

## Course Descriptions

**Please Note: Course descriptions list the course number, the course title and the number of semester-units in parentheses.**

### **GSBA 500 Working in Teams (1)**

This course develops student understanding and skills for effective teamwork. It provides theory and concepts underlying team process and development while improving skill proficiency through experiential assignments. Topics include team chartering, stages of team development, communication, problem solving, conflict, diversity management, values, norms, meeting facilitation, virtual teams and assessing performance. Learning methods include case studies, process observation, experiential exercises, team projects and 360-degree feedback. This course is taken in the first semester of the M.B.A. program.

### **GSBA 501 Ethical Leadership in Organizations (2)**

This course provides concepts and skills for ethical leadership. Topics include leadership theories, leadership style, creating vision and strategy, understanding people (perception, learning, values, personality, diversity, etc.), change, ethical decision-making, power and influence, motivation and organizational culture. Learning methods include self-assessment, lecture or discussion, case studies, team projects and experiential exercises. This course is taken in the first semester of the M.B.A. program.

### **GSBA 502 Statistics for Managers (2)**

This course examines how managers use data as the key input for systematic business problem-solving. Topics include collecting data, describing and presenting data, probability, statistical inference, regression analysis, forecasting and risk analysis. Extensive use of Excel for data analysis with a focus on applied business decision-making. Common business processes and business skills practiced are gathering and organizing data, quantitative data analysis, forecasting, decision-making under uncertainty and communicating or presenting results. Prerequisite: GSBA 501 or GSBA 515 or concurrent.

### **GSBA 503 Business Economics (2)**

All commerce takes place in the broad context of the macro-economy, hence an understanding of factors that influence the overall economy is essential for business managers. This course is designed to provide an introduction to business economics, including both micro and macroeconomic foundations. Topics to be covered include: fundamentals of demand and supply, fiscal policy and monetary policy. Upon completion of the course, students will be able to undertake supply and demand

analysis to their own firm or industry; identify and analyze international trade conditions and opportunities; make accurate assessments of the current state of the macro-economy; and anticipate the impacts of relevant policy initiatives by Congress and the Federal Reserve System. Prerequisite: GSBA 501 or GSBA 515 or concurrent.

### **GSBA 504 Marketing for Managers (3)**

This course examines the key elements of marketing and the economic concepts that underlie them. Topics include understanding the competitive structure of industries, product differentiation, branding, pricing, promotion and distribution. Common business processes and business skills practiced are developing and positioning a product, choice of distribution channels, promotional techniques, demand estimation, pricing decisions and developing a marketing strategy. Prerequisite: GSBA 501 or GSBA 515 or concurrent.

### **GSBA 505 Financial Management and Analysis (3)**

This course discusses how firms acquire, use and value capital resources. Topics covered are domestic and international capital markets, the time value of money, financial securities, risk and return, capital market efficiency, cost of capital and option basics. Common business processes and business skills practiced are free cash flow projections, capital budgeting and the valuation of a firm. Teaching methods are lecture, assignments and case studies. Prerequisites: GSBA 502 and GSBA 510.

### **GSBA 506 Operations and the Global Supply Chain (3)**

This course examines the operational processes of the logistical chain from acquisition of materials through conversion to physical distribution of goods and services. Topics include supply systems, workflow systems, inventory systems, quality systems logistics systems, cost estimation, optimization tools, and continuous improvement. Common business processes and business skills practiced are production planning, workflow scheduling, cost estimation, resource allocation, work methods design, inventory management and continuous improvement methods. Prerequisite: GSBA 502.

### **GSBA 507 Peace Through Commerce (2)**

This course focuses on the ways in which businesses contribute to the peace and prosperity of the global community through commerce and wealth creation. It examines how business and political environments affect the strategies and competitive advantage of domestic and international firms. The course will explore issues such as globalization, outsourcing, country risk, corruption,

environmental issues, business development, micro-financing, trade policies between countries, poverty and the role of the World Trade Organization and other international institutions. Students will study the political and business environment of BRIC (Brazil, Russia, India and China) countries and learn to develop win-win business strategies both for business success and raising the living standards of emerging economies. Prerequisite: GSBA 501 or GSBA 515 or concurrent.

