

# Business Administration: MBA for Executives

The Berkeley MBA for Executives Program is a unique learning experience because of how —not simply what— you learn. You will integrate your intellectual talents and industry experience, and apply your classroom and experiential learning to actual business situations in unprecedented ways. Although the program is competitive and challenging (it offers the same rigorous degree as our Full Time and Evening & Weekend MBA programs) it is also intensely collaborative, making the often-repeated statement that you learn as much from your peers as from your professors more than a truism.

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

Please see departmental website at <http://mbaforexecs.haas.berkeley.edu/>

## Admission to the University

### Minimum Requirements for Admission

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

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

### Applicants Who Already Hold a Graduate Degree

The Graduate Council views academic degrees not as vocational training certificates but as evidence of broad training in research methods, independent study, and articulation of learning. Therefore, applicants who already have academic graduate degrees should be able to pursue new subject matter at an advanced level without need to enroll in a related or similar graduate program.

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

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

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

1. Applicants with doctoral degrees may be admitted for an additional doctoral degree only if that degree program is in a general area of knowledge distinctly different from the field in which they earned their original degree. For example, a physics PhD could be admitted to a doctoral degree program in music or history; however, a student with a doctoral degree in mathematics would not be permitted to add a PhD in statistics.
2. Applicants who hold the PhD degree may be admitted to a professional doctorate or professional master's degree program if there is no duplication of training involved.

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

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

## Required Documents for Applications

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

## Where to Apply

<https://applymbaexec.haas.berkeley.edu/Account/LogOn>

## Unit Requirements

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

### Curriculum

XMBA 200C	Leadership Communication	2
XMBA 200S	Data and Decisions	2
XMBA 201A	Managerial Economics	2
XMBA 201B	Global Economic Environment	2
XMBA 202A	Financial Accounting	2
XMBA 203	Finance	2
XMBA 204	Operations Management	2
XMBA 205	Creating Effective Organizations	2
XMBA 206	Marketing	2
XMBA 209	Competitive and Corporate Strategy	2
XMBA 290T	Topics in Innovation and Design (Applied Innovation Immersion Week, off-site)	2
XMBA 296	Special Topics in Business Administration (Building Trust-Based Relationships)	1
XMBA 296	Special Topics in Business Administration (Silicon Valley Immersion Week, off-site)	2
XMBA 296	Special Topics in Business Administration (Washington, D.C. Immersion Week, off-site)	2
XMBA 296	Special Topics in Business Administration (International Seminar, location varies)	2

Another 12 units through specialized elective study.

## Business Administration: MBA for Executives

Expand all course descriptions [+]Collapse all course descriptions [-]

### 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 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: 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: 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 211 Game Theory 2 Units

Offered through: Business Administration

Terms offered: Prior to 2007

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

### Hours & Format

#### Fall and/or spring:

10 weeks - 3 hours of lecture per week

15 weeks - 2 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.

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

## XMBA 212 Energy and Environmental Markets 3 Units

Offered through: Business Administration

Terms offered: Prior to 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 201A or equivalent

### 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.

Energy and Environmental Markets: [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: Prior to 2007

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 237 Topics in Finance 0.5 - 3 Units

Offered through: Business Administration

Terms offered: Prior to 2007

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 without restriction. Students may enroll in multiple sections of this course within the same semester.

### Hours & Format

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

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

### Additional Details

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

**Grading:** Letter grade.

Topics in 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 without restriction.

### 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 253 Decision Making 2 Units

Offered through: Business Administration

Terms offered: Prior to 2007

This course aims to improve the quality of decisions people make. Students learn to be aware of, and to avoid, common inferential errors and systematic biases in decision making. There are many decision traps that we tend to repeatedly fall into. These traps relate to how we think about risk and probability, how we learn from experience, and how we make choices. Upon completion, students will have internalized the basic principles of decision making and will be able to avoid falling into these traps. The course additionally aims to create a deeper understanding of the psychology of decision making, which can create an advantage in negotiations and other interactions through gaining an awareness of the predictable mistakes of others.

