#) [-]

PHDBA 279C Corporate Strategy and Technology 3 Units

Offered through: Business Administration

Terms offered: Spring 2018, Spring 2017, Spring 2015

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.

Corporate Strategy and Technology: Read More [\[+\]](#)

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

Corporate Strategy and Technology: Read Less [\[-\]](#)

PHDBA 279D Economic Institutions in Historical Perspective 3 Units

Offered through: Business Administration

Terms offered: Spring 2018, Spring 2017

This course develops the proposition that institutions have pervasive ramifications for understanding economic organization. A comparative institutional approach is employed whereby the transaction is made the basic unit of analysis and alternative modes of organization are assessed with respect to their comparative contracting properties.

Economic Institutions in Historical Perspective: Read More [\[+\]](#)

Rules & Requirements

Credit Restrictions: This course is not eligible for credit for students who have completed ECON 224A.

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: Letter grade.

Economic Institutions in Historical Perspective: Read Less [\[-\]](#)

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

Offered through: Business Administration

Terms offered: Spring 2018, Fall 2017, Spring 2017

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.

Research Seminar in Business and Public Policy: Read More [\[+\]](#)

Rules & Requirements

Repeat rules: Course may be repeated for credit.

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.

Research Seminar in Business and Public Policy: Read Less [\[-\]](#)

PHDBA C279I Economics of Innovation 3 Units

Offered through: Business Administration

Terms offered: Fall 2016, Spring 2016, Fall 2015, Spring 2015

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.

Economics of Innovation: Read More [\[+\]](#)

Rules & Requirements

Repeat rules: Course may be repeated for credit.

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

Economics of Innovation: Read Less [\[-\]](#)

PHDBA 289A Doctoral Seminar in Real Estate 4 Units

Offered through: Business Administration

Terms offered: Spring 2018, Spring 2017, Spring 2016

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.

Doctoral Seminar in Real Estate: Read More [\[+\]](#)

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

Doctoral Seminar in Real Estate: Read Less [\[-\]](#)

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

Offered through: Business Administration

Terms offered: Spring 2018, Fall 2017, Spring 2017

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.

Research Seminar in Real Estate: Read More [\[+\]](#)

Rules & Requirements

Repeat rules: Course may be repeated for credit.

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.

Research Seminar in Real Estate: Read Less [\[-\]](#)

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

Offered through: Business Administration

Terms offered: Fall 2016, Fall 2015, Fall 2014

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.

Research and Theory in Business: Behavioral Science: Read More [\[+\]](#)

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.

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

Research and Theory in Business: Behavioral Science: Read Less [\[-\]](#)

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

Offered through: Business Administration

Terms offered: Spring 2018, Fall 2017, Spring 2017

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.

Doctoral Topics in Business Administration: Read More [\[+\]](#)

Rules & Requirements

Repeat rules: Course may be repeated for credit.

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.

Doctoral Topics in Business Administration: Read Less [\[-\]](#)

PHDBA 299A Individual Research in Business Problems 12.0 Units

Offered through: Business Administration

Terms offered: Summer 2015 10 Week Session, Summer 2012 10 Week Session, Spring 2011

Individual Research in Business Problems: Read More [\[+\]](#)

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.

Hours & Format

Fall and/or spring: 15 weeks - 0-12 hours of independent study per week

Summer:

6 weeks - 0-20 hours of independent study per week

8 weeks - 0-24 hours of independent study per week

Additional Details

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

Grading: Offered for satisfactory/unsatisfactory grade only.

Individual Research in Business Problems: Read Less [\[-\]](#)

PHDBA 375 Teaching Business 3 Units

Offered through: Business Administration

Terms offered: Spring 2018, Spring 2017, Spring 2016

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.

Teaching Business: Read More [\[+\]](#)

Hours & Format

Fall and/or spring: 15 weeks - 3 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.

Teaching Business: Read Less [\[-\]](#)

PHDBA 602 Individual Study for Doctoral Students 1 - 8 Units

Offered through: Business Administration

Terms offered: Spring 2010, Spring 2009, Spring 2008

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.

Individual Study for Doctoral Students: Read More [\[+\]](#)

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

Individual Study for Doctoral Students: Read Less [\[-\]](#)

PHDBA 602C Curricular Practical Training Internship 0.0 Units

Offered through: Business Administration

Terms offered: Prior to 2007

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.

Curricular Practical Training Internship: Read More [\[+\]](#)

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.

Curricular Practical Training Internship: Read Less [\[-\]](#)

Business Administration—Undergraduate

UGBA C5 Introduction to Entrepreneurship 2 Units

Offered through: Business Administration

Terms offered: Spring 2017, Fall 2015, Fall 2014

This course offers students a taste of what it's really like to start a business. In addition to learning key foundational entrepreneurial concepts such as idea generation & evaluation, customer & product development, creating a business model, fundraising, marketing, and scaling & exiting a business, students will also hear from successful entrepreneurs who share their perspectives and best practices. Students will apply core concepts by working in teams to evaluate and select a venture idea that they will then develop throughout the semester.

Introduction to Entrepreneurship: Read More [+]

Hours & Format

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

Additional Details

Subject/Course Level: Undergrad. Business Administration/
Undergraduate

Grading/Final exam status: Letter grade. Final exam not required.

Also listed as: L & S C5

Introduction to Entrepreneurship: Read Less [-]

UGBA 10 Principles of Business 3 Units

Offered through: Business Administration

Terms offered: Spring 2018, Fall 2017, Spring 2017

This course provides an introduction to the study of the modern business enterprise. The course is taught in five modules, the order of which may vary from semester to semester. The first examines the role and governance of business enterprise in a market economy. The second concentrates on financial issues, while the third looks at the problems of managing people in organizations. The fourth examines product pricing, marketing, and distribution issues and the last concentrates on the international business environment.

Principles of Business: Read More [+]

Hours & Format

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

Additional Details

Subject/Course Level: Undergrad. Business Administration/
Undergraduate

Grading/Final exam status: Letter grade. Final exam not required.

Formerly known as: Business Administration 10

Principles of Business: Read Less [-]

UGBA 24 Freshman Seminars 1 Unit

Offered through: Business Administration

Terms offered: Fall 2013, Spring 2007, Spring 2005

The Berkeley Seminar Program has been designed to provide new students with the opportunity to explore an intellectual topic with a faculty member in a small-seminar setting. Berkeley Seminars are offered in all campus departments, and topics vary from department to department and semester to semester.

Freshman Seminars: Read More [+]

Rules & Requirements

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 hour of seminar per week

Additional Details

Subject/Course Level: Undergrad. Business Administration/
Undergraduate

Grading/Final exam status: The grading option will be decided by the instructor when the class is offered. Final exam required.

Freshman Seminars: Read Less [-]

UGBA 39D Freshman/Sophomore Seminar 2 - 4 Units

Offered through: Business Administration

Terms offered: Spring 2008, Fall 2007

Freshman and sophomore seminars offer lower division students the opportunity to explore an intellectual topic with a faculty member and a group of peers in a small-seminar setting. These seminars are offered in all campus departments; topics vary from department to department and from semester to semester.

Freshman/Sophomore Seminar: Read More [+]

Rules & Requirements

Prerequisites: Priority given to freshmen and sophomores

Hours & Format

Fall and/or spring: 15 weeks - 2-4 hours of seminar per week

Additional Details

Subject/Course Level: Undergrad. Business Administration/
Undergraduate

Grading/Final exam status: The grading option will be decided by the instructor when the class is offered. Final exam required.

Freshman/Sophomore Seminar: Read Less [-]

UGBA 96 Lower Division Special Topics in Business Administration 1 - 4 Units

Offered through: Business Administration

Terms offered: Spring 2018, Fall 2017, Spring 2017

Study in various fields of business administration for lower division students. Topics will vary from year to year and will be announced at the beginning of each semester.

Lower Division Special Topics in Business Administration: Read More [+]

Hours & Format

Fall and/or spring: 15 weeks - 1-4 hours of lecture per week

Summer: 6 weeks - 2.5-10 hours of lecture per week

Additional Details

Subject/Course Level: Undergrad. Business Administration/
Undergraduate

Grading/Final exam status: Letter grade. Final exam required.

Lower Division Special Topics in Business Administration: Read Less [-]

UGBA 98 Directed Group Study 1 - 4 Units

Offered through: Business Administration

Terms offered: Spring 2015, Fall 2014, Spring 2014

Organized group study on topics selected by lower division students under the sponsorship and direction of a member of the Haas School of Business faculty.

Directed Group Study: Read More [+]

Rules & Requirements

Credit Restrictions: Enrollment is restricted; see the Introduction to Courses and Curricula section of this catalog.

Repeat rules: Course may be repeated for credit.

Hours & Format

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

Additional Details

Subject/Course Level: Undergrad. Business Administration/
Undergraduate

Grading/Final exam status: Offered for pass/not pass grade only. Final exam not required.

Formerly known as: Business Administration 98

Directed Group Study: Read Less [-]

UGBA 100 Business Communication 2 Units

Offered through: Business Administration

Terms offered: Spring 2018, Fall 2017, Spring 2017

Theory and practice of effective communication in a business environment. Students practice what they learn with oral presentations and written assignments that model real-life business situations.

Business Communication: Read More [+]

Rules & Requirements

Prerequisites: Restricted to Undergraduate Business Administration Majors Only

Hours & Format

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

Summer:

6 weeks - 5 hours of lecture per week

8 weeks - 4 hours of lecture per week

Additional Details

Subject/Course Level: Undergrad. Business Administration/
Undergraduate

Grading/Final exam status: Letter grade. Final exam required.

Business Communication: Read Less [-]

UGBA 101A Microeconomic Analysis for Business Decisions 3 Units

Offered through: Business Administration

Terms offered: Spring 2018, Fall 2017, Summer 2017 First 6 Week Session

Economic analysis applicable to the problems of business enterprises with emphasis on the determination of the level of prices, outputs, and inputs; effects of the state of the competitive environment on business and government policies.

Microeconomic Analysis for Business Decisions: [Read More](#) [+]

Rules & Requirements

Prerequisites: Economics 1, Mathematics 1A or 16A, Statistics 21, or equivalents

Credit Restrictions: Students will receive no credit for Undergraduate Business Administration 101A after completing Economics 100A or 101A, Environmental Economics and Policy 100 or International and Area Studies 106. A deficient grade in Economics 100A, 101A, Environmental Economics and Policy 100, or International and Area Studies 106 may be repeated by taking 101A.

Hours & Format

Fall and/or spring: 15 weeks - 3 hours of lecture and 1.5 hours of discussion per week

Summer: 6 weeks - 7.5 hours of lecture and 2.5 hours of discussion per week

Additional Details

Subject/Course Level: Undergrad. Business Administration/Undergraduate

Grading/Final exam status: Letter grade. Final exam required.

Microeconomic Analysis for Business Decisions: [Read Less](#) [-]

UGBA 101B Macroeconomic Analysis for Business Decisions 3 Units

Offered through: Business Administration

Terms offered: Spring 2018, Fall 2017, Summer 2017 Second 6 Week Session

Analysis of the operation of the market system with emphasis on the factors responsible for economic instability; analysis of public and business policies which are necessary as a result of business fluctuations.

Macroeconomic Analysis for Business Decisions: [Read More](#) [+]

Rules & Requirements

Prerequisites: Economics 1, Mathematics 1A or 16A, Statistics 21, or equivalents

Credit Restrictions: Students will receive no credit for Undergraduate Business Administration 101B after completing Economics 100B or 101B or International and Area Studies 107. A deficient grade in Economics 100B, 101B, or International and Area Studies 107 may be repeated by taking Undergraduate Business Administration 101B.