### **GSBA 508 Legal and Social Environment of Business (2)**

This course examines law, ethics and social responsibility as they apply to business and its stakeholders. Topics include the relationship of law and ethics; fundamentals of US law and the legal system; contract law; politics, public policy and government regulation of business; domestic and global responsibilities to consumers, employees, communities and our natural environment. Consideration is given to preventing legal problems and resolving conflict in business through ethical behavior, risk management, hiring and managing an attorney, and alternative dispute resolution. Prerequisite: GSBA 501 or concurrent.

### **GSBA 509 Managerial Economics and Decision Making (3)**

This course examines models of decision making and applies the tools of applied microeconomics to solve managerial decision problems. Topics include problem definition, generation of alternatives, optimization techniques, game theory, quantitative analysis including forecasting, demand estimation and optimal pricing, qualitative analysis including issues of framing and perception and the social, political and ethical dimensions of decision making. Effective communication of recommendations and analysis in written and oral presentations is required. Prerequisites: GSBA 502, 503 and 510.

### **GSBA 510 Financial Accounting and Statement Analysis (3)**

This course focuses on the preparation of corporate financial statements and their use by external parties making investment related decisions. Topics include income determination, asset and liability management and financial statement analysis. Prerequisite: GSBA 501 or GSBA 515 or concurrent.

### **GSBA 511 Managerial Accounting (2)**

This course focuses on the design of cost systems and managerial accounting reports to aid in the planning and control of a business entity. Topics include incremental analysis, cost-volume-profit, activity based costing and budgeting. Prerequisite: GSBA 510.

### **GSBA 512 Negotiations (2)**

Efforts to influence the goals, structure, and direction of an organization are undertaken by individuals and groups who frequently hold diverse and competing perspectives. Accordingly, negotiation is a central skill in managing conflict, creating value, and distributing resources. People want to participate effectively in decisions that affect them, and will resist accepting decisions dictated by others. People differ, and they use negotiation to handle their differences. This course will explore the science and art of negotiation. The “science” will be learned largely through readings and discussions of the readings. The “art” will be learned through experience in simulated negotiations. Prerequisite: GSBA 501 or GSBA 515 or concurrent.

### **GSBA 513 Corporate Governance and Values (2)**

This course focuses on issues of governance and accountability in the contemporary corporation considering how corporations differ around the world with respect to such things as legal personality, limited liability, transferable shares, investor ownership and delegated management with board structure. The shareholder model versus stakeholder model are examined as well as conflicts of interest: management and shareholders; controlling shareholder and minority shareholder. Forms of expropriation of minority shareholders are included. While the main emphasis is on the business corporation, the relevance of these concepts to not-for-profit organizations and state-owned enterprises will also be addressed. Issues of board structure, selection, functions, and compensation are examined. Some of the recent instances of corporate scandals are studied with a view to discerning common causes of governance failure. The ensuing legislative and regulatory responses are reviewed along with the emerging issue of shareholder activism. International comparisons are included. The course will require active student participation in case discussions, presentations, papers and role-plays. Prerequisite: GSBA 505.

### **GSBA 514 Working in Multicultural Teams (1)**

This course is designed to develop students’ understanding and competency in applying the skills necessary for effective teamwork in an international context. It provides the theory and concepts underlying team process and team development, as well as experiential exercises for practicing and improving skill proficiency. Topics include but are not limited to: multicultural teams, conflict resolution, creative problem solving, stages of team development, team chartering and working with values-based diversity. Pedagogy includes case studies, process observation, experiential exercises, team projects and 360-degree feedback. Taken in the first semester of the International M.B.A. program.

**GSBA 515 Ethical Leadership in International Organizations (2)**

This course challenges students to develop the skills they will need for effective governance and ethical leadership. Given the global context of business, increasing uncertainty and rapid changes, new leadership skills are required. The course provides students with competencies in critical thinking, reflection and building of learning communities. Topics to be covered are: communication, motivation, leadership theories and style, individual differences in leadership, moral leadership, empowerment, leading diversity, creating vision, models of moral development, ethical foundations for leadership decisions and influence of individual, corporate and international values, and creating value-based organizational cultures. Teaching methods include interpretation of diagnostic instruments, lecture or discussion, case studies, team projects, behavioral exercises, and coaching in interpersonal skills. Taken in the first semester of the International M.B.A. program.

