

# MANAGEMENT; WORKING PROFESSIONAL (MGP)

Graduate School of Management

## MGP 200A – Financial Accounting (3 units)

*Course Description:* Introduction to the concepts and objectives underlying the preparation of financial statements. Topics include understanding the accounting cycle, measurement and valuation problems associated with financial statement components, consideration of the usefulness of financial statements in the analysis of a corporation's operations.

*Prerequisite(s):* Graduate student in the Graduate School of Management.

*Learning Activities:* Lecture 3 hour(s).

*Grade Mode:* Letter.

## MGP 200B – Managerial Accounting (3 units)

*Course Description:* Information managers should know to be effective, including: product costing, motivating people, and differential analysis for decision making. Includes team projects and written and oral presentations.

*Prerequisite(s):* MGT 200A or MGB 200A or MGP 200A.

*Learning Activities:* Lecture 3 hour(s).

*Grade Mode:* Letter.

## MGP 201A – The Individual & Group Dynamics (3 units)

*Course Description:* Examines basic psychological and social psychological processes shaping human behavior and applies knowledge of these processes to the following organizational problems: motivation, job design, commitment, socialization, culture, individual and group decision making, and team building.

*Prerequisite(s):* Graduate student in the Graduate School of Management.

*Learning Activities:* Lecture 3 hour(s).

*Grade Mode:* Letter.

## MGP 201B – Organizational Strategy & Structure (3 units)

*Course Description:* Strategic management of organizations, including analysis of industries, firm resources and capabilities and corporate strategy. Strategy formulation, implementation and strategic decision-making. Firm and industry life cycles and change. Analysis of organizational design and structure including differentiation and integration.

*Prerequisite(s):* Completion of first year courses in Graduate School of Management or equivalent.

*Learning Activities:* Lecture/Discussion 3 hour(s).

*Enrollment Restriction(s):* Open to MBA students only.

*Grade Mode:* Letter.

## MGP 202A – Markets & the Firm (3 units)

*Course Description:* Examines the interaction of consumers, firms and government, and the effect this interaction has on the use of resources and firm profitability. Fundamental economic concepts such as marginal analysis, opportunity cost, pricing, and externalities are introduced and applied.

*Prerequisite(s):* Graduate student in the Graduate School of Management.

*Learning Activities:* Lecture 3 hour(s).

*Grade Mode:* Letter.

## MGP 202B – Business, Government, & the International Economy (3 units)

*Course Description:* Examines the influence of government and international factors on business. Topics include distribution of income, business cycles, inflation and interest rates, the federal debt, monetary policy and international trade and finance.

*Prerequisite(s):* MGP 202A or MGT 202A or MGV 202AV.

*Learning Activities:* Lecture 3 hour(s).

*Grade Mode:* Letter.

## MGP 203A – Data Analysis for Managers (3 units)

*Course Description:* Introduction to statistics and data analysis for managerial decision making. Descriptive statistics, principles of data collection, sampling, quality control, statistical inference. Application of data analytic methods to problems in marketing, finance, accounting, production, operations, and public policy.

*Prerequisite(s):* Graduate student in the Graduate School of Management MBA program or consent of instructor.

*Learning Activities:* Lecture 3 hour(s).

*Grade Mode:* Letter.

## MGP 203B – Forecasting & Managerial Research Methods (3 units)

*Course Description:* Practical statistical methods for managerial decision making covers regression analysis, time series analysis and forecasting, design and analysis of experiments in managerial research and contingency table analysis. Application of these methods to marketing, finance, accounting, production, operations, and public policy.

*Prerequisite(s):* MGP 203A or MGT 203A or MGB 203A.

*Learning Activities:* Lecture 3 hour(s).

*Grade Mode:* Letter.

## MGP 204 – Marketing Management (3 units)

*Course Description:* Analysis of market opportunities, elements of market research, development of marketing strategies, market planning and implementations, and control systems. Consumer and industrial markets, market segmentation, pricing strategies, distribution channels, promotion, and sales.

*Prerequisite(s):* Graduate student in the Graduate School of Management.

*Learning Activities:* Lecture 3 hour(s).

*Grade Mode:* Letter.

## MGP 205 – Financial Theory & Policy (3 units)

*Course Description:* Corporate financial policy and investment management. Covers capital budgeting, optimal financial structure, cost-of-capital determination, risk measurement. Develops basic valuation principles for investments with long-lived and risky cash-flows, and extends these to derivative securities, asset portfolios, investment management and hedging.

*Prerequisite(s):* Graduate student in the Graduate School of Management.

*Learning Activities:* Lecture 3 hour(s).

*Grade Mode:* Letter.

### **MGP 206 – Decision Making & Management Science (3 units)**

*Course Description:* Develops decision-making and problem-solving skills in conjunction with a quantitative model-building approach. Emphasizes how structured modeling techniques, probability forecasts, simulations, and computer optimization models are used in the overall process of making decisions in an uncertain environment.

*Prerequisite(s):* Graduate student in the Graduate School of Management MBA program or consent of instructor.

*Learning Activities:* Lecture 3 hour(s).

*Grade Mode:* Letter.