Hours & Format

Fall and/or spring: 15 weeks - 2 hours of lecture and 1 hour of discussion per week

Summer: 6 weeks - 7.5 hours of lecture and 2.5 hours of discussion per week

Additional Details

Subject/Course Level: Undergrad. Business Administration/Undergraduate

Grading/Final exam status: Letter grade. Final exam required.

Formerly known as: Business Administration 111

Macroeconomic Analysis for Business Decisions: [Read Less](#) [-]

UGBA 102A Introduction to Financial Accounting 3 Units

Offered through: Business Administration

Terms offered: Spring 2018, Fall 2017, Summer 2017 First 6 Week Session

The identification, measurement, and reporting of financial effects of events on enterprises, with a particular emphasis on business organization. Preparation and interpretation of balance sheets, income statements, and statements of cash flows.

Introduction to Financial Accounting: Read More [\[+\]](#)

Hours & Format

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

Summer: 6 weeks - 5 hours of lecture and 5 hours of discussion per week

Additional Details

Subject/Course Level: Undergrad. Business Administration/ Undergraduate

Grading/Final exam status: Letter grade. Final exam not required.

Formerly known as: Business Administration 120

Introduction to Financial Accounting: Read Less [\[-\]](#)

UGBA 102B Introduction to Managerial Accounting 3 Units

Offered through: Business Administration

Terms offered: Spring 2018, Fall 2017, Summer 2017 Second 6 Week Session

The uses of accounting systems and their outputs in the process of management of an enterprise. Classification of costs and revenue on several bases for various uses; budgeting and standard cost accounting; analyses of relevant costs and other data for decision making.

Introduction to Managerial Accounting: Read More [\[+\]](#)

Rules & Requirements

Prerequisites: 102A

Hours & Format

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

Summer: 6 weeks - 5 hours of lecture and 5 hours of discussion per week

Additional Details

Subject/Course Level: Undergrad. Business Administration/ Undergraduate

Grading/Final exam status: Letter grade. Final exam required.

Formerly known as: Business Administration 123

Introduction to Managerial Accounting: Read Less [\[-\]](#)

UGBA W102A Introduction to Financial Accounting 3 Units

Offered through: Business Administration

Terms offered: Not yet offered

The identification, measurement, and reporting of financial effects of events on enterprises, with a particular emphasis on business organization. Preparation and interpretation of balance sheets, income statements, and statements of cash flows.

Introduction to Financial Accounting: Read More [\[+\]](#)

Hours & Format

Summer: 6 weeks - 7.5 hours of web-based lecture per week

Online: This is an online course.

Additional Details

Subject/Course Level: Undergrad. Business Administration/ Undergraduate

Grading/Final exam status: Letter grade. Final exam required.

Instructor: Zhang

Introduction to Financial Accounting: Read Less [\[-\]](#)

UGBA 103 Introduction to Finance 4 Units

Offered through: Business Administration

Terms offered: Spring 2018, Fall 2017, Summer 2017 Second 6 Week Session

Analysis and management of the flow of funds through an enterprise. Cash management, source and application of funds, term loans, types and sources of long-term capital. Capital budgeting, cost of capital, and financial structure. Introduction to capital markets.

Introduction to Finance: Read More [\[+\]](#)

Rules & Requirements

Prerequisites: 101A

Hours & Format

Fall and/or spring: 15 weeks - 3 hours of lecture and 1.5 hours of discussion per week

Summer:

6 weeks - 8 hours of lecture and 2 hours of discussion per week

8 weeks - 6 hours of lecture and 2 hours of discussion per week

Additional Details

Subject/Course Level: Undergrad. Business Administration/ Undergraduate

Grading/Final exam status: Letter grade. Final exam required.

Formerly known as: Business Administration 130

Introduction to Finance: Read Less [\[-\]](#)

UGBA 104 Analytic Decision Modeling Using Spreadsheets 3 Units

Offered through: Business Administration

Terms offered: Spring 2018, Fall 2017, Summer 2017 Second 6 Week Session

This course provides an introduction to several quantitative methods used to facilitate complex decision-making in business, with applications in many different industries, at different levels in the organization, and with different scopes of decisions. The power of the methods covered in this class is further enhanced by implementing them in spreadsheet software, which allows complex problems to be approached and solved in a straightforward and understandable manner.

Analytic Decision Modeling Using Spreadsheets: [Read More](#) [+]

Rules & Requirements

Prerequisites: Mathematics 1B or 16B, Statistics 21, or equivalents

Hours & Format

Fall and/or spring: 15 weeks - 2 hours of lecture and 1 hour of discussion per week

Summer: 6 weeks - 5 hours of lecture and 2.5 hours of discussion per week

Additional Details

Subject/Course Level: Undergrad. Business Administration/ Undergraduate

Grading/Final exam status: Letter grade. Final exam required.

Analytic Decision Modeling Using Spreadsheets: [Read Less](#) [-]

UGBA 105 Leading People 3 Units

Offered through: Business Administration

Terms offered: Spring 2018, Fall 2017, Summer 2017 First 6 Week Session

A general descriptive and analytical study of organizations from the behavioral science point of view. Problems of motivation, leadership, morale, social structure, groups, communications, hierarchy, and control in complex organizations are addressed. The interaction among technology, environment, and human behavior are considered. Alternate theoretical models are discussed.

Leading People: [Read More](#) [+]

Rules & Requirements

Credit Restrictions: Students will receive no credit for Undergrad. Business Administration 105 after completing Business Administration 150 or S150.

Hours & Format

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

Summer:

6 weeks - 8 hours of lecture per week

8 weeks - 6 hours of lecture per week

Additional Details

Subject/Course Level: Undergrad. Business Administration/ Undergraduate

Grading/Final exam status: Letter grade. Final exam required.

Leading People: [Read Less](#) [-]

UGBA 106 Marketing 3 Units

Offered through: Business Administration

Terms offered: Spring 2018, Fall 2017, Summer 2017 First 6 Week Session

The evolution of markets and marketing; market structure; marketing cost and efficiency; public and private regulation; the development of marketing programs including decisions involving products, price, promotional distribution.

Marketing: [Read More](#) [+]

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 - 6 hours of lecture per week

Additional Details

Subject/Course Level: Undergrad. Business Administration/ Undergraduate

Grading/Final exam status: Letter grade. Final exam required.

Marketing: [Read Less](#) [-]

UGBA 107 The Social, Political, and Ethical Environment of Business 3 Units

Offered through: Business Administration

Terms offered: Spring 2018, Fall 2017, Summer 2017 Second 6 Week Session

Study and analysis of American business in a changing social and political environment. Interaction between business and other institutions. Role of business in the development of social values, goals, and national priorities. The expanding role of the corporation in dealing with social problems and issues.

The Social, Political, and Ethical Environment of Business: Read More [\[+\]](#)

Hours & Format

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

Summer: 6 weeks - 5-7.5 hours of lecture and 2.5-0 hours of discussion per week

Additional Details

Subject/Course Level: Undergrad. Business Administration/
Undergraduate

Grading/Final exam status: Letter grade. Final exam required.

The Social, Political, and Ethical Environment of Business: Read Less [\[-\]](#)

UGBA 113 Managerial Economics 3 Units

Offered through: Business Administration

Terms offered: Fall 2010, Fall 2009

Analysis of the theory and practice of decision-making in business firms, utilizing the concepts and techniques of managerial economics. The business decisions to be investigated include pricing policies, internal transfer pricing, and various choices under uncertainty.

Managerial Economics: Read More [\[+\]](#)

Rules & Requirements

Prerequisites: 101A-101B or equivalents

Hours & Format

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

Additional Details

Subject/Course Level: Undergrad. Business Administration/
Undergraduate

Grading/Final exam status: Letter grade. Final exam required.

Formerly known as: Business Administration 113

Managerial Economics: Read Less [\[-\]](#)

UGBA 115 Competitive Strategy 3 Units

Offered through: Business Administration

Terms offered: Spring 2018, Fall 2017, Summer 2017 3 Week Session

This course draws upon theories and frameworks from industrial organization economics, game theory, and resource-based views to address the unique challenges confronted by senior executives of organizations. The focus is strategies for competitive advantage at an organizational level. Topics include industry and competitor analysis, horizontal and vertical boundaries of the firm, strategic positioning, internal competencies, and dynamic capabilities.

Competitive Strategy: Read More [\[+\]](#)

Rules & Requirements

Prerequisites: 101A or equivalent

Hours & Format

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

Summer:

3 weeks - 15 hours of lecture per week

6 weeks - 7.5 hours of lecture per week

Additional Details

Subject/Course Level: Undergrad. Business Administration/
Undergraduate

Grading/Final exam status: Letter grade. Final exam not required.

Competitive Strategy: Read Less [\[-\]](#)

UGBA 117 Special Topics in Economic Analysis and Policy 1 - 4 Units

Offered through: Business Administration

Terms offered: Spring 2018, Fall 2017, Fall 2013

A variety of topics in economic analysis and policy with emphasis on current problems and research.

Special Topics in Economic Analysis and Policy: Read More [\[+\]](#)

Rules & Requirements

Prerequisites: 101A-101B or equivalents

Repeat rules: Course may be repeated for credit.

Hours & Format

Fall and/or spring: 15 weeks - 1-4 hours of lecture per week

Summer: 6 weeks - 2.5-10 hours of lecture per week

Additional Details

Subject/Course Level: Undergrad. Business Administration/
Undergraduate

Grading/Final exam status: Letter grade. Final exam required.

Formerly known as: Business Administration 119

Special Topics in Economic Analysis and Policy: Read Less [\[-\]](#)

UGBA 118 International Trade 3 Units

Offered through: Business Administration

Terms offered: Spring 2018, Summer 2017 Second 6 Week Session, Spring 2017

This course will develop models for understanding the economic causes and effects of international trade, will investigate the effects of economic policies that inhibit trade, and will examine the political economy of trade. By integrating the findings of the latest theoretical and empirical research in international economics, this course help students learn how to explore the current political debates in the U.S. and elsewhere regarding the benefits and costs of international trade.

International Trade: [Read More](#) [+]

Rules & Requirements

Prerequisites: Undergraduate Business Administration 101A or equivalent

Credit Restrictions: Students will receive no credit for Undergraduate Business Administration 118 after taking Economics 181 or Economics C181/Environmental Economics and Policy C181.

Hours & Format

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

Summer: 6 weeks - 7.5 hours of lecture and 2.5 hours of discussion per week

Additional Details

Subject/Course Level: Undergrad. Business Administration/ Undergraduate

Grading/Final exam status: Letter grade. Final exam required.

International Trade: [Read Less](#) [-]

UGBA 119 Leading Strategy Implementation 3 Units

Offered through: Business Administration

Terms offered: Spring 2018, Spring 2017, Spring 2016

Class format consists of lectures, experiential exercises, student presentations, and case discussions. This course will cover the concepts and techniques required for successful implementation of business strategies with a particular focus on the role of effective leadership in leading strategic change.

Leading Strategy Implementation: [Read More](#) [+]

Hours & Format

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

Summer: 10 weeks - 4.5 hours of lecture per week

Online: This is an online course.

Additional Details

Subject/Course Level: Undergrad. Business Administration/ Undergraduate

Grading/Final exam status: Letter grade. Final exam not required.