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

### Hours & Format

#### Fall and/or spring:

8 weeks - 4 hours of lecture per week

15 weeks - 2 hours of lecture per week

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

### Additional Details

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

**Grading:** Letter grade.

Decision Making: 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 without restriction.

### 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 267 Special Topics in Marketing 0.5 - 3 Units

Offered through: Business Administration

Terms offered: Prior to 2007

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

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

### Rules & Requirements

**Repeat rules:** Course may be repeated for credit without restriction. Students may enroll in multiple sections of this course within the same semester.

### Hours & Format

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

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

### Additional Details

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

**Grading:** Letter grade.

**Instructor:** Rasmussen

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

## XMBA 273 Dynamic Capabilities and Innovation 2 - 3 Units

Offered through: Business Administration

Terms offered: Prior to 2007

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 277 Special Topics in Business and Public Policy 0.5 - 3 Units

Offered through: Business Administration

Terms offered: Prior to 2007

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

**Repeat rules:** Course may be repeated for credit without restriction. Students may enroll in multiple sections of this course within the same semester.

### Hours & Format

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

### Additional Details

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

**Grading:** Letter grade.

Special Topics in Business and Public Policy: [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 290P Applied Innovation 2 Units

Offered through: Business Administration

Terms offered: Prior to 2007

We are in the midst of a digital transformation that is changing how industries work and how we will live and work. Responding to this massive change requires that we learn approaches to framing and solving problems different from the analytical approaches most of us have learned and practiced in our careers. Enter design thinking. Designers have long practiced immersion in ambiguous situations, imagining and conceptualizing alternative futures, and learning through experimentation and failure. This course teaches students new ways of collecting data to characterize a problem space, enabling them to frame and reframe problems, generate a range of possible solutions, and then gather feedback to assess those solutions.

Applied Innovation: [Read More](#) [+]

### Hours & Format

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

### Additional Details

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

**Grading:** Letter grade.

**Instructor:** Beckman

Applied Innovation: [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 without restriction.

### 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 291R Building Trust-Based Relationships 1 Unit

Offered through: Business Administration

Terms offered: Prior to 2007

The objective of this course is to help students become better leaders by strengthening their ability to build trust-based relationships with others such as direct reports, supervisors, peers and customers. The course draws appropriate links back to Leadership Communications and forward to Applied Innovation. Students will (i) debrief their experience of putting learning from Leadership Communications into action in their workplace; (ii) practice various approaches to honing their empathy, including the use of insightful questions rather than assertions as the basis for a dialogue with others; and (iii) learn a simple peer coaching model that they will use in between face-to-face sessions with their classmates. Building Trust-Based Relationships: Read More [\[+\]](#)

### Rules & Requirements

**Prerequisites:** Masters in Bus. Adm. for Executives 200C

### Hours & Format

**Fall and/or spring:** 6 weeks - 3 hours of lecture per week

### Additional Details

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

**Grading:** Letter grade.

Building Trust-Based Relationships: 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 without restriction.

### 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 292T Topics in Social Sector Leadership 1 - 3 Units

Offered through: Business Administration

Terms offered: Prior to 2007

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](#) [\[+\]](#)

### Rules & Requirements

**Repeat rules:** Course may be repeated for credit without restriction. Students may enroll in multiple sections of this course within the same semester.

### Hours & Format

**Fall and/or spring:**

10 weeks - 2-4.5 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:** Letter grade.

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

## XMBA 293 Individual Supervised Study for Graduate Students 1 - 6 Units

Offered through: Business Administration

Terms offered: Fall 2019, Fall 2018, Fall 2017

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 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 without restriction.

### 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 1 - 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 without restriction.

### **Hours & Format**

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

#### **Summer:**

3 weeks - 10-10 hours of fieldwork per week

10 weeks - 3-3 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 [\[-\]](#)

## **XMBA 299B Global Strategy and Multinational Enterprise 2 Units**

Offered through: Business Administration

Terms offered: Prior to 2007

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.

Global Strategy and Multinational Enterprise: 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.

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