

## *Master of Business Administration*

Requirements for the MBA Degree for those students who started before Fall 2006.

All courses are 3 units except for GSBA 510 and 511 which are 2 units each;  
Prerequisites are indicated in parentheses.

### I. Core Courses (all required)

GSBA 501 – Organizational Concepts and Techniques (must be taken first semester)

GSBA 502 – Information and Analysis (501 or concurrent)

GSBA 504 – Customers and Markets (501 and 502 or concurrent)

GSBA 505 – Financial Management and Analysis (510 and 511)

GSBA 506 – Operational Processes (502)

GSBA 510 – Financial Accounting (501 or concurrent)

GSBA 511 – Managerial Accounting (501 or concurrent, and 510)

### II. Breadth Courses (all required)

GSBA 507 – Global Business Environment (501 or concurrent)

GSBA 508 – Law and Ethics in the Business Environment (501 or concurrent)

GSBA 509 – Managerial Decision-Making (502, 510 and 511)

### III. Capstone Course (take one in last semester, 3 units)

GSBA 590 – Strategic Management

GSBA 591 – International Strategic Management

GSBA 592 – Strategy Simulation (with approval of instructor)

### IV. Program Electives (18 units)

- A maximum of 12 units may be selected from one area (Marketing, Finance, Management, etc.)
- Program electives may be used to fulfill emphasis requirements and may count towards more than one emphasis.

Total Units for the MBA: 49

#### Accountancy

See Accountancy Emphasis, page 6.

#### Finance and Real Estate

GSBA 520 – Seminar in Financial Management (505)

GSBA 521 – Seminar in Investments (505)

GSBA 522 – Advanced Seminar in Finance and Investments (521)

GSBA 523 – International Financial Management (505)

GSBA 524 – Financial Management for New Ventures (505)

GSBA 525 – Real Estate Finance and Investment (505)

GSBA 526 – Real Estate Markets, Financing, and Institutions (505)

GSBA 527 – Real Estate Law, Ethics, and Public Policy (505)

GSBA 528 – Business Cycles and Forecasting (502)  
GSBA 529 – Financial Management of Electronic Business Ventures  
MAFM 510 – Applied Corporate Finance  
MAFM 522 – Investment Planning and Risk Management

#### Management

GSBA 530 – Human Resources Management (501)  
GSBA 531 – International Human Resources Management (501)  
GSBA 532 – International Comparative Management (501)  
GSBA 533 – Organization Change and Design (501)  
GSBA 534 – Values, Ethics, and Corporate Culture (508 or 583)  
GSBA 535 – Leading High-Performing Teams (501)  
GSBA 536 – Executive Career Development (501)  
GSBA 537 – Entrepreneurship and Intrapreneurship (503)  
GSBA 538 – Management of High Technology Organizations (503)

#### Marketing

GSBA 550 – Marketing Research (504)  
GSBA 551 – Seminar in Consumer Behavior (504)  
GSBA 552 – Promotional Strategy (504)  
GSBA 553 – International Marketing (504)  
GSBA 554 – Strategic Marketing (504)  
GSBA 555 – Services Marketing (504)  
GSBA 556 – New Product Development (504)

#### Supply Chain Management

GSBA 560 – Supply Chain Systems (506)  
GSBA 561 – Supply Chain Management (506)  
GSBA 562 – Strategic Cost Management (510 and 511, may be concurrent)

#### Operations, Information, and Technology

GSBA 570 – Program/Project Management (502)  
GSBA 571 – Tools for the Program/Project Manager (501 and 570, or instructor approval)  
GSBA 572 – Quality Management (506)  
GSBA 575 – Information Systems Analysis and Design (502)

#### International Business

GSBA 581 – International Trade and Commerce (501)  
GSBA 582 – International Business Negotiations (501)  
GSBA 583 – International Business Law and Ethics (501)  
GSBA 585 – Business Environment of Asia and the Pacific Rim (501)  
GSBA 587 – Latin American Business Environment (501)

#### Information Technology and Electronic Commerce

MSIT 526 – Data Communications and Networks

MSIT 537 – Information Systems Design and Development  
MSIT 542 – Database Management  
MSIT 554 – Introduction to Electronic Commerce  
MSIT 569 – Ethics and Law for Online Organizations  
MSIT 573 – Information Technology Project Management  
MSIT 584 – Decision Support Systems  
MSIT 588 – Web Site Design and Management

#### Special Studies

GSBA 594 – Special Topics  
GSBA 597 – International Studies  
GSBA 598 – Internship (completion of all core and breadth courses and approval of instructor)  
GSBA 599 – Special Studies

#### Areas of Elective Emphasis

Students in the MBA program may focus their electives on one or more areas of emphasis. To graduate with an emphasis, students must either complete three elective courses (9 units) within one functional area (i.e., accounting, finance, management, or marketing) or meet the requirements in one of the cross-functional areas (i.e., International Business, Project Management, Real Estate, Supply Chain Management, Electronic Commerce, Information Technology, Venture Management, or Nonprofit Leadership and Management).