Formerly known as: Business Administration 190

Leading Strategy Implementation: [Read Less](#) [-]

UGBA 120AA Intermediate Financial Accounting 1 4 Units

Offered through: Business Administration

Terms offered: Fall 2017, Summer 2017 First 6 Week Session, Fall 2016

This Course introduces the student to concepts, theory and applications of financial accounting. The topics covered include accrual accounting concepts, financial statement analysis, inventory valuations, capital assets and their corresponding depreciation and impairment. Attention is given to examples on current reporting practices and to the study of reporting requirements promulgated by the Financial Accounting Standards Board ("FASB") with comparison to the International Accounting Standards Board ("IASB").

Intermediate Financial Accounting 1: [Read More](#) [+]

Rules & Requirements

Prerequisites: 102A

Hours & Format

Fall and/or spring: 15 weeks - 3 hours of lecture and 1.5 hours of discussion per week

Summer: 6 weeks - 7.5 hours of lecture and 5 hours of discussion per week

Additional Details

Subject/Course Level: Undergrad. Business Administration/ Undergraduate

Grading/Final exam status: Letter grade. Final exam required.

Intermediate Financial Accounting 1: [Read Less](#) [-]

UGBA 120AB Intermediate Financial Accounting 2 4 Units

Offered through: Business Administration

Terms offered: Spring 2018, Summer 2017 Second 6 Week Session, Spring 2017

This course expands students' knowledge of the concepts, theory, and application of financial accounting. It continues the technical accounting sequence, which also includes UGBA 120AA, Intermediate Accounting 1 and UGBA 120B, Advanced Financial Accounting. Topics include an in-depth treatment of the financing elements of the balance sheet and the income statement, as well as a detailed examination of the statement of cash flows.

Intermediate Financial Accounting 2: Read More [+]

Rules & Requirements

Prerequisites: UGBA 102A is required. UGBA 120AA is recommended

Hours & Format

Fall and/or spring: 15 weeks - 3 hours of lecture and 1.5 hours of discussion per week

Summer: 6 weeks - 7.5 hours of lecture and 5 hours of discussion per week

Additional Details

Subject/Course Level: Undergrad. Business Administration/
Undergraduate

Grading/Final exam status: Letter grade. Final exam required.

Intermediate Financial Accounting 2: Read Less [-]

UGBA 120B Advanced Financial Accounting 4 Units

Offered through: Business Administration

Terms offered: Spring 2018, Fall 2017, Spring 2017

Continuation of 120A. Sources of long term capital; funds statements, financial analysis, accounting for partnerships, consolidated financial statements, adjustments of accounting data using price indexes; accounting for the financial effects of pension plans; other advanced accounting problems.

Advanced Financial Accounting: Read More [+]

Rules & Requirements

Prerequisites: UGBA 120AA and 120AB are recommended

Hours & Format

Fall and/or spring: 15 weeks - 3 hours of lecture and 1.5 hours of discussion per week

Summer: 6 weeks - 7.5 hours of lecture and 5 hours of discussion per week

Additional Details

Subject/Course Level: Undergrad. Business Administration/
Undergraduate

Grading/Final exam status: Letter grade. Final exam required.

Advanced Financial Accounting: Read Less [-]

UGBA 121 Federal Income Tax Accounting 4 Units

Offered through: Business Administration

Terms offered: Spring 2018, Fall 2016, Spring 2016

Determination of individual and corporation tax liability; influence of federal taxation on economic activity; tax considerations in business and investment decisions.

Federal Income Tax Accounting: Read More [+]

Rules & Requirements

Prerequisites: 102A (120AA recommended)

Hours & Format

Fall and/or spring: 15 weeks - 3 hours of lecture and 1.5 hours of discussion per week

Summer: 6 weeks - 7.5 hours of lecture and 2 hours of discussion per week

Additional Details

Subject/Course Level: Undergrad. Business Administration/
Undergraduate

Grading/Final exam status: Letter grade. Final exam required.

Federal Income Tax Accounting: Read Less [-]

UGBA 122 Financial Information Analysis 4 Units

Offered through: Business Administration

Terms offered: Spring 2018, Fall 2017, Fall 2016

This course is designed to: 1) develop basic skills in financial statement analysis; 2) teach students to identify the relevant financial data used in a variety of decision contexts, such as equity valuation, forecasting firm-level economic variables, distress prediction and credit analysis; 3) help students appreciate the factors that influence the outcome of the financial reporting process, such as the incentives of reporting parties, regulatory rules, and a firm's competitive environment.

Financial Information Analysis: Read More [+]

Rules & Requirements

Prerequisites: 120AA

Hours & Format

Fall and/or spring: 15 weeks - 3 hours of lecture and 1.5 hours of discussion per week

Summer: 6 weeks - 7.5 hours of lecture and 5 hours of discussion per week

Additional Details

Subject/Course Level: Undergrad. Business Administration/
Undergraduate

Grading/Final exam status: Letter grade. Final exam required.

Financial Information Analysis: Read Less [-]

UGBA 123 Operating and Financial Reporting Issues in the Financial Services Industry 3 Units

Offered through: Business Administration

Terms offered: Fall 2017

This course examines how accounting in the financial services industry – banking, insurance, real estate – actually operates. Students learn about underwriting and pricing in each sector, investment processes and controls, incentive-based profit sharing, risk management, and the factors that contribute to profitability. Students learn what financial statements reveal about estimates companies make regarding liabilities and, more generally, what they reveal about how companies deal with uncertainty associated with predicting and measuring financial results. Students examine the controversy over employing Fair Value Accounting across sectors and learn about other sector-specific accounting requirements. Operating and Financial Reporting Issues in the Financial Services Industry: Read More [+]

Rules & Requirements

Prerequisites: 120AA

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: Undergrad. Business Administration/
Undergraduate

Grading/Final exam status: Letter grade. Final exam required.

Operating and Financial Reporting Issues in the Financial Services Industry: Read Less [-]

UGBA W125 Professional Judgment in Accounting 3 Units

Offered through: Business Administration

Terms offered: Prior to 2007

An online course in reviewing auditing principles with a simulated audit experience over the complex areas of estimates and judgments. Professional Judgment in Accounting: Read More [+]

Rules & Requirements

Prerequisites: Preferable to have auditing completed or in progress. Must have intermediate accounting

Hours & Format

Summer: 8 weeks - 5 hours of web-based lecture and 2 hours of web-based discussion per week

Online: This is an online course.

Additional Details

Subject/Course Level: Undergrad. Business Administration/
Undergraduate

Grading/Final exam status: Letter grade. Final exam required.

Professional Judgment in Accounting: Read Less [-]

UGBA 126 Auditing 4 Units

Offered through: Business Administration

Terms offered: Spring 2018, Fall 2017, Summer 2017 First 6 Week Session

Concepts and problems in the field of professional verification of financial and related information, including ethical, legal and other professional issues, historical developments, and current concerns.

Auditing: Read More [+]

Rules & Requirements

Prerequisites: 120AA (120AB and 120B recommended)

Hours & Format

Fall and/or spring: 15 weeks - 3 hours of lecture and 1.5 hours of discussion per week

Summer: 6 weeks - 7.5 hours of lecture and 2 hours of discussion per week

Additional Details

Subject/Course Level: Undergrad. Business Administration/
Undergraduate

Grading/Final exam status: Letter grade. Final exam required.

Auditing: Read Less [-]

UGBA 127 Special Topics in Accounting 1 - 4 Units

Offered through: Business Administration

Terms offered: Spring 2018, Fall 2017, Spring 2017

A variety of topics in accounting with emphasis on current problems and research.

Special Topics in Accounting: Read More [+]

Rules & Requirements

Prerequisites: 102A

Repeat rules: Course may be repeated for credit.

Hours & Format

Fall and/or spring: 15 weeks - 1-4 hours of lecture and 0-1 hours of discussion per week

Summer: 6 weeks - 2.5-10 hours of lecture and 0-2.5 hours of discussion per week

Additional Details

Subject/Course Level: Undergrad. Business Administration/
Undergraduate

Grading/Final exam status: Letter grade. Final exam required.

Special Topics in Accounting: Read Less [-]

UGBA 128 Strategic Cost Management 3 Units

Offered through: Business Administration

Terms offered: Fall 2017, Spring 2015, Fall 2012

Managerial accounting is a company's internal language and is used for decision-making, production management, product design and pricing, performance evaluation and motivation of employees. The objective of the course is to develop the skills and analytical ability of effectively and efficiently use managerial accounting information in order to help a company achieve its strategic and financial goals.

Strategic Cost Management: Read More [+]

Rules & Requirements

Prerequisites: 102B

Hours & Format

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

Additional Details

Subject/Course Level: Undergrad. Business Administration/ Undergraduate

Grading/Final exam status: Letter grade. Final exam required.

Strategic Cost Management: Read Less [-]

UGBA 129 Financial Reporting for Complex Transactions 3 Units

Offered through: Business Administration

Terms offered: Spring 2014

This course develops sophisticated users of financial information. Students will enhance their ability to understand the economic essence of important complex business transactions, focusing on topics related to major financial events in the lifecycle of an organization (IPOs, mergers and acquisitions, bankruptcies, etc.) Students' ability to identify and understand the financial reporting and tax issues related to these business dealings and accounting situations will dramatically increase. Many fascinating transactions will be examined in an effort to understand the economic underpinnings of the transactions and their accounting representation in the financial statements.

Financial Reporting for Complex Transactions: Read More [+]

Rules & Requirements

Prerequisites: UGBA 120A

Hours & Format

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

Summer: 8 weeks - 7.5 hours of lecture per week

Additional Details

Subject/Course Level: Undergrad. Business Administration/ Undergraduate

Grading/Final exam status: Letter grade. Alternative to final exam.

Financial Reporting for Complex Transactions: Read Less [-]

UGBA 131 Corporate Finance and Financial Statement Analysis 3 Units

Offered through: Business Administration

Terms offered: Spring 2018, Fall 2017, Summer 2017 Second 6 Week Session

This course will cover the principles and practice of business finance. It will focus on project evaluation, capital structure, and corporate governance. Firms' policies toward debt, equity, and dividends are explored. The incentives and conflicts facing managers and owners are also discussed.

Corporate Finance and Financial Statement Analysis: Read More [+]

Rules & Requirements

Prerequisites: 103

Hours & Format

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

Summer: 6 weeks - 7.5 hours of lecture and 2 hours of discussion per week

Additional Details

Subject/Course Level: Undergrad. Business Administration/ Undergraduate

Grading/Final exam status: Letter grade. Final exam required.

Formerly known as: Business Administration 134

Corporate Finance and Financial Statement Analysis: Read Less [-]

UGBA 132 Financial Institutions and Markets 3 Units

Offered through: Business Administration

Terms offered: Summer 2017 First 6 Week Session, Summer 2016 10 Week Session, Summer 2016 First 6 Week Session

Organization, behavior, and management of financial institutions. Markets for financial assets and the structure of yields, influence of Federal Reserve System and monetary policy on financial assets and institutions.

Financial Institutions and Markets: Read More [+]

Rules & Requirements

Prerequisites: 101A-101B, and 103

Hours & Format

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

Summer: 6 weeks - 8 hours of lecture and 2.5 hours of discussion per week

Additional Details

Subject/Course Level: Undergrad. Business Administration/ Undergraduate

Grading/Final exam status: Letter grade. Final exam required.