**GSBA 516 Marketing for International Managers (3)**

This course introduces students to the opportunities and problems facing marketing managers in the global marketplace. It provides an up-to-date overview of international marketing and institutions involved in the process. Topics include global environment, product development, promotion strategies, pricing and distribution for worldwide markets. Special attention is given to the management of cultural differences encountered by global marketing managers. Overall, the course focuses on practical decision-making within a socially responsible and ethical framework. Teaching methods incorporate case studies, class discussion, lecture, simulations, and a project. Prerequisite: GSBA 515 or concurrent.

**GSBA 517 International Legal and Social Environment of Business (2)**

This course examines principles of law, social responsibility and ethics as they apply to business in the global environment, cultural factors, methods and forums for resolving international disputes, and international standards for business conduct. Topics include the legal, social, and ethical responsibilities of global companies with respect to labor and employment issues, individual rights, consumer protection, the natural environment, state sovereignty, intellectual property rights and methods for dispute resolution and other aspects of foreign commercial activities. US laws that impact those firms with international operations are also discussed. Particular

attention is given to strengthening critical thinking skills, engaging in legal and ethical analysis, and enhancing cultural sensitivity. Teaching methods include lecture, case studies, class discussion and debate. Prerequisite: GSBA 515 or concurrent.

**GSBA 520 Seminar in Financial Management (3)**

Advanced topics in the area of financial management integrated through the use of case analysis. Topics include mergers, takeovers, leveraged buyouts, lease vs. purchase, financial forecasting and other contemporary financial issues. Prerequisite: GSBA 505.

**GSBA 521 Seminar in Investments (3)**

A broad study of investment securities and markets with emphasis on security analysis and portfolio management techniques as well as recent developments in investment strategies, as well as options, and futures markets. Prerequisite: GSBA 505.

**GSBA 522 Advanced Seminar in Finance and Investments (2)**

Integrates the theory and practical aspects of the fields of Managerial Finance and Investments by examining current and historical literature on topics such as the creation of value, capital budgeting, agency theory, capital markets, and asset portfolio theory. Prerequisite: GSBA 505.

**GSBA 523 International Financial Management (3)**

Provides a survey of the major financial decisions faced by multinational enterprises. Topics include the international financial environment, exchange risk management, global financing, and the investment and funds management decisions of multinationals. Common business processes and skills practiced are usage of currency instruments, hedging strategies, valuation of multi-currency financial and real assets, and the design of multinational fund-flow mechanism. Teaching methods include lecture, class discussion, and case studies. Prerequisite: GSBA 505.

**GSBA 524 Financial Management for New Ventures (3)**

Examination of issues in managing the financial functions involved in both start-up and rapid growth opportunities. Identification of potential sources of financing such as venture capital, investment banking, commercial banking, and private investors. Techniques in forecasting funding needs, cash flow management, budget preparation, break-even analysis, and liquidity control will be integrated into the development of the financial segment of the business plan. Prerequisite: GSBA 505.

**GSBA 525 Commercial Real Estate Finance and Investment (3)**

Introduces core concepts, principles, analytical methods, and tools useful for making finance and investment decisions regarding commercial real estate assets. Uses a multi-disciplinary approach to vigorously study the financial, spatial, and social economics of commercial real estate. Builds a cohesive framework to analyze complex real estate finance and investment decisions emphasizing fundamentals of property markets and financial markets (primary emphasis on “Main Street” deals rather than Wall Street). Prerequisite: GSBA 505.

**GSBA 526 Real Estate Markets, Financing, and Institutions (3)**

Provides an introduction to the real estate financial system. This course discusses the financial institutions and markets that provide real estate credit; the various types of mortgage instruments used to finance real estate purchases; the sources of capital in financing both residential and commercial real estate transactions; and the decisions participants in the real estate market need to make. It will also provide opportunities to interact with real estate professionals through outside speakers, field trips, and conferences or meetings involving real estate executives. Prerequisite: GSBA 505.