### **MGP 207 – Management Information Systems (3 units)**

*Course Description:* Introduction to computer programming and data handling skills. Use of computer in organizations, emphasis on managerial aspects of computing. Standard and nonstandard uses of data files, centralization versus decentralization of computing, office automation, computer security.

*Prerequisite(s):* Graduate student or consent of instructor.

*Learning Activities:* Lecture 3 hour(s).

*Grade Mode:* Letter.

### **MGP 215 – Business Law (3 units)**

*Course Description:* Introduction to law and legal process in the United States. Sources of law. Structure and operation of courts, federal-state relationships, fundamentals of administrative law, fundamentals of business law.

*Prerequisite(s):* Completion of administration core requirements or petition with consent of instructor.

*Learning Activities:* Lecture 3 hour(s).

*Grade Mode:* Letter.

### **MGP 216 – Managing Professionals, Budgets, Controls & Ethics (3 units)**

*Course Description:* Performance measures, budgetary controls and ethical pressures which occur at middle management levels in service-type operations. Addresses such organizations as engineering, medical groups, law offices, management consultants.

*Prerequisite(s):* Graduate standing.

*Learning Activities:* Lecture 3 hour(s).

*Grade Mode:* Letter.

### **MGP 220 – Management of Social Networks (3 units)**

*Course Description:* Principles and applications of social network theory: coordinating divergent interests to create value for individuals and organizations. Emphasis on conceptual models, web-based diagnostic tools, and practical applications.

*Prerequisite(s):* MGP 201A.

*Learning Activities:* Lecture/Discussion 3 hour(s).

*Enrollment Restriction(s):* Open to MBA students only.

*Grade Mode:* Letter.

### **MGP 223 – Power & Influence in Management (3 units)**

*Course Description:* Investigation of the bases of power in organizations and the tactics used to translate power into influence. Topics include the control of resources (including information), social psychological processes (including commitment), the construction of meaning, and ethics.

*Prerequisite(s):* MGT 201A or MGB 201A or MGP 201A; consent of instructor.

*Learning Activities:* Seminar 3 hour(s).

*Grade Mode:* Letter.

### **MGP 224 – Managing People in High-Performance Organizations (3 units)**

*Course Description:* Strategic approach to the management of people within organization. Analyze employment systems' fit with firms' environments and strategies. Explore consequences of choices firms make in managing people; decisions as to selection, performance evaluation, compensation, and other management policies and practices.

*Prerequisite(s):* MGT 201A or MGB 201A or MGP 201A.

*Learning Activities:* Lecture 3 hour(s).

*Enrollment Restriction(s):* Restricted to students in the MBA program.

*Credit Limitation(s):* Not open to students who have taken MGB 224 or MGT 224.

*Grade Mode:* Letter.

### **MGP 234 – Pricing (3 units)**

*Course Description:* Combines lectures, cases and homework to teach students tools and skills necessary to analyze pricing situations, make pricing decisions, and implement them, in a systematic manner.

*Prerequisite(s):* MGT 204 or MGB 204 or MGP 204.

*Learning Activities:* Lecture/Discussion 3 hour(s).

*Enrollment Restriction(s):* Restricted to students in the MBA Program.

*Grade Mode:* Letter.

### **MGP 239 – Digital Marketing (3 units)**

*Course Description:* Equips students for a career in digital marketing and social media. Topics include online advertising, search engine optimization, interactive mktg, online privacy issues, e-commerce, social influence, social network theory, measurement of social influence, integrating social and traditional media.

*Prerequisite(s):* MGP 204 or MGT 204 or MGB 204.

*Learning Activities:* Lecture/Discussion 3 hour(s).

*Grade Mode:* Letter.

### **MGP 240 – Management Policy & Strategy (3 units)**

*Course Description:* Examines the scope of missions, objectives strategies, policies, structures, measurements and incentives which bear on the management of an organization. Real client organizations, in the private and public sectors, are assigned to student teams as the subjects of study.

*Prerequisite(s):* First-year core courses of M.B.A. program.

*Learning Activities:* Lecture 3 hour(s).

*Grade Mode:* Letter.

**MGP 241 – New Product Development (3 units)**

*Course Description:* State-of-the-art concepts and methods to enhance the effectiveness of new product development activities. Focuses on the understanding of managerial issues and acquiring the ability to solve problems.

*Prerequisite(s):* MGT 204 or MGB 204 or MGP 204.

*Learning Activities:* Lecture/Discussion 3 hour(s).

*Enrollment Restriction(s):* Open to students in the MBA Program for Working Professionals.

*Grade Mode:* Letter.

**MGP 242 – Marketing Communications (3 units)**

*Course Description:* Issues in designing a marketing communications strategy. Topics include mass and direct communications, institutional aspects of advertising, consumer behavior, evaluating ad effectiveness, determining ad budget, creative strategy, and use and abuse of promotions.

*Learning Activities:* Lecture 3 hour(s).

*Grade Mode:* Letter.

**MGP 243 – Customer Relationship Management (3 units)**

*Course Description:* Customer Relationship Management (CRM) is a management approach under which marketing activities are organized and measured around customers (rather than around brands.) This approach is appealing because customers, not brands, are those who make buying decisions.