Formerly known as: Business Administration 132

Financial Institutions and Markets: Read Less [-]

UGBA 133 Investments 3 Units

Offered through: Business Administration

Terms offered: Fall 2017, Summer 2017 First 6 Week Session, Summer 2017 Second 6 Week Session

Sources of and demand for investment capital, operations of security markets, determination of investment policy, and procedures for analysis of securities.

Investments: Read More [\[+\]](#)

Rules & Requirements

Prerequisites: 103

Hours & Format

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

Summer: 6 weeks - 7.5 hours of lecture and 2.5 hours of discussion per week

Additional Details

Subject/Course Level: Undergrad. Business Administration/
Undergraduate

Grading/Final exam status: Letter grade. Final exam required.

Investments: Read Less [\[-\]](#)

UGBA 136F Behavioral Finance 3 Units

Offered through: Business Administration

Terms offered: Summer 2017 Second 6 Week Session, Summer 2016 10 Week Session, Summer 2016 Second 6 Week Session

This course explores why markets are sometimes inefficient. We consider the role that investors' heuristics and biases play in generating mispricing in financial markets. We also explore how various trading frictions limit the ability of arbitrageurs to reduce mispricing. Finally, we look at the influence of market inefficiencies on corporate decisions.

Behavioral Finance: Read More [\[+\]](#)

Rules & Requirements

Prerequisites: 103

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: Undergrad. Business Administration/
Undergraduate

Grading/Final exam status: Letter grade. Final exam required.

Behavioral Finance: Read Less [\[-\]](#)

UGBA 137 Special Topics in Finance 1 - 4 Units

Offered through: Business Administration

Terms offered: Spring 2018, Summer 2017 Second 6 Week Session, Spring 2017

A variety of topics in finance with emphasis on current problems and research.

Special Topics in Finance: Read More [\[+\]](#)

Rules & Requirements

Prerequisites: 103

Repeat rules: Course may be repeated for credit.

Hours & Format

Fall and/or spring: 15 weeks - 1-4 hours of lecture per week

Summer: 6 weeks - 2.5-10 hours of lecture per week

Additional Details

Subject/Course Level: Undergrad. Business Administration/
Undergraduate

Grading/Final exam status: Letter grade. Final exam required.

Formerly known as: Business Administration 139

Special Topics in Finance: Read Less [\[-\]](#)

UGBA 141 Production and Operations Management 3 Units

Offered through: Business Administration

Terms offered: Spring 2017, Spring 2016, Spring 2015

A survey of the concepts and methodologies for management control of production and operations systems. Topics include inventory control, material requirements planning for multistage production systems, aggregate planning, scheduling, and production distribution.

Production and Operations Management: Read More [\[+\]](#)

Rules & Requirements

Prerequisites: 104 or equivalent, or consent of instructor

Hours & Format

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

Additional Details

Subject/Course Level: Undergrad. Business Administration/
Undergraduate

Grading/Final exam status: Letter grade. Final exam required.

Formerly known as: Business Administration 142

Production and Operations Management: Read Less [\[-\]](#)

UGBA 143 Game Theory and Business Decisions 3 Units

Offered through: Business Administration

Terms offered: Fall 2014, Fall 2013, Spring 2010

This course provides an introduction to game theory and decision analysis. Game theory is concerned with strategic interactions among players (multi-player games), and decision analysis is concerned with making choices under uncertainty (single-player games). Emphasis is placed on applications.

Game Theory and Business Decisions: Read More [+]

Rules & Requirements

Prerequisites: Mathematics 1B or 16B, Statistics 21, or equivalent

Hours & Format

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

Additional Details

Subject/Course Level: Undergrad. Business Administration/Undergraduate

Grading/Final exam status: Letter grade. Final exam required.

Game Theory and Business Decisions: Read Less [-]

UGBA 147 Special Topics in Operations and Information Technology Management 1 - 4 Units

Offered through: Business Administration

Terms offered: Spring 2018, Summer 2017 First 6 Week Session, Spring 2009

A variety of topics in manufacturing and information technology with emphasis on current problems and research.

Special Topics in Operations and Information Technology Management: Read More [+]

Rules & Requirements

Repeat rules: Course may be repeated for credit.

Hours & Format

Fall and/or spring: 15 weeks - 1-4 hours of lecture per week

Summer: 6 weeks - 2.5-10 hours of lecture per week

Additional Details

Subject/Course Level: Undergrad. Business Administration/Undergraduate

Grading/Final exam status: Letter grade. Final exam required.

Special Topics in Operations and Information Technology Management: Read Less [-]

UGBA 151 Management of Human Resources 3 Units

Offered through: Business Administration

Terms offered: Fall 2016, Summer 2016 10 Week Session, Summer 2016 First 6 Week Session

The designs of systems of rewards, assessment, and manpower development. The interaction of selection, placement, training, personnel evaluation, and career ladders within an on-going organization. Role of the staff manager. Introduction of change. Implications of behavioral research for management problems and policies.

Management of Human Resources: Read More [+]

Rules & Requirements

Prerequisites: 105

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: Undergrad. Business Administration/Undergraduate

Grading/Final exam status: Letter grade. Final exam required.

Formerly known as: Business Administration 151

Management of Human Resources: Read Less [-]

UGBA 152 Negotiation and Conflict Resolution 3 Units

Offered through: Business Administration

Terms offered: Spring 2018, Fall 2017, Summer 2017 Second 6 Week Session

The purpose of this course is to understand the theory and processes of negotiation as practiced in a variety of settings. It is designed to be relevant to the broad spectrum of negotiation problems faced by managers and professionals. By focusing on the behavior of individuals, groups, and organizations in the context of competitive situations, the course will allow students the opportunity to develop negotiation skills experientially in useful analytical frameworks (e.g. - simulations, cases).

Negotiation and Conflict Resolution: Read More [+]

Rules & Requirements

Prerequisites: 105

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: Undergrad. Business Administration/Undergraduate

Grading/Final exam status: Letter grade. Final exam required.

Formerly known as: Business Administration 152

Negotiation and Conflict Resolution: Read Less [-]

UGBA 154 Power and Politics in Organizations 2 or 3 Units

Offered through: Business Administration

Terms offered: Fall 2017, Summer 2017 Second 6 Week Session, Fall 2016

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.

Power and Politics in Organizations: [Read More](#) [+]

Hours & Format

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

Summer: 6 weeks - 7.5-10 hours of lecture per week

Additional Details

Subject/Course Level: Undergrad. Business Administration/ Undergraduate

Grading/Final exam status: Letter grade. Final exam required.

Power and Politics in Organizations: [Read Less](#) [-]

UGBA 155 Leadership 3 Units

Offered through: Business Administration

Terms offered: Spring 2018, Fall 2017, Summer 2017 First 6 Week Session

The purpose of this course is for the students to develop understanding of the theory and practice of leadership in various organizational settings. It is designed to allow students the opportunity to develop leadership skills through experiential exercises, behavioral and self-assessments, case studies, class discussions, and lectures.

Leadership: [Read More](#) [+]

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: Undergrad. Business Administration/ Undergraduate

Grading/Final exam status: Letter grade. Final exam required.

Leadership: [Read Less](#) [-]

UGBA 156AC Diversity in the Workplace 3 Units

Offered through: Business Administration

Terms offered: Fall 2013, Spring 2013, Fall 2011

This course introduces students to various theories on diversity in business and the importance of human capital equity and inclusion to organizations. Students will engage in community-based projects to be more conscious of the social impact of positive human relations and to foster equity, social justice, and civic responsibility. Emphasis placed on experiential learning with issues of race, ethnicity, gender, generational status, spirituality, sexual orientation, and physical and mental ability. Diversity in the Workplace: [Read More](#) [+]

Rules & Requirements

Prerequisites: 10, 105, 151 recommended

Requirements this course satisfies: Satisfies the American Cultures requirement

Hours & Format

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

Additional Details

Subject/Course Level: Undergrad. Business Administration/ Undergraduate

Grading/Final exam status: Letter grade. Final exam not required.

Diversity in the Workplace: [Read Less](#) [-]

UGBA 157 Special Topics in the Management of Organizations 1 - 4 Units

Offered through: Business Administration

Terms offered: Spring 2018, Spring 2017, Spring 2016

A variety of topics in organizational behavior and industrial relations with emphasis on current problems and research.

Special Topics in the Management of Organizations: [Read More](#) [+]

Rules & Requirements

Prerequisites: 105

Repeat rules: Course may be repeated for credit.

Hours & Format

Fall and/or spring: 15 weeks - 1-4 hours of lecture per week

Summer: 6 weeks - 2.5-10 hours of lecture per week

Additional Details

Subject/Course Level: Undergrad. Business Administration/ Undergraduate

Grading/Final exam status: Letter grade. Final exam required.

Formerly known as: Business Administration 159

Special Topics in the Management of Organizations: [Read Less](#) [-]

UGBA 160 Consumer Behavior 3 Units

Offered through: Business Administration

Terms offered: Spring 2018, Summer 2017 First 6 Week Session, Spring 2017

Consumer behavior is the study of how consumers process information, form attitudes and judgments, and make decisions. Its study is critical to understand how consumers think and behave, which is critical for a company wishing to develop a customer focus. Given how different people are, it is amazing how similarly their minds work. Consumer psychology is the systematic study of how consumers perceive information, how they encode it in memory, integrate it with other sources of information, retrieve it from memory, and utilize it to make decisions. It is one of the building blocks of the study of marketing and provides the student with a set of tools with diverse applications.

Consumer Behavior: Read More [+]

Rules & Requirements

Prerequisites: 106

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: Undergrad. Business Administration/
Undergraduate

Grading/Final exam status: Letter grade. Final exam required.

Consumer Behavior: Read Less [-]

UGBA 161 Marketing Research: Data and Analytics 3 Units

Offered through: Business Administration

Terms offered: Spring 2017, Fall 2014, Fall 2012

Marketing research objectives; qualitative research, surveys, experiments, sampling, data analysis.

Marketing Research: Data and Analytics: Read More [+]

Rules & Requirements

Prerequisites: 106

Hours & Format

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

Additional Details

Subject/Course Level: Undergrad. Business Administration/
Undergraduate

Grading/Final exam status: Letter grade. Final exam required.

Marketing Research: Data and Analytics: Read Less [-]

UGBA 162 Brand Management and Strategy 3 Units

Offered through: Business Administration

Terms offered: Fall 2017, Fall 2016, Fall 2015

This course is an introduction to product management in marketing consumer and industrial goods and services. The course will cover analysis of market information, development of product strategy, programming strategy, and implementation.

Brand Management and Strategy: Read More [+]

Rules & Requirements

Prerequisites: 106

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: Undergrad. Business Administration/
Undergraduate

Grading/Final exam status: Letter grade. Final exam required.

Formerly known as: Business Administration 162

Brand Management and Strategy: Read Less [-]

UGBA 162A Product Branding and Branded Entertainment 2 Units

Offered through: Business Administration

Terms offered: Fall 2017, Fall 2016

As consumers demand information and products tailored specifically to their individual needs, brands strive to create alternative advertising methods to build lasting relationships and retain "top of mind" status. Smart consumers, especially those in niche markets, have dismissed traditional avenues of sponsorship and product placement. Course explores how and why brand executives across multiple industries are leveraging entertainment to connect with niche markets. It educates students about how marketers develop creative and entertaining ways to connect with multi-hyphenate customers. Course culminates in a Creative Pitch, based on a case study, and a Client Presentation where students present marketing campaigns to industry executives.