**GSBA 527 Real Estate Law, Ethics, and Public Policy (3)**

Provides historical foundation and fundamental legal principles affecting real estate. Uses case studies and current events in real estate law and ethics to explore critical issues in the real estate marketplace. Special emphasis is given to transactions, investments, and development of real estate as related to contracts, ownership, transfer, land use and environmental issues. Required readings, document reviews, class discussions, applied research, presentations, and outside speakers enable a practical understanding of ethical principles and legal implications that impact real estate involving residential and commercial real properties, environmental concerns, and risk management matters.

**GSBA 528 Business Cycles and Forecasting (3)**

Macroeconomic analysis of economics and the study of business forecasting techniques. Emphasis on advanced econometric forecasting and time series analysis, including Box-Jenkins analysis. Prerequisite: GSBA 502 and GSBA 503.

**GSBA 530 Human Resources Management (3)**

An overview of the field of Human Resource Management is covered highlighting such topics as recruitment, selection, benefits, performance appraisal, compensation, labor relations and recent trends within the context of relevant laws. Prerequisite: GSBA 501 or GSBA 515.

**GSBA 532 International Comparative Management (2)**

This course highlights the impact of culturally-based values on the practice of management. It emphasizes the consideration of both business and cultural issues in managerial decision-making. Further, it explores the wisdom and myriad of issues involved in the transfer of managerial practices across cultures. It provides the individual with insight into their own cultural assumptions as well as their basis of business ethics. Topics range from cultural self-awareness to designing culturally-appropriate and ethical management systems. Prerequisite: GSBA 501 or GSBA 515 or concurrent.

**GSBA 533 Organization Change and Design (3)**

Study of change, change theory, and change practice, including both adapting to changes thrust upon us and initiating change toward a desired objective within the environment, the organization, the small group and the individual. Emphasis is on implications for administrative leadership. Prerequisite: GSBA 501 or GSBA 515.

**GSBA 534 Values, Ethics, and Corporate Culture (3)**

An examination of business practices and ethical values that prevail in various nations of the world. Case studies examine conflicts between the national culture and corporate policy. Prerequisite: GSBA 501 or GSBA 515.

**GSBA 535 Interpersonal and Group Dynamics (3)**

Examines how interpersonal behaviors and group processes impact productive relationships and team effectiveness. Interpersonal competency and team leadership are developed through discussing theories and research on interpersonal dynamics, applying new interpersonal skills, and experiencing the consequences of different relationship strategies. The class serves as a laboratory where individuals increase their understanding of interpersonal behavior and its impact on the development and performance of teams. Individuals also learn about the effectiveness of their own behaviors and how they affect specific relationships and team functioning. Prerequisite: GSBA 501 or GSBA 515.

**GSBA 536 Executive Career Development (1)**

People are responsible for their own careers. As managers, they also help others in their career progression. This course will focus on developing greater self-awareness, career strategies for helping others and organizational processes for career enhancement. Prerequisites: GSBA 501 or GSBA 515 and Career Leader.

**GSBA 537 Entrepreneurship and Intrapreneurship (3)**

This course covers the role and functions of the manager in launching new business ventures (both start-up firms and corporate venturing). Topics include the characteristics of successful entrepreneurs and intrapreneurs and the personal and professional risks inherent in forming new ventures, techniques for anticipating and resolving pitfalls associated with relatively high-risk operational scenarios, and learning to identify and develop key managerial skills required in dealing with problems peculiar to start-ups. Prerequisites: GSBA 511.

**GSBA 539 Power and Politics in Organizations (3)**

This course covers the analysis, explanation and evaluation of power and politics in organizations. It offers frameworks for assessing the sources of power in organizations, the conditions that lead to its attainment and its effective use from both a practical and an ethical perspective. Our discussions will cover how people in organizations try to get what they want by influencing others, how their ability to do so is affected by power distributions and how people try to change power distributions in their favor. We will evaluate these behaviors and discuss how (if at all) we should participate in these behaviors. GSBA 501 or GSBA 515.

**GSBA 540 Taxes in Business Decisions (3)**

Case studies and current readings in tax issues relating to common business transactions. Students learn to recognize the tax problems and tax planning opportunities that attach to most business decisions. Topics include: concepts of income, forms of business, capital gains and losses, non-taxable transactions, corporate re-organizations, employee compensation, and tax accounting methods. Prerequisite: GSBA 510 and 511.