*Prerequisite(s):* MGT 204 or MGP 204 or MGB 204.

*Learning Activities:* Lecture/Discussion 3 hour(s).

*Enrollment Restriction(s):* Restricted to MBA students only.

*Grade Mode:* Letter.

**MGP 244 – New & Small Business Ventures (3 units)**

*Course Description:* Student teams develop complete business plans for their own start-up ventures. Process includes: elevator pitch, business strategy, comprehensive bottoms-up financial projections, capital requirements, product differentiation, competitive, alliance, and go-to-market strategy development, investor presentation, and comprehensive written business plan.

*Prerequisite(s):* MGT 204 or MGB 204 or MGP 204.

*Learning Activities:* Lecture 3 hour(s).

*Grade Mode:* Letter.

**MGP 245 – Business Writing (3 units)**

*Course Description:* Techniques for sharpening writing skills are introduced, along with grammatical structure, word choice, and punctuation. Learn to develop styles that are pitch-perfect for given situations and to think strategically about each communication challenge in a management setting.

*Prerequisite(s):* Completion of first-year core courses at the Graduate School of Management or the equivalent.

*Learning Activities:* Lecture/Discussion 3 hour(s).

*Enrollment Restriction(s):* Restricted to MBA students only.

*Grade Mode:* Letter.

**MGP 246 – Negotiation & Team Building (3 units)**

*Course Description:* Basic theory of negotiation; applies theory to process of building teams to achieve business purposes. Covers integrative and distributive strategies of claiming value, how to recognize bargaining tricks, uncovering hidden agendas, brainstorming to extend Pareto frontier.

*Prerequisite(s):* MGP 205; MGP 202.

*Learning Activities:* Lecture/Discussion 3 hour(s).

*Grade Mode:* Letter.

**MGP 247 – Customer Service as a Marketing Tool (3 units)**

*Course Description:* Understanding the distinct features of services, how to create value through service, methods of building strong relationships with customers, methods of measuring and building customer satisfaction, and measuring the financial impact of service improvement.

*Learning Activities:* Lecture 3 hour(s).

*Grade Mode:* Letter.

**MGP 248 – Marketing Strategies (3 units)**

*Course Description:* Examines process by which organizations develop strategic marketing plans. Includes definition of activities and products, marketing audits, appraising market opportunities, design of new activities and products, and organizing marketing planning function. Applications to problems in private and public sector marketing.

*Prerequisite(s):* (MGT 202A or MGV 202AV or MGP 202A); (MGP 204 or MGB 204 or MGT 204).

*Learning Activities:* Lecture 3 hour(s).

*Grade Mode:* Letter.

**MGP 249 – Marketing Research (3 units)**

*Course Description:* Addresses the managerial issues and problems of systematically gathering and analyzing information for making private and public marketing decisions. Covers the cost and value of information, research design, information collection, measuring instruments, data analysis, and marketing research applications.

*Prerequisite(s):* (MGT 202A or MGV 202AV or MGP 202A); (MGP 203A or MGB 203A or MGT 203A); (MGT 204 or MGB 204 or MGP 204).

*Learning Activities:* Lecture 3 hour(s).

*Grade Mode:* Letter.

**MGP 250 – Technology, Competition & Strategy (3 units)**

*Course Description:* Why is software typically so defective? Why do many firms in the IT industry give away their best products free? Helps analyze questions like these by modeling competition and strategy in the network, technology and information industries.

*Prerequisite(s):* (MGT 202A or MGV 202AV or MGP 202A); (MGP 203A or MGB 203A or MGT 203A).

*Learning Activities:* Lecture 3 hour(s).

*Enrollment Restriction(s):* Restricted to students in the MBA program.

*Grade Mode:* Letter.

**MGP 251 – Management of Innovation (3 units)**

*Course Description:* Managing innovative enterprise in changing and uncertain environments. Covers technology forecasting and assessment, program selection and control, financial management, regulation, and ethics.

*Prerequisite(s):* MGT 201A or MGB 201A or MGP 201A.

*Learning Activities:* Lecture 3 hour(s).

*Grade Mode:* Letter.

**MGP 252 – Managing for Operational Excellence (3 units)**

*Course Description:* Explores the management of operations as applied to manufacturing as well as services provided both inside and outside the organization. Develop an understanding of how uncertainty affects planning and delivery by looking at fundamental models of operations.

*Prerequisite(s):* MGP 203A or MGB 203A or MGT 203A.

*Learning Activities:* Lecture 3 hour(s).

*Enrollment Restriction(s):* Open to students in the Graduate School of Management.

*Grade Mode:* Letter.

**MGP 253 – Corporate Social Responsibility (3 units)**

*Course Description:* Develop a thought process and approach to corporate social responsibility that students will be able to build on during their post-school leadership roles, whether as corporate executives, entrepreneurs, or NGO leaders.

*Learning Activities:* Lecture 3 hour(s).

*Grade Mode:* Letter.

**MGP 255 – Entrepreneurship & Venture Investment Clinic (3 units)**

*Course Description:* Provides the necessary analytical and design tools to create business ideas and refine business models based on emerging technologies. Students learn to work closely in small teams to synthesize technical, strategic, and marketing needs into designs for new ventures.