#### Supply Chain Management Emphasis

Supply Chain Management is a core competence at world-class firms. The principal benefit of supply chain management is the generation of a sustainable competitive advantage. A firm's supply chain extends from the end customer back through the firm's distributors, the firm itself, its suppliers, and their suppliers. Supply chain management focuses on the design, development, and management of relationships, both inside the firm and with the firm's supply world. These relationships are essential to ensure a smooth flow of quality goods, services, and technology which optimizes end customer satisfaction. The program integrates three key legs: procurement, logistics, and information systems. Students also will be able to participate in the activities of the Supply Chain Management Institute.

The Supply Chain Management emphasis is based on a three-course series. Students must observe all prerequisites. No emphasis courses may be waived.

#### Part A: Emphasis Courses (6 units)

GSBA 560 – Supply Chain Systems (506)  
GSBA 561 – Supply Chain Management (506)

#### Part B: Choice of one of the following (3 units)

GSBA 562 – Strategic Cost Management (510 and 511, may be concurrent)  
GSBA 570 – Program/Project Management (502)

## GSBA 582 – International Business Negotiations (501)

### Project Management Emphasis

The Project Management emphasis is designed to provide students with the organizational and quantitative skills required to manage a program rather than in a functional management environment. Such skills include managing the development of new products or systems, and project management for new services. The products or systems involved are often large, costly, and complex. Development and delivery is often undertaken with compressed time schedules and significant resource constraints. To be successful, a program manager must effectively select, organize, and use resources from a wide variety of functional areas. Because these projects often involve the development and delivery of new products or services, their success or failure may be critical to the firm's ability to respond to threats or opportunities in the market.

The Project Management emphasis is a three-course series from the graduate business electives. Students must observe all prerequisites. No emphasis courses may be waived.

### Part A: Emphasis Courses (6 units)

GSBA 570 – Program/Project Management (502)

GSBA 571 – Tools for the Program/Project Manager (570, may be concurrent)

### Part B: Choice of one of the following (3 units)

GSBA 533 – Organization Change and Design (501)

GSBA 535 – Leading High-Performing Teams (501)

GSBA 556 – New Product Development (506)

GSBA 561 – Supply Chain Management (506)

GSBA 572 – Quality Management (506)

GSBA 582 – International Business Negotiations (501)

### Real Estate Emphasis

The Real Estate emphasis offers forward-looking, risk-oriented students the opportunity to focus several of their elective options on an expanding series of offerings in real estate. Volume and technology drive this rapidly changing industry. Management, financial and legal analysis, customer service, and entrepreneurial skills must be leading-edge. The growing number of electives in real estate will assure students that the management fundamentals learned in the MBA program can be applied successfully in the residential and commercial real estate finance, development, and investment industries. Students also will be able to participate in the activities of the Institute for Real Estate and Regional Development.

The Real Estate emphasis is a three course series. Check for new offerings before planning your curriculum. Students must observe all prerequisites. No emphasis courses may be waived.

### Emphasis Courses (9 units)

GSBA 525 – Real Estate Finance and Investment (505)

GSBA 526 – Real Estate Markets, Financing, and Institutions (505)

GSBA 527 – Real Estate Law, Ethics, and Public Policy (505)

#### Venture Management Emphasis

The Venture Management emphasis is designed to prepare students for roles in management that require skills in managing organizations through periods of anticipated organizational turbulence. The reduction of attendant risk and the containment of resource costs are intended to be the outcome of this effort. Such periods may include significant start-up activities, periods of rapid growth or expansion, and major shifts in product mix or marketplace presence. This program emphasizes the key role that the manager plays in the successful development and execution of appropriate operational responses to opportunities.

The Venture Management emphasis is a three-course series. Students must observe all prerequisites. No emphasis courses may be waived.

#### Emphasis Courses (9 units)

GSBA 524 – Financial Management for New Ventures (505)

GSBA 537 – Entrepreneurship and Intrapreneurship (510 and 511)

GSBA 556 – New Product Development (504)

#### International Business Emphasis

The International Business emphasis offers the MBA student the opportunity to gain international expertise by selecting electives that emphasize international topics. The need for managers with a global perspective continues to grow as international trade and overseas markets become increasingly important.

The International Business emphasis is a three-course series. Students may select from the courses below. All prerequisites must be observed.