**GSBA 550 Marketing Research (3)**

Intended for future managers working with market data, includes defining marketing research goals, budgeting of expenditures, estimating the size of the markets, delineation of consumers, product research, estimating market response to advertising, price, distribution, and selling activities, and

test marketing, with cases drawn from manufacturing and service industries. The main thrust will be directed to “down-to-earth” problems confronting operating managers, with some attention to data analysis techniques using the computer, and to information systems. Prerequisite: GSBA 504 or GSBA 516.

**GSBA 551 Seminar in Consumer Behavior (3)**

Examines individual and group influences on consumer behavior. Information processing, motivation and decision processes are analyzed to provide a managerial understanding of aggregate consumer decision-making. Course format may include lecture, case studies, and readings. Prerequisite: GSBA 504 or GSBA 516.

**GSBA 552 Promotional Strategy (3)**

Examination of the critically important role of integrated marketing communications in executing effective marketing strategy. Includes discussion of the design and execution of promotional strategy with an emphasis on integrating all forms of persuasive communication including: advertising, sales, sales promotion, direct marketing, interactive marketing, public relations and publicity. Case study. Prerequisite: GSBA 504 or GSBA 516.

**GSBA 553 Seminar in Global Marketing (2)**

This course focuses on the major issues regarding international branding. Mastering marketing skills of building and managing a company's brand equity in a multinational setting is at the center of the seminar. Specifically, topics examine those aspects of the brand policy that can be adapted to global standardized use and those which should remain flexible. Topics may include mega-brands, brand equity, brand development and its protection. The course emphasizes global branding within a socially responsible and ethical framework. Teaching methods may include lecture, case studies, class discussion and debate. Prerequisite: GSBA 504 or GSBA 516.

**GSBA 554 Strategic Marketing (3)**

Examines the critical issues and variables in selecting a marketing strategy, with an emphasis on how to accomplish strategic analysis and planning. Topics included in the course are the comparison of business and marketing strategies, marketing situation analysis, designing marketing strategy, marketing program development, and marketing strategy management and implementation. Prerequisite: GSBA 504 or GSBA 516.

**GSBA 555 Services Marketing (3)**

The conceptual and practical elements of the marketing of services with emphasis on analyzing the nature of services, studying the service environment and developing and formulating strategic plans for various types of service firms. Prerequisite: GSBA 504 or 516.

**GSBA 556 New Product Development (3)**

Proposes and examines an integrated view of the process of designing, developing, and launching new products. Students gain a thorough understanding of the significant strategic and multi-functional concerns encountered by both entrepreneurs and intrapreneurs as they work to construct high-performance development organizations. Topics covered include the phase review process; the alignment of business strategy with development; the link between product development and product launch activities; organizational structures that promote creativity and development effectiveness and efficiency; controlling, promoting, and managing innovation; and creating and sustaining competitive advantage through product development. Prerequisite: GSBA 504 or GSBA 516.

**GSBA 558 High Technology Marketing (3)**

This course explores the principles and challenges of marketing high-technology or innovative products. It is essentially an advanced marketing class that provides an in-depth view of how firms articulate a technology strategy; how market opportunities for innovative products are identified, investigated and evaluated; how innovative products are defined in terms of their features and value propositions; and finally how the market place for these products is engaged via appropriate pricing and distribution strategies. Prerequisite: GSBA 504 or GSBA 516.

**GSBA 560 Supply Chain Systems (3)**

Addresses the systems necessary to develop and manage successful supply chains. Enterprise management systems, (SAS, SAP, etc.); information, EDI, and logistics systems; supplier measurement systems, supply chain modeling, and optimization; and the integration strategies are examined. Prerequisite: GSBA 506.

**GSBA 561 Supply Management (3)**

Supply management is one of the most critical and the least understood functions of modern organizations. Supply management is responsible for the design, development, optimization and management of an organization's internal and external components of its supply system. Supply chain management addresses the challenges of integrating the members of an organization's supply chain in a seamless manner. A well-run supply system will greatly improve an organization's profits, its productivity, and the quality of its products and services and, therefore, its

market share and profitability. Teaching methods include a combination of lecture, seminar and case discussions. Prerequisite: GSBA 506.