*Learning Activities:* Lecture 3 hour(s).

*Enrollment Restriction(s):* Limited to 30 students.

*Grade Mode:* Letter.

**MGP 258 – Mergers & Acquisitions (3 units)**

*Course Description:* Focuses on the market for corporate acquisitions and restructuring activity. Topics include: sources of value creation; takeovers; anti-takeover provisions; bidding strategies; use of leverage in buyouts; regulatory risk and hurdles; and, valuation approaches for highly leveraged transactions.

*Prerequisite(s):* MGP 205 or MGT 205 or MGB 205.

*Learning Activities:* Lecture 3 hour(s).

*Grade Mode:* Letter.

**MGP 259 – Banking & the Financial System (3 units)**

*Course Description:* Analyzes the role of financial markets and institutions in allocating capital. Focuses on: bank lending; debt securities; financial market innovations; regulation; functions of commercial banks and other financial intermediaries. Utilizes case studies.

*Prerequisite(s):* MGB 205 or MGT 205; consent of instructor.

*Learning Activities:* Lecture 3 hour(s).

*Grade Mode:* Letter.

**MGP 260 – Corporate Finance (3 units)**

*Course Description:* Focuses on planning, acquiring, and managing a company's financial resources. Includes discussion of financial aspects of mergers and other forms of reorganization; analysis of investment, financial, and dividend policy; and theories of optimal capital structure.

*Prerequisite(s):* (MGT 200A or MGB 200A or MGP 200A); (MGP 202A or MGV 202AV or MGT 202A); (MGT 205 or MGB 205 or MGP 205).

*Learning Activities:* Lecture 3 hour(s).

*Grade Mode:* Letter.

**MGP 261 – Investment Analysis (3 units)**

*Course Description:* Examines asset pricing theories and relevant evidence, including the investment performance of stocks and bonds. Topics include the efficiency of markets, domestic and international portfolio diversification, factors influencing the value of stocks and other investments, and portfolio management and performance.

*Prerequisite(s):* (MGT 203A or MGP 203A or MGB 203A); (MGB 205 or MGT 205 or MGP 205).

*Learning Activities:* Lecture 3 hour(s).

*Grade Mode:* Pass/No Pass only.

**MGP 262 – Money & Security Markets (3 units)**

*Course Description:* Examines how money and securities markets are organized; how public agencies, businesses, others obtain and invest funds in those markets. Relationship between interest rates, monetary policy, government's role in improving capital markets, approaches to assessing changes in regulation of specific markets.

*Learning Activities:* Lecture 3 hour(s).

*Grade Mode:* Letter.

**MGP 263 – Derivative Securities (3 units)**

*Course Description:* Behavior of options, futures, and other derivative securities markets and how public agencies, business and others use those markets. Trading strategies involving options, swaps, and financial futures contracts. Pricing of derivative securities, primarily by arbitrage methods.

*Prerequisite(s):* (MGT 205 or MGP 205 or MGB 205); (MGT 203A or MGP 203A or MGB 203A).

*Learning Activities:* Lecture/Discussion 3 hour(s).

*Enrollment Restriction(s):* Open to students enrolled in the MBA program.

*Grade Mode:* Letter.

**MGP 264 – Business Taxation (3 units)**

*Course Description:* Analysis of the impact of business taxation on investment, production, and finance decisions. Discussion of the relationship between business organization and tax liability. Not intended for tax specialists.

*Learning Activities:* Lecture 3 hour(s).

*Grade Mode:* Letter.

**MGP 265 – Technology Finance & Valuation (3 units)**

*Course Description:* Venture capital finance and the related practice of research and development finance. Application of finance tools and framework to the world of venture capital and financing of projects in high-growth industries.

*Prerequisite(s):* MGB 205 or MGP 205 or MGT 205.

*Learning Activities:* Lecture/Discussion 3 hour(s).

*Enrollment Restriction(s):* Restricted to students in the MBA program; not open to students who have taken MGV 265V.

*Grade Mode:* Letter.



**MGP 266 – International Finance (3 units)**

*Course Description:* Studies fixed and floating exchange-rate systems. Topics include determinants of a nation's balance of international payments; macroeconomic interdependence of nations under various exchange-rate regimes and its implications for domestic stabilization policies; and the international coordination of monetary and stabilization policies.

*Prerequisite(s):* MGT 205 or MGB 205 or MGP 205; or the equivalent.

*Learning Activities:* Lecture 3 hour(s).

*Grade Mode:* Letter.

**MGP 267 – Teams & Technology (3 units)**

*Course Description:* Theory and practice of managing teams with primary goals of: providing conceptual guidelines for analyzing and diagnosing group dynamics and determining strategic options as a manager; imparting interpersonal skills for implementing effective strategies; understanding how technological change affects team processes.

*Prerequisite(s):* Consent of instructor.

*Learning Activities:* Lecture/Discussion 3 hour(s).

*Enrollment Restriction(s):* Restricted to working professional MBA students.

*Grade Mode:* Letter.

**MGP 268 – Articulation & Critical Thinking (3 units)**

*Course Description:* With commitment to this course, students will become competent public speakers, write well at a level expected in business, think efficiently and critically about business challenges and have a useful personal code of ethics to shape their actions and decisions. No student may repeat course for credit.