Product Branding and Branded Entertainment: Read More [+]

Hours & Format

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

Summer: 6 weeks - 5 hours of lecture per week

Additional Details

Subject/Course Level: Undergrad. Business Administration/
Undergraduate

Grading/Final exam status: Letter grade. Final exam required.

Product Branding and Branded Entertainment: Read Less [-]

UGBA 165 Advertising Strategy 3 Units

Offered through: Business Administration

Terms offered: Fall 2017, Summer 2017 First 6 Week Session, Fall 2016

Basic concepts and functions of advertising in the economy; consumer motivation; problems in utilizing advertising and measuring its effectiveness.

Advertising Strategy: Read More [+]

Rules & Requirements

Prerequisites: 106

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: Undergrad. Business Administration/
Undergraduate

Grading/Final exam status: Letter grade. Final exam required.

Formerly known as: Business Administration 165

Advertising Strategy: Read Less [-]

UGBA 167 Special Topics in Marketing 1 - 4 Units

Offered through: Business Administration

Terms offered: Spring 2018, Fall 2017, Spring 2017

A variety of topics in marketing with emphasis on current problems and research.

Special Topics in Marketing: Read More [+]

Rules & Requirements

Prerequisites: 106

Repeat rules: Course may be repeated for credit.

Hours & Format

Fall and/or spring: 15 weeks - 1-4 hours of lecture per week

Summer:

6 weeks - 2.5-10 hours of lecture per week

8 weeks - 4-6 hours of lecture per week

Additional Details

Subject/Course Level: Undergrad. Business Administration/
Undergraduate

Grading/Final exam status: Letter grade. Final exam required.

Formerly known as: Business Administration 169

Special Topics in Marketing: Read Less [-]

UGBA 168B International Marketing 3 Units

Offered through: Business Administration

Terms offered: Spring 2015, Spring 2014

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.

International Marketing: Read More [+]

Hours & Format

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

Additional Details

Subject/Course Level: Undergrad. Business Administration/
Undergraduate

Grading/Final exam status: Letter grade. Alternative to final exam.

International Marketing: Read Less [-]

UGBA 169 Pricing 3 Units

Offered through: Business Administration

Terms offered: Summer 2017 Second 6 Week Session, Spring 2017, Spring 2016

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

Pricing: Read More [+]

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: Undergrad. Business Administration/
Undergraduate

Grading/Final exam status: Letter grade. Final exam required.

Pricing: Read Less [-]

UGBA 170 Ethical Leadership in Business 2 Units

Offered through: Business Administration

Terms offered: Spring 2017, Spring 2016, Spring 2015

The purpose of this class is to enhance the ability of students to anticipate, critically analyze, and appropriately respond to the wide-range social and ethical issues that challenge managers as well as individuals in their roles as citizens, consumers, investors, and employees.

Instruction is based on lectures and case analysis, supplemented by topical and philosophical articles and essays.

Ethical Leadership in Business: [Read More](#) [+]

Hours & Format

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

Additional Details

Subject/Course Level: Undergrad. Business Administration/
Undergraduate

Grading/Final exam status: Letter grade. Final exam not required.

Ethical Leadership in Business: [Read Less](#) [-]

UGBA C172 History of American Business 3 Units

Offered through: Business Administration

Terms offered: Spring 2017, Spring 2016, Spring 2015

This course will examine selected aspects of the history of American business. Included will be discussions of the evolution of the large corporation, the development of modern managerial techniques, and the changing relationship of business, government, and labor.

History of American Business: [Read More](#) [+]

Hours & Format

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

Additional Details

Subject/Course Level: Undergrad. Business Administration/
Undergraduate

Grading/Final exam status: Letter grade. Final exam required.

Instructor: Rosen

Also listed as: AMERSTD C172

History of American Business: [Read Less](#) [-]

UGBA 175 Legal Aspects of Management 3 Units

Offered through: Business Administration

Terms offered: Fall 2017, Summer 2017 Second 6 Week Session, Fall 2016

An analysis of the law and the legal process, emphasizing the nature and functions of law within the U.S. federal system, followed by a discussion of the legal problems pertaining to contracts and related topics, business association, and the impact of law on economic enterprise.

Legal Aspects of Management: [Read More](#) [+]

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: Undergrad. Business Administration/
Undergraduate

Grading/Final exam status: Letter grade. Final exam required.

Formerly known as: Business Administration 175

Legal Aspects of Management: [Read Less](#) [-]

UGBA 176 Media Consulting and Public Relations 2 Units

Offered through: Business Administration

Terms offered: Fall 2017, Fall 2016

Introduces students to the conceptual issues and formidable practical challenges involved in the profession of corporate and non-profit public relations. Students build on previous coursework in oral and written business communications, brand management, governance and strategy. They learn how to work in teams to craft innovative and effective media responses to external stakeholders (e.g., customers, clients, donors, regulators, lawyers, public officials, the general public) when the organizations for which they work face the need to manage change (e.g. a new product introduction, the entrance of a new competitor) or deal with an unanticipated crisis.

Media Consulting and Public Relations: [Read More](#) [+]

Hours & Format

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

Summer: 6 weeks - 5 hours of lecture per week

Additional Details

Subject/Course Level: Undergrad. Business Administration/
Undergraduate

Grading/Final exam status: Letter grade. Final exam required.

Media Consulting and Public Relations: [Read Less](#) [-]

UGBA 177 Special Topics in Business and Public Policy 1 - 4 Units

Offered through: Business Administration

Terms offered: Spring 2016, Fall 2015, Fall 2014

A variety of topics in business and public policy with emphasis on current problems and research.

Special Topics in Business and Public Policy: [Read More](#) [+]

Rules & Requirements

Prerequisites: 107

Repeat rules: Course may be repeated for credit.

Hours & Format

Fall and/or spring: 15 weeks - 1-4 hours of lecture per week

Summer: 6 weeks - 2.5-10 hours of lecture per week

Additional Details

Subject/Course Level: Undergrad. Business Administration/
Undergraduate

Grading/Final exam status: Letter grade. Final exam required.

Formerly known as: Business Administration 179

Special Topics in Business and Public Policy: [Read Less](#) [-]

UGBA 178 Introduction to International Business 3 Units

Offered through: Business Administration

Terms offered: Spring 2018, Fall 2017, Summer 2017 Second 6 Week Session

A survey involving environmental, economic, political, and social constraints on doing business abroad; effects of overseas business investments on domestic and foreign economies; foreign market analysis and operational strategy of a firm; management problems and development potential of international operations.

Introduction to International Business: [Read More](#) [+]

Rules & Requirements

Prerequisites: Undergraduate Business Administration 101A-101B or equivalents

Credit Restrictions: Students will receive no credit for Undergraduate Business Administration 178 after completing Business Administration 188. A deficient grade in Business Administration 188 may be removed by taking Undergraduate Business Administration 178.

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: Undergrad. Business Administration/
Undergraduate

Grading/Final exam status: Letter grade. Final exam required.

Introduction to International Business: [Read Less](#) [-]

UGBA 179 International Consulting for Small and Medium-Sized Enterprises 3 Units

Offered through: Business Administration

Terms offered: Spring 2018, Fall 2017, Spring 2017

By exploring the intersection of global business, entrepreneurship, and consulting, this course provides an understanding of how decision-makers in small and medium sized enterprises (SMEs) can develop the frameworks necessary for making decisions about how to venture across borders in pursuit of economic opportunities in today's hypercompetitive global business environment. In addition to the technical analysis of cases, there is a strong emphasis on how to create a new service company, market and sell to potential clients, manage client relationships, and leverage financial and human resources in a service setting.

International Consulting for Small and Medium-Sized Enterprises: [Read More](#) [+]

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: Undergrad. Business Administration/
Undergraduate

Grading/Final exam status: Letter grade. Final exam required.

International Consulting for Small and Medium-Sized Enterprises: [Read Less](#) [-]

UGBA 180 Introduction to Real Estate and Urban Land Economics 3 Units

Offered through: Business Administration

Terms offered: Spring 2018, Spring 2017, Fall 2016

The nature of real property; market analysis; construction cycles; mortgage lending; equity investment; metropolitan growth; urban land use; real property valuation; public policies.

Introduction to Real Estate and Urban Land Economics: [Read More](#) [+]

Rules & Requirements

Prerequisites: Economics 1, Mathematics 16A or 1A, or equivalents

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: Undergrad. Business Administration/
Undergraduate

Grading/Final exam status: Letter grade. Final exam required.

Formerly known as: Business Administration 180

Introduction to Real Estate and Urban Land Economics: [Read Less](#) [-]

UGBA 183 Introduction to Real Estate Finance 3 Units

Offered through: Business Administration

Terms offered: Spring 2018, Spring 2016, Spring 2015

Real estate debt and equity financing; mortgage market structure; effects of credit on demand; equity investment criteria; public policies in real estate finance and urban development.

Introduction to Real Estate Finance: [Read More](#) [\[+\]](#)

Rules & Requirements

Prerequisites: 180

Hours & Format

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

Additional Details

Subject/Course Level: Undergrad. Business Administration/
Undergraduate

Grading/Final exam status: Letter grade. Final exam required.

Formerly known as: Business Administration 183

Introduction to Real Estate Finance: [Read Less](#) [\[-\]](#)

UGBA 184 Urban and Real Estate Economics 3 Units

Offered through: Business Administration

Terms offered: Spring 2016, Spring 2015, Spring 2014

This course examines how market forces influence the development of cities and the development and pricing of real estate assets. Topics include city formation; city size; land rent and land use; the operation of residential, commercial and industrial property markets; and the impacts of government policies, including the provision of public services, the imposition property taxes and fees, transportation pricing and investment, and land use regulations.

Urban and Real Estate Economics: [Read More](#) [\[+\]](#)

Rules & Requirements

Prerequisites: A background in microeconomics and basic calculus is preferable. Please contact the instructor if you are unsure about your preparation for this course

Hours & Format

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

Additional Details

Subject/Course Level: Undergrad. Business Administration/
Undergraduate

Grading/Final exam status: Letter grade. Final exam required.

Urban and Real Estate Economics: [Read Less](#) [\[-\]](#)

UGBA 187 Special Topics in Real Estate Economics and Finance 1 - 4 Units

Offered through: Business Administration

Terms offered: Fall 2010, Fall 2009

A variety of topics in real estate economics and finance with emphasis on current problems and research.

Special Topics in Real Estate Economics and Finance: [Read More](#) [\[+\]](#)

Rules & Requirements

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 lecture per week

Summer: 6 weeks - 2.5-10 hours of lecture per week

Additional Details

Subject/Course Level: Undergrad. Business Administration/
Undergraduate

Grading/Final exam status: Letter grade. Final exam required.

Special Topics in Real Estate Economics and Finance: [Read Less](#) [\[-\]](#)

UGBA 190S Strategy for the Information Technology Firm 3 Units

Offered through: Business Administration

Terms offered: Prior to 2007

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.

Strategy for the Information Technology Firm: [Read More](#) [\[+\]](#)

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: Undergrad. Business Administration/
Undergraduate

Grading/Final exam status: Letter grade. Final exam required.

Strategy for the Information Technology Firm: [Read Less](#) [\[-\]](#)

UGBA 190T Special Topics in Innovation and Design 1 - 4 Units

Offered through: Business Administration

Terms offered: Spring 2018, Fall 2017, Summer 2017 First 6 Week Session

Advanced study in the fields of innovation and design that will address current and emerging issues. Topics will vary with each offering and will be announced at the beginning of each term.

