

Global Management (MBA-GM) Course Descriptions

MBA 5006 Applied Statistics & Research Methods (3 units)

The course provides a basic understanding of what research can and cannot accomplish and how to effectively use research tools in management decision-making. Students learn how managers design a research project, when to commission one, and how to interpret and present quantitative and qualitative research results. Students will learn about problem formulation, determining research questions, sample theory and data collection methods.

MBA 5007 Financial and Managerial Accounting (3 units)

The study of accounting information used in decision-making (from a management perspective). Students evaluate corporate reporting using the balance sheet, income statement, statement of cash flows, and financial ratios. Budgeting, product costing and other internal financial management topics are covered. The course includes: problem solving, written analysis, actual company cases and addresses ethical issues.

MBA 5008 Finance (3 units)

Students learn how to obtain and use money to maximize the value of a business. Areas covered include: planning and managing equity financing, control of short term assets and liabilities, and measuring risk and value.

MBA 5009 Managerial Economics (3 units)

Examines forces and factors that impact overall performance on an economic system, including government policy and business decisions. Major topics include: GNP, full employment, unemployment, inflation, stagflation, aggregate demand and supply, and multiplier effects.

MBA 5205 International Accounting (3 units)

Focuses on the financial and managerial accounting issues of international business. Topics include: fluctuating currency levels, accounting for transactions in foreign currencies, restatement of foreign subsidiary financial statements, transfer pricing, and income taxes, consolidation and disclosure problems, and managerial control and organization.

MBA 5206 Strategic International Marketing (3 units)

An in-depth understanding of marketing functions are introduced, specifically focusing on providing students with experience in making marketing and business-related decisions. Attention is paid to areas of increasing importance to marketing professionals, including services and Internet marketing. Case study analysis and discussion form the basis of classroom instruction and a prime objective is to develop a sense of realism within these discussions on current business issues.

MBA 5207 Global Information Management and E-Business (3 units)

Teaches students to prepare and train current and future managers to effectively operate in a globally connected economy. An introduction to, and overview of, the principles of the connected economy and the roles that information technology and e-commerce play in it. Students develop effective strategies, utilize information technology and e-commerce to achieve their global business objectives.

MBA 5209 International Corporate Finance (3 units)

Explores traditional areas of corporate finance from the perspective of a multinational company-concentrating on decision elements that are rarely encountered by purely domestic firms. Elements include multiple currencies, frequent exchange rate changes and varying rates of inflation, differing tax systems and derivatives; also studied are various FX exposures, global cost of capital, FDI strategy and international portfolio diversification.

MBA 5211 Executive Business Communications (3 units)

Focusing on strategic mapping, design and delivery of effective managerial and leadership communication to specific audiences, students strengthen written and oral communication skills critical for global leaders' effectiveness. Executive writing concepts include: strategy, efficient composing, 'scanability', document visual appeal, audience analysis, and crafting reports using data and statistical analysis. Effectively delivering compelling oral presentations emphasizes concepts including: identifying presentation purpose, strategy, design and use of appropriate media, audience analysis, effective use of the environment and stage, and using

the body and voice effectively so as to develop a leader's 'stage' presence.

MBA 5212 Global Organizational Behavior & Team Dynamics in International Business (3 units)

Organizations are complex systems which increase in complexity as they expand globally, gain international employees, and develop multi-level relationships with international suppliers, communities and other stakeholders. This course examines how and why organizational and team behaviors are impacted by the challenges of global business, and explores models and applications for understanding these complexities within cultural-behavioral contexts. Students work within project teams to practice skills and strategies needed on global teams, including collaboration across diverse perspectives, conflict-resolution, mutual accountability and ongoing feedback. Ethical dimensions of employer-employee relations within international businesses are examined to hone students' moral reasoning as leaders in a dynamic world.

MBA 5213 Leadership and Organizational Development in Global Business Settings (3 units)

Key business leadership theories are analyzed and applied to assess leaders' effectiveness in international and cross-cultural settings. Leadership behaviors and practices in organizations are evaluated through case studies, exploring impact of leadership styles to achieve organizational goals. Leaders' role as an architect of organization culture and how structure impacts as well as limits change, are analyzed. Examine OD diagnosis and intervention strategies appropriate in various situations and the role of the internal and external OD specialists in a global context. Using a leadership behaviors feedback assessment tool, reflect on one's leadership styles and develop a plan to expand one's leadership style repertoire that demonstrates cultural competence and effectiveness with stakeholders in an international business setting.

MBA 5216 Global Operations and Supply Chain Management (3 units)

Focuses on the managerial challenges in the operations of manufacturing and service industries. Provides an understanding of the functional and strategic roles of production and distribution. Distribution strategies are evaluated and costs and benefits of cooperation and coordination between different firms in the supply chain are also investigated.

MBA 5217 International Entrepreneurship and Sustainability (3 units)

This course extends the notion of entrepreneurship not only across borders but also across the dimension that will define future business models: sustainability. It challenges students to re-imagine business models and introduces the principle that organizations and industries must "innovate sustainably" - using a triple bottom line approach that focuses on social, economic, and environmental factors (people, planet and profit). Students will research and evaluate global entrepreneurs across a broad spectrum of organizations, from new ventures and family-owned businesses to large corporations. The course provides students with a guiding framework for sustainable market-creation. It also highlights the importance of social networks in foreign entrepreneurial success and evaluates the role of public policy on global entrepreneurial ventures.