*Learning Activities:* Lecture/Discussion 3 hour(s).

*Grade Mode:* Letter.

**MGP 270 – Corporate Financial Reporting (3 units)**

*Course Description:* Analyzes and evaluates contemporary issues in financial reporting and develops implications of those issues for business decision makers, investment managers, and accounting policymakers.

*Prerequisite(s):* MGT 200A or MGP 200A or MGB 200A.

*Learning Activities:* Lecture 3 hour(s).

*Grade Mode:* Letter.

**MGP 271 – Strategic Cost Management (3 units)**

*Course Description:* Theoretical frameworks and associated techniques for using organizational design and cost management to achieve a sustainable, profitable cost structure. Topics include: target costing, process design for low cost, total cost of ownership, cost of customers, implementing structural change, and incentives.

*Prerequisite(s):* MGT 202A or MGP 202A or MGV 202AV.

*Learning Activities:* Lecture/Discussion 3 hour(s).

*Enrollment Restriction(s):* Restricted to students in the MBA program.

*Grade Mode:* Letter.

**MGP 272 – Evaluation of Financial Information (3 units)**

*Course Description:* Studies how investors, creditors, others use accounting and other information in making rational investment, lending decisions. Emphasis is placed on the analysis of financial information in a variety of contexts. Where applicable, recent research in finance and economics is discussed.

*Prerequisite(s):* MGT 200A or MGB 200A or MGP 200A.

*Learning Activities:* Lecture 3 hour(s).

*Grade Mode:* Letter.

**MGP 273 – Accounting & Reporting for Government Nonprofit Entities (3 units)**

*Course Description:* Concepts, methods, and uses of accounting and financial reporting by governmental and nonprofit entities. Introduction to budgeting and performance evaluation, and accounting for entities such as hospitals, universities, and welfare agencies.

*Learning Activities:* Lecture 3 hour(s).

*Grade Mode:* Letter.

**MGP 274 – Corporate Governance (3 units)**

*Course Description:* Discusses how corporations can better operate in the interests of shareholders and public. Directly relevant to managers, consultants in compensation and incentives, staff working on mergers and acquisitions, corporate regulators, shareholders rights activists, and board members.

*Prerequisite(s):* Full-time MBA students or consent of instructor.

*Learning Activities:* Lecture 3 hour(s).

*Grade Mode:* Letter.

**MGP 276 – Real Estate, Finance & Development (3 units)**

*Course Description:* Focus on single family, attached, detached, multi-family, and light commercial development. Study factors that make up successful real estate developments. Consider financial aspects involved in land acquisition, land development, construction, and project lending.

*Prerequisite(s):* (MGT 205 or MGB 205 or MGP 205); (MGP 201A or MGB 201A or MGT 201A).

*Learning Activities:* Lecture 3 hour(s).

*Grade Mode:* Letter.

**MGP 281 – Systems Analysis & Design (3 units)**

*Course Description:* Design and specification of computer-based information systems. Applications systems development life cycle, use requirements and feasibility assessment, logical and physical design, program development and testing, conversion and implementation.

*Learning Activities:* Lecture 3 hour(s).

*Grade Mode:* Letter.

**MGP 282 – Supply Chain Management (3 units)**

*Course Description:* Matching supply with demand is a primary challenge for a firm: excess supply is too costly, inadequate supply irritates customers. Matching supply to demand is easiest when a firm has a flexible supply process, but flexibility is generally expensive.

*Prerequisite(s):* MGT 203A or MGB 203A or MGP 203A.

*Learning Activities:* Lecture/Discussion 3 hour(s).

*Enrollment Restriction(s):* Restricted to students in the MBA program.

*Grade Mode:* Letter.

**MGP 284 – Applied Linear Models for Management (3 units)**

*Course Description:* Covers regression, analysis of variance, and multivariate analysis. Topics will focus on applications to management and policy problems.

*Learning Activities:* Lecture 3 hour(s).

*Grade Mode:* Letter.

**MGP 285 – Time Series Analysis & Forecasting (3 units)**

*Course Description:* Considers application of time series methods to evaluation and forecasting problems. Covers univariate and multivariate ARIMA models and transfer function models. Applications will be in such areas as economics, finance, budgeting, program evaluation, and industrial process control.

*Prerequisite(s):* MGP 203B or MGT 203B or MGB 203B.

*Learning Activities:* Lecture 3 hour(s).

*Grade Mode:* Letter.

**MGP 286 – Telecommunications & Computer Networks (3 units)**

*Course Description:* Communication system components; common carrier services; design and control of communications networks; network management and distributed environment; local area networks; data security in computer networks.

*Prerequisite(s):* MGP 280.

*Learning Activities:* Lecture 3 hour(s).

*Grade Mode:* Letter.

**MGP 287 – Business Database & Database Marketing (3 units)**

*Course Description:* Practical introduction to fundamental principles of database management systems and database marketing. Database design. SQL queries. Concepts of database marketing, data warehouse, data visualization and big data analytics.

*Learning Activities:* Lecture 3 hour(s).

*Grade Mode:* Letter.