Special Topics in Innovation and Design: [Read More](#) [+]

Rules & Requirements

Repeat rules: Course may be repeated for credit.

Hours & Format

Fall and/or spring: 15 weeks - 1-4 hours of lecture per week

Summer:

6 weeks - 2.5-10 hours of lecture per week

8 weeks - 2-7.5 hours of lecture per week

Additional Details

Subject/Course Level: Undergrad. Business Administration/
Undergraduate

Grading/Final exam status: Letter grade. Final exam required.

Special Topics in Innovation and Design: [Read Less](#) [-]

UGBA 190V Corporate Strategy in Telecommunications and Media 2 Units

Offered through: Business Administration

Terms offered: Prior to 2007

This course is an intensive and in-depth study of the rapidly evolving global telecommunications and media industry viewed through the perspective of an entrepreneur/innovator (whether at a start-up or an established company) attempting to introduce a new product or service into the market. The course is fundamentally about strategy and general management, but will draw from a variety of disciplines including public policy, law, marketing, economics, finance, engineering, and physics to identify the key issues, analyze the potential options and understand the consequences of the decisions made by management.

Corporate Strategy in Telecommunications and Media: [Read More](#) [+]

Hours & Format

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

Summer: 6 weeks - 5 hours of lecture per week

Additional Details

Subject/Course Level: Undergrad. Business Administration/
Undergraduate

Grading/Final exam status: Letter grade. Final exam required.

Corporate Strategy in Telecommunications and Media: [Read Less](#) [-]

UGBA 191C Communication for Leaders 2 Units

Offered through: Business Administration

Terms offered: Fall 2016, Summer 2016 10 Week Session, Summer 2016 Second 6 Week Session

This course is a workshop in the fundamentals of public speaking skills in today's business environment. Each student will give speeches, coach, and debate each other, and take part in a variety of listening and other communication exercises. The course focuses on authenticity, persuasion, and advocacy.

Communication for Leaders: [Read More](#) [+]

Hours & Format

Fall and/or spring: 15 weeks - 1 hour of lecture and 2 hours of discussion per week

Summer:

6 weeks - 2.5 hours of lecture and 5 hours of discussion per week

8 weeks - 1.5 hours of lecture and 3.5 hours of discussion per week

Additional Details

Subject/Course Level: Undergrad. Business Administration/
Undergraduate

Grading/Final exam status: Letter grade. Final exam not required.

Communication for Leaders: [Read Less](#) [-]

UGBA 191I Improvisational Leadership 3 Units

Offered through: Business Administration

Terms offered: Fall 2017, Fall 2016, Fall 2015

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.

Improvisational Leadership: [Read More](#) [+]

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: Undergrad. Business Administration/
Undergraduate

Grading/Final exam status: Letter grade. Final exam required.

Improvisational Leadership: [Read Less](#) [-]

UGBA 191L Leadership Communication 1 Unit

Offered through: Business Administration

Terms offered: Not yet offered

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.

Leadership Communication: [Read More](#) [+]

Hours & Format

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

Additional Details

Subject/Course Level: Undergrad. Business Administration/
Undergraduate

Grading/Final exam status: The grading option will be decided by the instructor when the class is offered. Alternative to final exam.

Leadership Communication: [Read Less](#) [-]

UGBA 191P Leadership and Personal Development 3 Units

Offered through: Business Administration

Terms offered: Spring 2018, Spring 2017, Spring 2016

This course is highly interactive and challenges you to explore questions central to your own leadership journey. The ultimate aim of the class is to help you develop a lifelong leadership development practice, where continuous personal growth is valued and actively pursued.

Leadership and Personal Development: [Read More](#) [+]

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: Undergrad. Business Administration/
Undergraduate

Grading/Final exam status: Letter grade. Final exam required.

Leadership and Personal Development: [Read Less](#) [-]

UGBA 192A Leading Nonprofit and Social Enterprises 3 Units

Offered through: Business Administration

Terms offered: Spring 2018, Spring 2017, Spring 2016

This course prepares students conceptually and practically to found, lead, and manage organizations in the nonprofit sector. The course focuses on mission and theory of change (strategy), role of the board in governance, managing and marketing to multiple constituencies, role of advocacy in meeting mission, leadership styles and managing organizational culture, resource development (philanthropy), nonprofit financial management, managing for impact, HR management (volunteering), and cross-sector alliances.

Leading Nonprofit and Social Enterprises: [Read More](#) [+]

Rules & Requirements

Prerequisites: 101A or equivalent

Hours & Format

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

Summer: 6 weeks - 7 hours of lecture per week

Additional Details

Subject/Course Level: Undergrad. Business Administration/
Undergraduate

Grading/Final exam status: Letter grade. Final exam not required.

Formerly known as: Business Administration 115

Leading Nonprofit and Social Enterprises: [Read Less](#) [-]

UGBA 192AC Social Movements and Social Media 3 Units

Offered through: Business Administration

Terms offered: Fall 2017, Fall 2016

This course provides a survey of innovative social movements and their complex relationships to social media technologies. It will examine the evolution from pre-social-media to present-day mobilizing strategies and the interplay between explicitly policy- and advocacy-focused approaches and related efforts rooted in music, visual arts, popular culture and celebrities. The course will place into comparative relief the discourses of explicitly racially- or ethnically-defined movements and movements that mobilize based on other, sometimes overlapping categories of marginalization including class, immigration status, gender identity and occupational category.

Social Movements and Social Media: [Read More](#) [+]

Hours & Format

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

Additional Details

Subject/Course Level: Undergrad. Business Administration/
Undergraduate

Grading/Final exam status: Letter grade. Final exam not required.

Instructor: David Harris

Social Movements and Social Media: [Read Less](#) [-]

UGBA 192B Strategic Philanthropy 2 Units

Offered through: Business Administration

Terms offered: Spring 2018, Spring 2017

This course teaches students the concepts and practices of effective philanthropy. It offers students the experience of studying relevant theories and frameworks for assessing potential grant recipients and a real-world grant making experience in which they complete a series of nonprofit organizational assessments and then make actual grants totaling \$10,000 to a limited number of organizations. Students learn about the evolution of the philanthropic sector from traditional entities, such as private, corporate and community foundations, to an array of new funding intermediaries, technology-driven philanthropies, open source platforms, "impact" investors, and venture philanthropy partnerships. Strategic Philanthropy: [Read More](#) [+]

Hours & Format

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

Additional Details

Subject/Course Level: Undergrad. Business Administration/
Undergraduate

Grading/Final exam status: Letter grade. Alternative to final exam.

Strategic Philanthropy: [Read Less](#) [-]

UGBA 192L Applied Impact Evaluation 2 Units

Offered through: Business Administration

Terms offered: Prior to 2007

This course covers the methods and applications of impact evaluations, which is the science of measuring the causal impact of a program or policy on outcomes of interest. At its essence, impact evaluation is about generating evidence on which policies work, and which don't. This subject matter should appeal to three main audiences: (1) those in decision-making positions, such as policy makers and business leaders, and need to consume the information generated from impact evaluations to make informed evidence-based decisions, (2) project managers, development practitioners and business managers who commission impact evaluations and (3) researchers who actually design and implement impact evaluations. Applied Impact Evaluation: [Read More](#) [+]

Hours & Format

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

Additional Details

Subject/Course Level: Undergrad. Business Administration/
Undergraduate

Grading/Final exam status: Letter grade. Alternative to final exam.

Applied Impact Evaluation: [Read Less](#) [-]

UGBA 192N Topics in Social Sector Leadership 1 - 5 Units

Offered through: Business Administration

Terms offered: Spring 2018, Fall 2017, Spring 2017

Advanced study in the field of social sector leadership that will address current and emerging issues. Topics will vary with each offering and will be announced at the beginning of each term.

Topics in Social Sector Leadership: [Read More](#) [+]

Rules & Requirements

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 - 1-5 hours of lecture per week

Summer: 6 weeks - 2.5-12.5 hours of lecture per week

Additional Details

Subject/Course Level: Undergrad. Business Administration/
Undergraduate

Grading/Final exam status: Letter grade. Final exam required.

Topics in Social Sector Leadership: [Read Less](#) [-]

UGBA 192P Sustainable Business Consulting Projects 3 Units

Offered through: Business Administration

Terms offered: Fall 2016, Fall 2014, Fall 2012

Discuss the field of strategic corporate social responsibility (CSR) through a series of lectures, guest speakers, and projects. The course will examine best practices used by companies to engage in socially responsible business practices. It will provide students with a flavor of the complex dilemmas one can face in business in trying to do both "good for society" and "well for shareholders." It looks at CSR from a corporation perspective, and how this supports core business objectives, core competencies, and bottom-line profits. Sustainable Business Consulting Projects: [Read More](#) [+]

Hours & Format

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

Additional Details

Subject/Course Level: Undergrad. Business Administration/
Undergraduate

Grading/Final exam status: Letter grade. Final exam not required.

Sustainable Business Consulting Projects: [Read Less](#) [-]

UGBA 192T Topics in Corporate Social Responsibility 1 - 4 Units

Offered through: Business Administration

Terms offered: Spring 2018, Spring 2017, Summer 2016 First 6 Week Session

Advanced study in the field of corporate social responsibility that will address current and emerging issues. Topics will vary with each offering and will be announced at the beginning of each term.

Topics in Corporate Social Responsibility: [Read More](#) [+]

Rules & Requirements

Repeat rules: Course may be repeated for credit.

Hours & Format

Fall and/or spring: 15 weeks - 1-4 hours of lecture per week

Summer: 6 weeks - 2.5-10 hours of lecture per week

Additional Details

Subject/Course Level: Undergrad. Business Administration/
Undergraduate

Grading/Final exam status: Letter grade. Final exam required.

Topics in Corporate Social Responsibility: [Read Less](#) [-]

UGBA 193B Energy & Civilization 4 Units

Offered through: Business Administration

Terms offered: Fall 2017, Fall 2016

Energy is one of the main drivers of civilization. Today we are at the precipice of what many hope will be a major paradigm shift in energy production and use. Two transitions are needed. On the one hand, we must find ways to extend the benefits of our existing energy system to the impoverished people living in the developing world while continuing to provide these benefits to the people of the developed world. On the other hand, we must completely overhaul the existing system to fight climate change and other forms of air and water pollution. Are these shifts truly within our reach? Can we achieve both simultaneously? If so, how? This Big Ideas course will grapple with these questions using an interdisciplinary systems approach.

Energy & Civilization: [Read More](#) [+]

Rules & Requirements

Credit Restrictions: Students who take UGBA 193B will not receive credit for L&S 126.

Hours & Format

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

Additional Details

Subject/Course Level: Undergrad. Business Administration/
Undergraduate

Grading/Final exam status: Letter grade. Final exam required.

Energy & Civilization: [Read Less](#) [-]

UGBA 193C Curricular Practical Training for International Students 0.0 Units

Offered through: Business Administration

Terms offered: Summer 2014 10 Week Session, Summer 2013 10 Week Session, Summer 2012 10 Week Session

This is a zero-unit internship course for non-immigrant international students participating in internships under the Curricular Practical Training program. Requires a paper exploring how the theoretical constructs learned in UGBA courses were applied during the internship. Curricular Practical Training for International Students: [Read More](#) [+]

Rules & Requirements

Prerequisites: International students only

Hours & Format

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

Summer: 6 weeks - 0 hours of internship per week

Additional Details

Subject/Course Level: Undergrad. Business Administration/
Undergraduate

Grading/Final exam status: Offered for pass/not pass grade only. Final exam required.