MBA 5218 Global Business Strategy (3 units)

This course focuses on the definition and implementation of business strategy for global operations. It explores the global competitive, socio-cultural and political environments and equips managers of SMEs and MNEs with a framework to formulate strategies in the global marketplace. It covers international trade and competitive advantage, competitive strategies, and alternative modes of foreign market entry including exporting, contracting with suppliers and distributors in the form of joint ventures and strategic alliances, and foreign direct investment. It also examines how parent-subsidiary relationships help MNEs and SMEs to formulate and implement strategies that would improve their performance.

MBA 5219 Emerging Markets and International Competitiveness (3 units)

This course offers a comprehensive look at emerging markets/economies through the lens of developed country firms as well as indigenous firms in emerging markets. It investigates how the globalization of emerging markets create opportunities for developed country firms (SMEs and MNEs) and how these could be tapped, what challenges companies operating in emerging markets face, and what lessons can be learned from them. It also examines how indigenous entrepreneurs in emerging markets are building world-class companies to surface globally. The course centers on whether, and how, globalization impacts the international competitiveness of developed countries and firms differently from emerging markets and firms, using analysis at the country, industry, firm as well as subsidiary levels.

MBA 5224 Negotiating Across Stakeholders in International Arenas (3 units)

The long-term success of an international business requires negotiating across the varied interests and needs of multiple stakeholders. This course develops students' capacities to understand multi-stakeholder perspectives, analyze stakeholders' potentially-conflicting needs in global business situations, and practice negotiating strategies that are more or less likely to yield mutually-beneficial outcomes. Students will gain insights and experience in resolving international differences by drawing on theories from social psychology, political science, decision-making, and international law. They will learn personal, strategic, and

structural barriers to international negotiations and how to formulate cross-country negotiations that could be acceptable across various global agents.

MBA 5225 Special Topics (3 units)

This course deals with contemporary business issues. Topics vary from year to year in an effort to capitalize on current trends and their impact on future business models and practices.

MBA 5226 The Business Environment of Asia (3 units)

This course discusses the economic potential of the Asia Pacific and South Asian regions where the traditional modes of production, culture, social, and political relations have been undergoing dramatic changes. As a result of advancement of transport and communication technology, economic linkages, and political alliances, Asia Pacific is experiencing intense change. To understand the issues, the course focuses on the economic, cultural and social basis of the countries in the region.

MBA 5227 The Business Environment of Europe (3 units)

This course deals with contemporary business issues relevant to Europe from an interdisciplinary and entrepreneurial perspective. Topics vary from year to year in an effort to capitalize on current trends and their impact on future business models and practices.

MBA 5240 The Business Environment of Latin America (3 units)

This course focuses on the effects of the growing globalization of business highlighting the historical trends and current forces that shape foreign and domestic business organizations doing business in Latin America. Topics include growing economic interdependence, political and cultural globalization, and political and financial risk assessment.

MBA 5250 The Business Environment of Africa (3 units)

This course focuses on the effects of the growing globalization of business highlighting the historical trends and current forces that shape foreign and domestic business organizations doing business in Africa. Topics include growing economic interdependence, political and cultural globalization, and political and financial risk assessment.

MBA 5262 Multinational Corporations and the Global Economy (3 units)

Understanding the working of global business is impossible without a good understanding of the operations of multinational corporations (MNCs); more than that, understanding the international economic environment is increasingly more important for anyone in the business sector. In this course the various types of MNCs, their various strategies, their competitive advantages and the special difficulties they face, are discussed; risk diversification, internalization, international transfer pricing, and foreign direct investment are thoroughly covered, as well as offshoring and outsourcing strategies; international networks, the international financial environment, and international financial crises, along with the dangers and opportunities to MNCs, are analyzed.

MBA 5271 International Industry Focus (3 units)

Focusing on a specific global industry, this course will investigate an industry, analyzing and comparing strategic practices, product marketing and financial standards across the globe. Geographic and cultural affects on the industry are examined and best practices determined.

MBA 5275 Executive Study Abroad (3 units)

Executive Study Abroad is an intense 9-10 day program that exposes the participant to multiple cultures and global business topics. Students are expected to complete in-depth, assigned readings prior to the trip abroad, then attend approximately 40 hours of business and organizational visits/lectures within the host country. Upon their return, participants select an approved topic then write an extensive research paper.

MBA 5280 Capstone Global Management (3 units)

Completed at the end of the MBA program, the capstone experience facilitates students' integration of business and global management knowledge and skills appropriate to an MBA graduate. This applied course stresses the importance of design of an organization's global strategy taking into account the global business environment and competitive pressures. Each student chooses between writing an international business plan, an internationally-focused research project, or a thesis that relates strategic thought to the greater global environment. Successful completion of the capstone demonstrates expertise in all the business disciplines.

MBA 5289 Vote Smart Challenge (1-3 units)

In this course, a team of students identify and conduct research on relevant facts pertaining to current issues. The information is analyzed and culminates in a project or paper.

MBA 5299 Independent Study (1-3 units)

Independent study is an opportunity for the student to customize a course in lieu of the requirements of another course. This option must be approved by the Director of Graduate Business Programs and the content area expert mentor. This option is granted as an exception and is not routinely allowed.

MBA 5996 Graduate Internship (3 units)

A minimum of 135 hours in a work situation which constitutes, in the judgement of the program director, a valid educational experience. Students work under the direction of an on-site supervisor.