**MGP 290 – Topics in General Management (3 units)**

*Course Description:* Advanced topics in general management. Varied topics to cover more extensively issues discussed in MGT 201A and MGT 201B, or current business interest topics in fields of business writing, business communications, development, or workplace processes.

*Prerequisite(s):* Completion of all first-year graduate courses at the Graduate School of Management or the equivalent.

*Learning Activities:* Seminar 3 hour(s).

*Repeat Credit:* May be repeated.

*Grade Mode:* Letter.

**MGP 291 – Topics in Organizational Behavior (3 units)**

*Course Description:* Advanced topics in social psychology and sociology of organizations. Varied topics to cover more extensively issues discussed in MGP 201A and MGP 201B, or current business interest topics in fields of organization design, strategy, development, or workplace processes.

*Prerequisite(s):* Completion of all first-year graduate courses at the Graduate School of Management or the equivalent.

*Learning Activities:* Seminar 3 hour(s).

*Repeat Credit:* May be repeated.

*Grade Mode:* Letter.

**MGP 292 – Topics in Finance (3 units)**

*Course Description:* Contemporary and emerging issues in finance. Application of modern techniques of finance to business problems. Use of appropriate electronic database and research techniques.

*Prerequisite(s):* Completion of all first-year graduate courses at the Graduate School of Management or the equivalent.

*Learning Activities:* Seminar 3 hour(s).

*Repeat Credit:* May be repeated.

*Grade Mode:* Letter.

**MGP 293 – Topics in Marketing (3 units)**

*Course Description:* Advanced topics in marketing, which may include marketing research, new product development, brand management, pricing, distribution management, service marketing, hitech marketing, advertising, sales promotions, marketing through the Web.

*Prerequisite(s):* Completion of all first-year graduate courses at the Graduate School of Management or the equivalent.

*Learning Activities:* Seminar 3 hour(s).

*Repeat Credit:* May be repeated.

*Grade Mode:* Letter.

**MGP 294 – Topics in Accounting (3 units)**

*Course Description:* Contemporary and emerging issues in financial management accounting. Application of modern techniques of evaluation and analysis of financial information. Use of appropriate electronic database and research techniques.

*Prerequisite(s):* Completion of all first-year graduate courses at the Graduate School of Management or the equivalent.

*Learning Activities:* Seminar 3 hour(s).

*Repeat Credit:* May be repeated.

*Grade Mode:* Letter.

**MGP 295 – Topics in Information Technology (3 units)**

*Course Description:* Applications of information technology to management and management of information technology. Adaptation to the dynamic nature of the field.

*Prerequisite(s):* Completion of all first-year graduate courses at the Graduate School of Management or the equivalent.

*Learning Activities:* Seminar 3 hour(s).

*Repeat Credit:* May be repeated.

*Grade Mode:* Letter.

**MGP 296 – Topics in Technology Management (3 units)**

*Course Description:* Cyclical nature of innovation and technological change, features of innovative firms and industries, national innovation systems, and impact of information technologies on innovation processes.

*Prerequisite(s):* Completion of all first-year graduate courses at the Graduate School of Management or the equivalent.

*Learning Activities:* Seminar 3 hour(s).

*Repeat Credit:* May be repeated.

*Grade Mode:* Letter.

**MGP 297 – Topics in International Management (3 units)**

*Course Description:* Broader environment in which U.S. firms and their foreign competitors operate. Integration of material from other topics courses (marketing, strategy, finance, accounting, information technology, technology management) into the international setting.

*Prerequisite(s):* Completion of all first-year graduate courses at the Graduate School of Management or the equivalent.

*Learning Activities:* Seminar 3 hour(s).

*Repeat Credit:* May be repeated.

*Grade Mode:* Letter.

**MGP 298 – Directed Group Study (1-5 units)**

*Course Description:* Directed group study.

*Prerequisite(s):* Consent of instructor.

*Learning Activities:* Variable.

*Grade Mode:* Satisfactory/Unsatisfactory only.

**MGP 299 – Individual Study (1-12 units)**

*Course Description:* Individual study.

*Prerequisite(s):* Consent of instructor.

*Learning Activities:* Variable.

*Grade Mode:* Satisfactory/Unsatisfactory only.

**MGP 400A – Financial Accounting (4 units)**

*Course Description:* Introduction to the concepts and objectives underlying the preparation of financial statements. Topics include understanding the accounting cycle, measurement and valuation problems associated with financial statement components, consideration of the usefulness of financial statements in the analysis of a corporation's operations.

*Learning Activities:* Lecture 4 hour(s).

*Enrollment Restriction(s):* Open to students enrolled in the MBA program only.

*Credit Limitation(s):* Not available for credit for students who have taken MGT 200A, MGP 200A, MGB 200A, MG 200AV or MG 400AV.

*Grade Mode:* Letter.

**MGP 400AY – Financial Accounting (4 units)**

*Course Description:* Introduction to the concepts and objectives underlying the preparation of financial statements. Topics include understanding the accounting cycle, measurement and valuation problems associated with financial statement components, consideration of the usefulness of financial statements in the analysis of a corporation's operations.

*Learning Activities:* Lecture 3 hour(s), Web Virtual Lecture 1 hour(s).