**GSBA 562 Strategic Cost Management (3)**

Investigates the highly dynamic, timely and little-understood area of cost management in the supply chain. The focus on cost management is designed to give the student an appreciation of cost reduction as a critical tool in the business strategy of competitive firms. Emphasis is redirected from price to total cost of ownership. Students will be introduced to the process of identifying costs in the system, methods of measuring costs, determining cost drivers and developing written strategies on reducing or managing costs. Teaching methods include a combination of lecture, case studies, and industrial projects. Prerequisites: GSBA 511 or concurrent.

**GSBA 570 Program or Project Management (3)**

This course provides the student with hands-on experience taking a project from the planning phase through implementation to close-out. Course topics will include work breakdown structures, project scheduling, budgeting, project organizational structure and leadership, project monitoring and control, risk analysis, crisis management, quality assurance, status reporting and post project evaluation. These project management tools and concepts will be learned by planning and implementing the Thanksgiving House community service project. Students will be challenged to bring the Thanksgiving House project in "on time" and "on budget." Prerequisite: GSBA 502

**GSBA 571 Tools for the Program or Project Manager (3)**

Focuses on some of the more quantitative tools that successful project managers need in order to conclude the project on time, within budget and within specifications. Topics include project selection, risk analysis, cost estimating, schedule cost or benefit analysis, progress variance analysis, and others. Prerequisite: GSBA 570 or concurrent.

**GSBA 573 Information Technology Project Management (3)**

This course is a survey of current business practices in electronic commerce and includes critical analysis of enabling technologies and business strategies. Additional topics include the discussion of international, legal, and ethics issues that arise in conducting electronic business. Teaching methods are lecture, demonstrations, group exercises, and student presentations of in-progress and completed projects. Prerequisite: GSBA 502.

**GSBA 574 Introduction to Information Technology (3)**

Students learn how to use project management techniques for planning and controlling schedule, costs, and quality in information technology design, development, and implementation projects. Topics include cost estimating, budgeting, contract pricing, value analysis, variance analysis, post-completion audits and use of project management software. Prerequisites: GSBA 502 and GSBA 505.

**GSBA 576 Web site Design and Management (3)**

Examines the design and management of Web sites for electronic business applications. Topics include: aligning electronic business models with Web site designs, planning a Web site, understanding the principles and elements of effective Web site design, using Web development and design tools, and evaluating Web site effectiveness. Elements of consistent Web page design as components of overall Web site design are emphasized. Effective communication of concepts and analysis in written format and oral presentations are stressed. Teaching methods include class lecture, case studies, and Internet laboratory research projects. Prerequisites: GSBA 501 or 515 or concurrent.

**GSBA 581 International Trade and Commerce (2)**

Examines international trade and commerce in the new complex and dynamic economy from business, economic, and political perspectives. It examines how public policy and the business environment affects industry and firm strategies for competitiveness in various countries. Among the topics covered are globalization, competitiveness, trade barriers, regional trade agreements, international trade organizations, emerging markets, exchange rate adjustments and crises, political risk, and foreign direct investment. It also examines these topics from an economic, social and ethical perspective. Teaching methods include lecture, case studies, class discussion and debate. Prerequisite: GSBA 503 or concurrent.

**GSBA 582 Advanced International Business Negotiations (2)**

More and more occasions require negotiation; conflict is a growth industry. Everyone wants to participate in decisions that affect them; fewer and fewer people will accept decisions dictated by someone else. People differ, and they use negotiation to handle their differences. Whether in business, government, or the family, people reach most decisions through negotiations. Even though they go to court, they almost always negotiate a settlement before trial. In this course, the student will learn the art and

science of negotiation. The science will be learned largely through readings and discussions of the reading. The art will be learned through experience gained in simulated negotiations. These negotiations normally are set in a foreign country, exposing the student to some of the nuances of conducting business abroad. Prerequisite: GSBA 512.

**GSBA 585 Business Environment of Asia and the Pacific Rim (2)**

Provides an overview of various aspects of doing business in Asian-Pacific countries. The implications of political, socio-economic and cultural environment for developing successful business strategies will be discussed with reference to selected countries from the region (Japan, NICS, ASIAN). Prerequisite: GSBA 501 or GSBA 515 or concurrent.