Curricular Practical Training for International Students: [Read Less](#) [-]

UGBA 193I Business Abroad 1 - 4 Units

Offered through: Business Administration

Terms offered: Summer 2017 Second 6 Week Session, Spring 2015

This course includes both formal learning in lectures, experiential learning, and action research through site visits abroad. Students and instructor will visit with international companies and/or organizations to learn about the business opportunities and challenges of operating in a specific country or region. Evaluation is based on student participation, presentations, and a research paper. Country and business industry focus may vary from term to term depending upon the instructor.

Business Abroad: [Read More](#) [+]

Rules & Requirements

Prerequisites: To be determined by instructor depending on topic

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

Hours & Format

Summer: 6 weeks - 3-12 hours of lecture and 3-12 hours of lecture per week

Additional Details

Subject/Course Level: Undergrad. Business Administration/
Undergraduate

Grading/Final exam status: Letter grade. Final exam not required.

Business Abroad: [Read Less](#) [-]

UGBA 194 Undergraduate Colloquium on Business Topics 1 Unit

Offered through: Business Administration

Terms offered: Spring 2018, Fall 2017, Fall 2016

This is a speakers series course designed to give students insights from practitioners into complex issues facing American business leaders. Each week a guest speaker will discuss an issue related to a particular theme, ranging from corporate governance to the social responsibilities of business. Students will be challenged to synthesize, question, and extend those insights under the guidance of the instructor.

Undergraduate Colloquium on Business Topics: [Read More](#) [+]

Rules & Requirements

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

Hours & Format

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

Summer: 6 weeks - 2.5 hours of lecture per week

Additional Details

Subject/Course Level: Undergrad. Business Administration/
Undergraduate

Grading/Final exam status: Offered for pass/not pass grade only. Final exam required.

Undergraduate Colloquium on Business Topics: [Read Less](#) [-]

UGBA 195A Entrepreneurship 3 Units

Offered through: Business Administration

Terms offered: Spring 2018, Spring 2017, Spring 2016

Do you have an idea for a new business, but want to learn how to more fully develop this idea? Would you like to receive funding for your business idea, but lack a framework to ask for capital? This course takes students through the new venture process using a business plan as the main deliverable. A well-written business plan sets key milestones and indicates the resources needed to achieve them, in an increasingly complex business environment. Through the planning process that tightly links market and financial planning a business plan creates a set of standards to which investors and teammates can evaluate actual performance, laying the foundation for an "operating plan" once the business is launched.

Entrepreneurship: [Read More](#) [+]

Hours & Format

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

Additional Details

Subject/Course Level: Undergrad. Business Administration/
Undergraduate

Grading/Final exam status: Letter grade. Final exam not required.

Entrepreneurship: [Read Less](#) [-]

UGBA 195P Perspectives on Entrepreneurship 3 Units

Offered through: Business Administration

Terms offered: Fall 2017, Fall 2016, Fall 2015

This course explores and examines key issues facing entrepreneurs and their businesses. It is intended to provide a broad spectrum of topics across many business disciplines including accounting, finance, marketing, organizational behavior, production/quality, technology, etc. Students will acquire a keen understanding of both the theoretical and real world tools used by today's entrepreneurial business leaders in achieving success in today's global business environment.

Perspectives on Entrepreneurship: [Read More](#) [+]

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: Undergrad. Business Administration/
Undergraduate

Grading/Final exam status: Letter grade. Alternative to final exam.

Perspectives on Entrepreneurship: [Read Less](#) [-]

UGBA 195S Entrepreneurship To Address Global Poverty 3 Units

Offered through: Business Administration

Terms offered: Spring 2013, Spring 2012, Spring 2011

This course examines whether and how entrepreneurial ventures can meaningfully address global poverty vs. more traditional approaches such as foreign aid, private philanthropy or corporate social responsibility initiatives. Combining lectures, case studies, and interviews with social entrepreneurs, it explores poverty and entrepreneurship before focusing on their intersection in various bottom-of-pyramid markets, from health, housing, and education to energy, agriculture, and finance.

Entrepreneurship To Address Global Poverty: [Read More](#) [+]

Hours & Format

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

Additional Details

Subject/Course Level: Undergrad. Business Administration/
Undergraduate

Grading/Final exam status: Letter grade. Final exam not required.

Entrepreneurship To Address Global Poverty: [Read Less](#) [-]

UGBA 195T Topics in Entrepreneurship 1 - 3 Units

Offered through: Business Administration

Terms offered: Spring 2018, Fall 2017, Spring 2017

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

Topics in Entrepreneurship: Read More [+]

Rules & Requirements

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 - 1-3 hours of lecture per week

Additional Details

Subject/Course Level: Undergrad. Business Administration/
Undergraduate

Grading/Final exam status: Letter grade. Final exam required.

Topics in Entrepreneurship: Read Less [-]

UGBA 196 Special Topics in Business Administration 1 - 4 Units

Offered through: Business Administration

Terms offered: Fall 2017, Summer 2017 Second 6 Week Session, Spring 2017

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

Special Topics in Business Administration: Read More [+]

Rules & Requirements

Prerequisites: Upper division standing

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

Hours & Format

Fall and/or spring: 15 weeks - 1-4 hours of lecture per week

Summer:

6 weeks - 2.5-10 hours of lecture per week

10 weeks - 2-4 hours of lecture per week

Additional Details

Subject/Course Level: Undergrad. Business Administration/
Undergraduate

Grading/Final exam status: Letter grade. Final exam required.

Formerly known as: Business Administration 196

Special Topics in Business Administration: Read Less [-]

UGBA 198 Directed Study 1 - 4 Units

Offered through: Business Administration

Terms offered: Spring 2016, Fall 2015, Spring 2015

Organized group study on topics selected by upper division students under the sponsorship and direction of a member of the Haas School of Business faculty.

Directed Study: Read More [+]

Rules & Requirements

Prerequisites: Consent of instructor

Credit Restrictions: Enrollment is restricted; see the Introduction to Courses and Curricula section of this catalog.

Repeat rules: Course may be repeated for credit.

Hours & Format

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

Additional Details

Subject/Course Level: Undergrad. Business Administration/
Undergraduate

Grading/Final exam status: Offered for pass/not pass grade only. Final exam not required.

Formerly known as: Business Administration 198

Directed Study: Read Less [-]

UGBA 199 Supervised Independent Study and Research 1 - 4 Units

Offered through: Business Administration

Terms offered: Spring 2015, Spring 2014, Fall 2013

Enrollment restrictions apply.

Supervised Independent Study and Research: Read More [\[+\]](#)

Rules & Requirements

Prerequisites: Consent of instructor

Credit Restrictions: Enrollment is restricted; see the Introduction to Courses and Curricula section of this catalog.

Repeat rules: Course may be repeated for credit.

Hours & Format

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

Summer:

6 weeks - 1-4 hours of independent study per week

8 weeks - 1-4 hours of independent study per week

Additional Details

Subject/Course Level: Undergrad. Business Administration/
Undergraduate

Grading/Final exam status: Offered for pass/not pass grade only. Final exam not required.

Formerly known as: Business Administration 199

Supervised Independent Study and Research: Read Less [\[-\]](#)

Executive MBA

XMBA 200C Leadership Communication 2 Units

Offered through: Business Administration

Terms offered: Summer 2016 10 Week Session

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.

Leadership Communication: Read More [\[+\]](#)

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: Masters in Bus. Adm. for Executives/Graduate

Grading: Letter grade.

Leadership Communication: Read Less [\[-\]](#)

XMBA 200P Problem Finding, Problem Solving 1 Unit

Offered through: Business Administration

Terms offered: Prior to 2007

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.

Problem Finding, Problem Solving: Read More [\[+\]](#)

Hours & Format

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

Additional Details

Subject/Course Level: Masters in Bus. Adm. for Executives/Graduate

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

Problem Finding, Problem Solving: Read Less [\[-\]](#)

XMBA 200Q Decision Models 1 Unit

Offered through: Business Administration

Terms offered: Fall 2011, Fall 2009, Fall 2004

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.

Decision Models: Read More [\[+\]](#)

Hours & Format

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

Additional Details

Subject/Course Level: Masters in Bus. Adm. for Executives/Graduate

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

Decision Models: Read Less [\[-\]](#)

XMBA 200S Data and Decisions 2 Units

Offered through: Business Administration

Terms offered: Summer 2016 10 Week Session, Summer 2006 10 Week Session, Summer 2005 10 Week Session

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.

Data and Decisions: Read More [+]

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: Masters in Bus. Adm. for Executives/Graduate

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

Formerly known as: Business Administration 200S

Data and Decisions: Read Less [-]

XMBA 201A Managerial Economics 2 Units

Offered through: Business Administration

Terms offered: Summer 2016 10 Week Session, Summer 2005 10 Week Session

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.

Managerial Economics: Read More [+]

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: Masters in Bus. Adm. for Executives/Graduate

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

Managerial Economics: Read Less [-]

XMBA 201B Global Economic Environment 2 Units

Offered through: Business Administration

Terms offered: Spring 2014, Fall 2010, Fall 2009

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.

Global Economic Environment: Read More [+]

Hours & Format

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

Additional Details

Subject/Course Level: Masters in Bus. Adm. for Executives/Graduate

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

Global Economic Environment: Read Less [-]

XMBA 202A Financial Accounting 2 Units

Offered through: Business Administration

Terms offered: Summer 2016 10 Week Session, Summer 2008 10 Week Session, Summer 2007 10 Week Session

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.

Financial Accounting: Read More [+]

Hours & Format

Summer: 3 weeks - 10 hours of lecture per week

Additional Details

Subject/Course Level: Masters in Bus. Adm. for Executives/Graduate

Grading: Letter grade.

Formerly known as: Business Administration 202A

Financial Accounting: Read Less [-]

XMBA 203 Finance 2 Units

Offered through: Business Administration

Terms offered: Fall 2014, Fall 2013, Fall 2011

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.

Finance: Read More [\[+\]](#)

Hours & Format

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

Additional Details

Subject/Course Level: Masters in Bus. Adm. for Executives/Graduate

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

Finance: Read Less [\[-\]](#)

XMBA 204 Operations Management 2 Units

Offered through: Business Administration

Terms offered: Spring 2014, Spring 2012, Spring 2010

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.

Operations Management: Read More [\[+\]](#)

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: Masters in Bus. Adm. for Executives/Graduate

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

Operations Management: Read Less [\[-\]](#)

XMBA 205 Creating Effective Organizations 2 Units

Offered through: Business Administration

Terms offered: Fall 2014, Fall 2013, Fall 2009

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.

Creating Effective Organizations: Read More [\[+\]](#)

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: Masters in Bus. Adm. for Executives/Graduate

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

Formerly known as: Business Administration 205

Creating Effective Organizations: Read Less [\[-\]](#)

XMBA 206 Marketing Organization and Management 2 Units

Offered through: Business Administration

Terms offered: Fall 2014, Fall 2013, Summer 2009 10 Week Session

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.

Marketing Organization and Management: Read More [\[+\]](#)

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: Masters in Bus. Adm. for Executives/Graduate

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

Marketing Organization and Management: Read Less [\[-\]](#)

XMBA 209 Competitive and Corporate Strategy 2 Units

Offered through: Business Administration

Terms offered: Spring 2014, Spring 2012, Spring 2010

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.