*Enrollment Restriction(s):* Open to students enrolled in the MBA program only.

*Credit Limitation(s):* Not available for credit for students who have taken MGT 200A, MGP 200A, MGB 200A, MG 200AV, MG 400AV, MGT 400A, MGP 400A or MGB 400A.

*Grade Mode:* Letter.

**MGP 401A – The Individual & Group Dynamics (4 units)**

*Course Description:* Examines basic psychological and social psychological processes shaping human behavior and applies knowledge of these processes to the following organizational problems: motivation, job design, commitment, socialization, culture, individual and group decision making, and team building.

*Learning Activities:* Lecture 4 hour(s).

*Credit Limitation(s):* Not open for credit to students who have taken MGT 201A, MGP 201A, MGB 201A or MG 201AV.

*Grade Mode:* Letter.

**MGP 401AY – Individual & Group Dynamics (4 units)**

*Course Description:* Examines basic psychological and social psychological processes shaping human behavior and applies knowledge of these processes to the following organizational problems: motivation, job design, commitment, socialization, culture, individual and group decision making, and team building.

*Learning Activities:* Lecture 3 hour(s), Web Virtual Lecture 1 hour(s).

*Enrollment Restriction(s):* Only open to students enrolled in the MBA program.

*Credit Limitation(s):* Not open for credit to students who have taken MGT 201A, MGP 201A, MGB 201A, MG 201AV, MGT 401A, MGP 401A or MGB 401A.

*Grade Mode:* Letter.

**MGP 401B – Organizational Strategy & Structure (4 units)**

*Course Description:* Strategic management of organizations, including analysis of industries, firm resources and capabilities and corporate strategy. Strategy formulation, implementation and strategic decision-making. Firm and industry life cycles and change. Analysis of organizational design and structure including differentiation and integration.

*Learning Activities:* Lecture 4 hour(s).

*Credit Limitation(s):* Not open for credit to students who have taken MGT 201B, MGP 201B, MGB 201B or MG 201BV.

*Grade Mode:* Letter.

**MGP 401BY – Organizational Strategy & Structure (4 units)**

*Course Description:* Strategic management of organizations, including analysis of industries, firm resources and capabilities and corporate strategy. Strategy formulation, implementation and strategic decision-making. Firm and industry life cycles and change. Analysis of organizational design and structure including differentiation and integration.

*Learning Activities:* Lecture 3 hour(s), Web Virtual Lecture 1 hour(s).

*Enrollment Restriction(s):* Open to students enrolled in the MBA program.

*Credit Limitation(s):* Not open for credit to students who have taken MGT 201B, MGP 201B, MGB 201B, MG 201BV, MGT 401B, MGP 401B or MGB 401B.

*Grade Mode:* Letter.

**MGP 402A – Markets & the Firm (4 units)**

*Course Description:* Examines the interaction of consumers, firms and government, and the effect this interaction has on the use of resources and firm profitability. Fundamental economic concepts such as marginal analysis, opportunity cost, pricing, and externalities are introduced and applied.

*Learning Activities:* Lecture 4 hour(s).

*Credit Limitation(s):* Not open for credit to students who have taken MGT 202A, MGP 202A, MGB 202A or MG 202AV.

*Grade Mode:* Letter.

**MGP 402AV – Markets & The Firm (4 units)**

*Course Description:* Examines the interaction of consumers, firms and government, and the effect this interaction has on the use of resources and firm profitability. Fundamental economic concepts such as marginal analysis, opportunity cost, pricing, and externalities are introduced and applied.

*Learning Activities:* Web Virtual Lecture 4 hour(s).

*Credit Limitation(s):* Not open for credit to students who have taken MGB 202A, MGP 202A, MGT 202A, MG 202AV, MGB 402A, MGP 402A, MGT 402A, MGB 402AV, MGP 402AV, MGT 402AV.

*Grade Mode:* Letter.

**MGP 402AY – Markets & the Firm (4 units)**

*Course Description:* Examines the interaction of consumers, firms and government, and the effect this interaction has on the use of resources and firm profitability. Fundamental economic concepts such as marginal analysis, opportunity cost, pricing, and externalities are introduced and applied.

*Learning Activities:* Lecture 3 hour(s), Web Virtual Lecture 1 hour(s).

*Enrollment Restriction(s):* Open to MBA students only.

*Credit Limitation(s):* Not open for credit to students who have taken MGT 202A, MGP 202A, MGB 202A, MGV 202AV, MGT 402A, MGP 402A or MGB 402A.

*Grade Mode:* Letter.

**MGP 403A – Data Analysis for Managers (4 units)**

*Course Description:* Introduction to statistics and data analysis for managerial decision making. Descriptive statistics, principles of data collection, sampling, quality control, statistical inference. Application of data analytic methods to problems in marketing, finance, accounting, production, operations, and public policy.

*Learning Activities:* Lecture 4 hour(s).

*Credit Limitation(s):* Not open for credit for students who have taken MGT 203A, MGP 203A, MGB 203A or MGV 403AV.

*Grade Mode:* Letter.