**GSBA 586 Europe in the Global Economy (2)**

This course will examine how regional strategies, as opposed to global or home country strategies, are providing a primary determinant of competitive advantage in Europe. It is within the region that managers determine investment locations, product mix, competitive position, and performance appraisals. Topics include assessing the role of the EURO and European monetary unification, enlargement issues and industry studies in the context of offering future scenarios of the role of Europe in the global economy. Prerequisite: GSBA 501 or GSBA 515 or concurrent.

**GSBA 587 Latin American Business Environment (2)**

This course provides an overview of Latin America from perspectives essential to effective international business management. There is emphasis on inter-cultural understanding and communication, along with economic, political, legal, and historical characteristics of Latin America and how these affect the business environment. An integral part of this regional approach is the analysis of differences among countries and their relationship to the region as a whole. Prerequisite: GSBA 501 or GSBA 515 or concurrent.

**GSBA 590 Strategic Management (3)**

This integrative course includes current practices, research and thinking in strategic management, and policy. Students practice applying problem solving, analysis and decision-making from the perspective of top executives. Teaching methods may include case studies, simulations and field-work with organizations. Prerequisite: to be taken during the final regular semester of study.

**GSBA 591 International Strategic Management (3)**

This integrative course includes current practices, research and thinking in strategic management, and policy for firms operating in the global business environment. Students practice applying ethical problem solving, analysis and decision-making from the perspective of managers who are culturally consonant and innovative. Teaching methods may include case studies, simulations and field-work. To be taken in the final regular semester of study. M.B.A. students may take this course as an alternative to GSBA 590.

**GSBA 592 Strategy Simulations (3)**

Strategic management will be studied and practiced in an intercollegiate competition. Students manage a company in a computer simulated oligopoly industry, competing against companies managed by students from other universities. Students write detailed business plans, prepare budgets, and submit annual reports to shareholders while making management decisions for their company for 20 simulated quarters. Includes a weekend of intense competition and written and oral reports to business executive judges. Permission of instructor required.

**GSBA 593 International Practicum (3)**

Students work in multicultural teams to provide solutions to a business problem or strategic project for a company abroad. The overseas professional project delivers hands-on experience of the markets, economic policies and business practices of the country in which the company operates. The consulting project will require students to apply creativity and analytical tools to complete the project, and communicate the results to clients. Faculty members will serve as supervisors for student teams. Prerequisite: Must have completed at least 4 of the following management core course (GSBA 503, 504, 505, 506, 507, 509, 510, 511, or 516) prior to the practicum and have approval of their adviser. M.B.A. students may take this course as an alternative to GSBA 595 or as a management elective.

**GSBA 594 Special Topics (1 to 3 units)**

Topics of current interest in Graduate Business Study. Course content and structure will differ depending on instructor. Consult your adviser for course description for any given semester. Prerequisite: will vary depending on topic selected.

**GSBA 595 Business Consulting Project (3)**

Students working in teams provide consulting solutions to operating and strategic projects for businesses. Students bring their collective analytical abilities and diverse professional experiences to a business project, generating a mutually beneficial experience. Students will demonstrate the ability to formulate a statement of work, establish goals and milestones, prepare a schedule of deliverables, and allocate responsibilities to team members. The consulting project will require students to apply creativity and analytical tools to complete the project, and communicate the results to clients. Faculty members will serve as supervisors for student teams. Prerequisite: to be taken during the final regular semester of study.

**GSBA 597 International Studies (1 to 3 units)**

Graduate business study abroad courses are offered in Europe, Latin America, Africa, and Asia to provide students exposure to international culture and business practices.

**GSBA 598 Internship (3)**

Applied learning experience working for a business, government, or nonprofit organization. Students undertake an individual project or employer designated internship program. Grading is Pass/Fail. Prerequisites: Completion of a minimum of 20 credit hours of program coursework including at least four courses completed or taken concurrently that have significant relevance to the student's internship placement. Approval of placement by instructor. Repeatable up to 6 units.

**GSBA 599 Special Studies (3)**

Independent study usually involving empirical research and written reports. Repeatable up to 6 units toward degree requirements. Prerequisite: Permission of instructor and graduate director required.