Competitive and Corporate Strategy: [Read More](#) [+]

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: Masters in Bus. Adm. for Executives/Graduate

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

Competitive and Corporate Strategy: [Read Less](#) [-]

XMBA 217 Topics in Economic Analysis and Policy 1 - 3 Units

Offered through: Business Administration

Terms offered: Prior to 2007

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.

Topics in Economic Analysis and Policy: [Read More](#) [+]

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: Masters in Bus. Adm. for Executives/Graduate

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

Topics in Economic Analysis and Policy: [Read Less](#) [-]

XMBA 231 Corporate Finance 2 Units

Offered through: Business Administration

Terms offered: Prior to 2007

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

Corporate Finance: [Read More](#) [+]

Hours & Format

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

Summer: 10 weeks - 3 hours of lecture per week

Additional Details

Subject/Course Level: Masters in Bus. Adm. for Executives/Graduate

Grading: Letter grade.

Corporate Finance: [Read Less](#) [-]

XMBA 233 Investments 2 Units

Offered through: Business Administration

Terms offered: Spring 2012, Spring 2010, Spring 2008

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.

Investments: [Read More](#) [+]

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: Masters in Bus. Adm. for Executives/Graduate

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

Investments: [Read Less](#) [-]

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

Offered through: Business Administration

Terms offered: Fall 2012, Fall 2011

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.

Mergers and Acquisitions: A Focus on Creating Value: Read More [\[+\]](#)

Rules & Requirements

Prerequisites: XMBA 203 or consent of instructor

Hours & Format

Fall and/or spring: 3 weeks - 6 hours of lecture per week

Summer: 3 weeks - 6 hours of lecture per week

Additional Details

Subject/Course Level: Masters in Bus. Adm. for Executives/Graduate

Grading: Letter grade.

Mergers and Acquisitions: A Focus on Creating Value: Read Less [\[-\]](#)

XMBA 236M Turnarounds 2 Units

Offered through: Business Administration

Terms offered: Not yet offered

This course introduces the world of operational and strategic turnarounds of troubled and underperforming businesses. It focuses on the leadership practices that work in fixing flawed enterprises, from underperforming businesses to those on the brink of a death spiral. Most time in the course is spent learning how to more effectively lead companies that are underperforming or in trouble. The course is taught by cases, with the view that the best way to learn leadership is by taking the perspective of business leaders facing crises that demand new direction. Since a rescue plan only works if it is embraced, students take various roles in the cases, including bosses, subordinates, boards and lenders.

Turnarounds: Read More [\[+\]](#)

Hours & Format

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

Summer: 1 weeks - 40 hours of lecture per week

Additional Details

Subject/Course Level: Masters in Bus. Adm. for Executives/Graduate

Grading: Letter grade.

Turnarounds: Read Less [\[-\]](#)

XMBA 236V New Venture Finance 2 Units

Offered through: Business Administration

Terms offered: Prior to 2007

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.

New Venture Finance: Read More [\[+\]](#)

Hours & Format

Fall and/or spring: 3 weeks - 6 hours of lecture per week

Summer: 3 weeks - 6 hours of lecture per week

Additional Details

Subject/Course Level: Masters in Bus. Adm. for Executives/Graduate

Grading: Letter grade.

Formerly known as: Executive Masters in Bus. Adm. 295D

New Venture Finance: Read Less [\[-\]](#)

XMBA 247 Topics in Operations and Information Technology Management 1 - 3 Units

Offered through: Business Administration

Terms offered: Prior to 2007

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.

Topics in Operations and Information Technology Management: Read More [\[+\]](#)

Rules & Requirements

Repeat rules: Course may be repeated for credit.

Hours & Format

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

Additional Details

Subject/Course Level: Masters in Bus. Adm. for Executives/Graduate

Grading: Letter grade.

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

Topics in Operations and Information Technology Management: Read Less [\[-\]](#)

XMBA 252 Managerial Negotiations 2 Units

Offered through: Business Administration

Terms offered: Summer 2014 10 Week Session, Summer 2011 10 Week Session, Summer 2010 10 Week Session

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.

Managerial Negotiations: [Read More](#) [+]

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: Masters in Bus. Adm. for Executives/Graduate

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

Managerial Negotiations: [Read Less](#) [-]

XMBA 255 Leadership 2 Units

Offered through: Business Administration

Terms offered: Prior to 2007

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.

Leadership: [Read More](#) [+]

Rules & Requirements

Prerequisites: 205 or equivalent

Hours & Format

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

Summer: 3 weeks - 10 hours of lecture per week

Additional Details

Subject/Course Level: Masters in Bus. Adm. for Executives/Graduate

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

Leadership: [Read Less](#) [-]

XMBA 257 Special Topics in the Management of Organizations 1 - 3 Units

Offered through: Business Administration

Terms offered: Prior to 2007

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.

Special Topics in the Management of Organizations: [Read More](#) [+]

Rules & Requirements

Repeat rules: Course may be repeated for credit.

Hours & Format

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

Additional Details

Subject/Course Level: Masters in Bus. Adm. for Executives/Graduate

Grading: Letter grade.

Special Topics in the Management of Organizations: [Read Less](#) [-]

XMBA 264 High Technology Marketing 2 Units

Offered through: Business Administration

Terms offered: Fall 2010, Fall 2004, Fall 2003

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.

High Technology Marketing: [Read More](#) [+]

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: Masters in Bus. Adm. for Executives/Graduate

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

High Technology Marketing: [Read Less](#) [-]

XMBA 273 Dynamic Capabilities and Innovation 2 - 3 Units

Offered through: Business Administration

Terms offered: Not yet offered

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.

Dynamic Capabilities and Innovation: Read More [+]

Hours & Format

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

Additional Details

Subject/Course Level: Masters in Bus. Adm. for Executives/Graduate

Grading: Letter grade.

Dynamic Capabilities and Innovation: Read Less [-]

XMBA 290H Haas@Work 3 Units

Offered through: Business Administration

Terms offered: Prior to 2007

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.

Haas@Work: Read More [+]

Hours & Format

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

Additional Details

Subject/Course Level: Masters in Bus. Adm. for Executives/Graduate

Grading: Letter grade.

Haas@Work: Read Less [-]

XMBA 290T Topics in Innovation and Design 1 - 3 Units

Offered through: Business Administration

Terms offered: Summer 2014 10 Week Session, Spring 2014, Summer 2011 10 Week Session

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.

Topics in Innovation and Design: Read More [+]

Rules & Requirements

Repeat rules: Course may be repeated for credit.

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: Masters in Bus. Adm. for Executives/Graduate

Grading: Letter grade.

Topics in Innovation and Design: Read Less [-]

XMBA 290V Corporate Strategy in Telecommunications and Media 3 Units

Offered through: Business Administration

Terms offered: Prior to 2007

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.

Corporate Strategy in Telecommunications and Media: Read More [+]

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: Masters in Bus. Adm. for Executives/Graduate

Grading: Letter grade.

Corporate Strategy in Telecommunications and Media: Read Less [-]

XMBA 291C Active Communicating 1 Unit

Offered through: Business Administration

Terms offered: Prior to 2007

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.

Active Communicating: [Read More](#) [+]

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: Masters in Bus. Adm. for Executives/Graduate

Grading: Letter grade.

Active Communicating: [Read Less](#) [-]

XMBA 291L Leader as Coach 1 Unit

Offered through: Business Administration

Terms offered: Prior to 2007

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.

Leader as Coach: [Read More](#) [+]

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: Masters in Bus. Adm. for Executives/Graduate

Grading: Letter grade.

Leader as Coach: [Read Less](#) [-]

XMBA 291S Storytelling for Leadership 1 Unit

Offered through: Business Administration

Terms offered: Prior to 2007

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.

Storytelling for Leadership: [Read More](#) [+]

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: Masters in Bus. Adm. for Executives/Graduate

Grading: Letter grade.

Storytelling for Leadership: [Read Less](#) [-]

XMBA 291T Topics in Managerial Communications 1 - 3 Units

Offered through: Business Administration

Terms offered: Fall 2012, Summer 2011 10 Week Session

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.

Topics in Managerial Communications: [Read More](#) [+]

Rules & Requirements

Repeat rules: Course may be repeated for credit.

Hours & Format

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

Additional Details

Subject/Course Level: Masters in Bus. Adm. for Executives/Graduate

Grading: Letter grade.

Topics in Managerial Communications: [Read Less](#) [-]

XMBA 292P Strategic and Sustainable Business Solutions 1 - 3 Units

Offered through: Business Administration

Terms offered: Fall 2012, Spring 2005

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.

Strategic and Sustainable Business Solutions: [Read More](#) [+]

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: Masters in Bus. Adm. for Executives/Graduate

Grading: Letter grade.

Strategic and Sustainable Business Solutions: [Read Less](#) [-]

XMBA 293 Individual Supervised Study for Graduate Students 1 - 6 Units

Offered through: Business Administration

Terms offered: Fall 2017, Summer 2014 10 Week Session, Fall 2011

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.

Individual Supervised Study for Graduate Students: [Read More](#) [+]

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: Masters in Bus. Adm. for Executives/Graduate

Grading: Letter grade.

Individual Supervised Study for Graduate Students: [Read Less](#) [-]

XMBA 295A Entrepreneurship and Innovation 2 Units

Offered through: Business Administration

Terms offered: Summer 2010 10 Week Session, Summer 2008 10 Week Session, Summer 2006 10 Week Session

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.

Entrepreneurship and Innovation: [Read More](#) [+]

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: Masters in Bus. Adm. for Executives/Graduate

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

Entrepreneurship and Innovation: [Read Less](#) [-]

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

Offered through: Business Administration

Terms offered: Fall 2011

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.

Customer and Business Development in High-Tech Enterprise: [Read More](#) [+]

Hours & Format

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

Additional Details

Subject/Course Level: Masters in Bus. Adm. for Executives/Graduate

Grading: Letter grade.

Customer and Business Development in High-Tech Enterprise: [Read Less](#) [-]

XMBA 295T Special Topics in Entrepreneurship 1 - 3 Units

Offered through: Business Administration

Terms offered: Fall 2014, Fall 2013, Fall 2010

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

Special Topics in Entrepreneurship: [Read More](#) [+]

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: Masters in Bus. Adm. for Executives/Graduate

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

Special Topics in Entrepreneurship: [Read Less](#) [-]

XMBA 296 Special Topics in Business Administration 1 - 3 Units

Offered through: Business Administration

Terms offered: Summer 2015 10 Week Session, Fall 2014, Summer 2014 10 Week Session

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.

Special Topics in Business Administration: [Read More](#) [+]

Rules & Requirements

Repeat rules: Course may be repeated for credit.

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: Masters in Bus. Adm. for Executives/Graduate

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

Special Topics in Business Administration: [Read Less](#) [-]

XMBA 298A International Business 2 Units

Offered through: Business Administration

Terms offered: Spring 2012, Spring 2011, Spring 2010

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.

International Business: [Read More](#) [+]

Hours & Format

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

Additional Details

Subject/Course Level: Masters in Bus. Adm. for Executives/Graduate

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

International Business: [Read Less](#) [-]

XMBA 298C International Field Seminar 3 Units

Offered through: Business Administration

Terms offered: Fall 2011, Summer 2011 10 Week Session, Fall 2010

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.

International Field Seminar: [Read More](#) [+]

Rules & Requirements

Prerequisites: 298A

Repeat rules: Course may be repeated for credit.

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: Masters in Bus. Adm. for Executives/Graduate

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

International Field Seminar: [Read Less](#) [-]