#### Emphasis Courses (9 units)

GSBA 523 – International Financial Management (505)

GSBA 531 – International Human Resources Management (501)

GSBA 532 – International Comparative Management (501)

GSBA 553 – International Marketing (504)

GSBA 581 – International Trade and Commerce (501)

GSBA 582 – International Business Negotiations (501)

GSBA 583 – International Business Law and Ethics (501)

GSBA 585 – Business Environment of Asia and the Pacific Rim (501)

GSBA 587 – Latin American Business Environment (501)

GSBA 594 – Special Topics in International Business

GSBA 597 – International Studies

#### Information Technology Emphasis

The Information Technology emphasis is designed for students who have an interest in information technology. Organizations of all sizes continue to invest heavily in information technology and e-business initiatives. Managing IT effectively requires a

combination of business strategy understanding, business management skills, and technical knowledge. Students interested in IT can also enhance their educational experience by participating in USD's Information Technology Management Institute. Students may select three courses from the following list:

- GSBA 560 – Supply Chain Systems
- MSIT 526 – Data Communications and Networks
- MSIT 537 – Information Systems Design and Development
- MSIT 542 – Database Management
- MSIT 554 – Introduction to Electronic Commerce
- MSIT 569 – Ethics and Law for Online Organizations
- MSIT 573 – Information Technology Project Management
- MSIT 584 – Decision Support Systems
- MSIT 588 – Web Site Design and Management

#### Electronic Commerce Emphasis

The Electronic Commerce emphasis is designed for students who have an interest in Internet-based business. The Electronic Commerce emphasis is based on a three-course series.

#### Part A: Emphasis Course (3 units)

- MSIT 554 – Introduction to Electronic Commerce

#### Part B: Choice of two of the following (6 units)

- GSBA 529 – Financial Management of Electronic Business Ventures
- GSBA 560 – Supply Chain Systems (506)
- MSIT 526 – Data Communications and Networks
- MSIT 537 – Information Systems Design and Development
- MSIT 569 – Ethics and Law for Online Organizations
- MSIT 573 – Information Technology Project Management
- MSIT 588 – Web Site Design and Management

#### Accountancy Emphasis Option 1 – General Accountancy (9 units minimum)

This General Accountancy emphasis option is for MBA students who do not have undergraduate accounting degrees and desire only a general accountancy elective emphasis. Students interested in this option should consider the following courses:

- GSBA 512 – Taxes in Business Decisions (510 and 511)
- MAFM 530 – International Financial Analysis and Reporting (GSBA 510 and 511, or ACCT 300, or equivalent)
- MAFM 540 – Controllership and Cost Management (GSBA 510 and 511, or ACCT 302, or equivalent)
- MAFM 551 – Accounting Software Selection and Implementation (GSBA 510 and 511, or ACCT 303, or equivalent)

Students may replace any of the above recommended courses with another MAFM-prefixed course for which they have met the prerequisites. The Director of the MBA program must approve course substitutions.

#### Accountancy Emphasis Option 2 – Specialized Accountancy (9 units minimum)

This Specialized Accountancy Emphasis option is for MBA students with an undergraduate accounting degree or extensive accounting and financial management work experience.

For this emphasis, students may select a minimum of 9 units of MAFM courses numbered MAFM 510 or higher which meet their career goals. Students may complete up to approximately 12 units of MAFM courses as their MBA electives. However, students should consult with their MBA advisor to determine the specific courses for which they have met the prerequisites and the maximum number of MAFM units that may be completed within the MBA program guidelines.

MBA students in this emphasis option who have an undergraduate accounting degree may also request that their core required MBA accountancy courses (i.e., GSBA 510 and 511) be replaced with an appropriate MAFM-prefixed substitute course. Students should consult with the MBA Programs Office to determine the availability of this course substitution.

#### Nonprofit Leadership and Management Emphasis

The Nonprofit Leadership and Management program is an integrated course of study melding state-of-the-art leadership theory with cutting-edge management models, strategies, and tools designed to produce thoughtful, effective nonprofit leaders. It is designed for professionals who have an interest in developing their skills in an academically rigorous setting.

The program is available in two forms: as a 36-unit Master of Arts degree or as a 49-unit MBA/Nonprofit Specialization. Twelve units are required to complete this emphasis as indicated below:

#### Required Course (3 units)

EDLD 501 – Nonprofit Management Fundamentals

#### Additional Courses (9 units)

Students must choose 9 additional units from the following list in consultation with the MBA Programs Office; units are listed in parenthesis; students must register for courses directly with the School of Education.

EDLD 500 – Research, Design, and Evaluation of Nonprofit Programs (4)

EDLD 503 – Nonprofit Finance (3)

EDLD 506 – Resource Development (3)

EDLD 507 – Community Organizing and Change (3)

EDLD 509 – Legal Issues for Nonprofit Leaders (1)

EDLD 510 – Board Management and Leadership (1)  
EDLD 511 – Strategic Planning and Positioning (2)  
EDLD 512 – Beyond Collaboration (1)

EDLD 513 – Advocacy Skills and Strategies (2)  
EDLD 516 – Related Business Development (2)  
EDLD 517 – Capital and Endowment Campaign Planning (2)

Course descriptions, sample syllabi, and course schedules are available on the program Web site at [www.sandiego.edu/nonprofit](http://www.sandiego.edu/nonprofit).