**MGP 403AY – Data Analysis for Managers (4 units)**

*Course Description:* Introduction to statistics and data analysis for managerial decision making. Descriptive statistics, principles of data collection, sampling, quality control, statistical inference. Application of data analytic methods to problems in marketing, finance, accounting, production, operations, and public policy.

*Learning Activities:* Lecture 3 hour(s), Web Virtual Lecture 1 hour(s).

*Enrollment Restriction(s):* Open to students enrolled in the MBA program.

*Credit Limitation(s):* Not open for credit for students who have taken MGT 203A, MGP 203A, MGB 203A, MGV 403AV, MGT 403A, MGP 403A or MGB 403A.

*Grade Mode:* Letter.

**MGP 404 – Marketing Management (4 units)**

*Course Description:* Analysis of market opportunities, elements of market research, development of marketing strategies, market planning and implementations, and control systems. Consumer and industrial markets, market segmentation, pricing strategies, distribution channels, promotion, and sales.

*Learning Activities:* Lecture 4 hour(s).

*Credit Limitation(s):* Not open for credit to students who have taken MGT 204, MGP 204, MGB 204 or MGV 204V.

*Grade Mode:* Letter.

**MGP 404Y – Marketing Management (4 units)**

*Course Description:* Analysis of market opportunities, elements of market research, development of marketing strategies, market planning and implementations, and control systems. Consumer and industrial markets, market segmentation, pricing strategies, distribution channels, promotion, and sales.

*Learning Activities:* Lecture 3 hour(s), Web Virtual Lecture 1 hour(s).

*Enrollment Restriction(s):* Open to students enrolled in the MBA program.

*Credit Limitation(s):* Not open for credit to students who have taken MGT 204, MGP 204, MGB 204, MGV 204V, MGT 404, MGP 404 or MGB 404.

*Grade Mode:* Letter.

**MGP 405 – Financial Theory & Policy (4 units)**

*Course Description:* Corporate financial policy and investment management. Covers capital budgeting, optimal financial structure, cost-of-capital determination, risk measurement. Develops basic valuation principles for investments with long-lived and risky cash-flows, and extends these to derivative securities, asset portfolios, investment management and hedging.

*Learning Activities:* Lecture 4 hour(s).

*Credit Limitation(s):* Not open for credit for students who have taken MGT 205, MGP 205, MGB 205 or MGV 205V.

*Grade Mode:* Letter.

**MGP 405Y – Financial Theory & Policy (4 units)**

*Course Description:* Corporate financial policy and investment management. Covers capital budgeting, optimal financial structure, cost-of-capital determination, risk measurement. Develops basic valuation principles for investments with long-lived and risky cash-flows, and extends these to derivative securities, asset portfolios, investment management and hedging.

*Learning Activities:* Lecture 3 hour(s), Web Virtual Lecture 1 hour(s).

*Enrollment Restriction(s):* Open to students enrolled in the MBA program.

*Credit Limitation(s):* Not open for credit for students who have taken MGT 205, MGP 205, MGB 205, MGV 205V, MGT 405, MGP 405 or MGB 405.

*Grade Mode:* Letter.

**MGP 406A – Decision Analytics: Spreadsheet Based (2 units)**

*Course Description:* Develops decision-making and problem-solving skills in conjunction with a quantitative model-building approach.

*Learning Activities:* Lecture 2 hour(s).

*Credit Limitation(s):* Not available for credit for students who have taken MGT 206, MGP 206, MGB 206 or MGV 206V.

*Grade Mode:* Letter.

**MGP 406B – Decision Analytics: Scalable (2 units)**

*Course Description:* Builds on concepts learned in 406A to develop techniques for describing and implementing models that can scale in all dimensions.

*Prerequisite(s):* MGT 406A or MGP 406A or MGB 406A.

*Learning Activities:* Lecture 2 hour(s).

*Credit Limitation(s):* Not available for credit for students who have taken MGT 206, MGP 206, MGB 206 or MGV 206V.

*Grade Mode:* Letter.

**MGP 407 – Storytelling for Leadership (1 unit)**

*Course Description:* Internalize the fundamental principles behind stories that educate, influence, motivate, inspire, persuade and connect.

*Learning Activities:* Lecture/Discussion 1 hour(s).

*Grade Mode:* Letter.

**MGP 408 – The Business of the Media (1 unit)**

*Course Description:* Focuses on the media industries and how emerging digital technologies are disrupting the way media consumption, distribution and business models work. Will highlight the economics of several media, both news and entertainment.

*Learning Activities:* Lecture/Discussion 1 hour(s).

*Grade Mode:* Letter.



**MGP 408V – The Business of the Media (1 unit)**

*Course Description:* Focuses on the media industries and how emerging digital technologies are disrupting the way media consumption, distribution and business models work. Will highlight the economics of several media, both news and entertainment.

*Learning Activities:* Web Virtual Lecture 1 hour(s).

*Grade Mode:* Letter.

**MGP 409 – Managing Multi-Asset Class Investment Portfolios (1 unit)**

*Course Description:* Examines top down management of multi-asset class portfolios. Topics include bonds, hedge funds, private equity, real estate, commodities, endowments, return generation, performance analysis, credit cycles, financial crises, manager selection, investment policy, and investment careers. Student teams present endowment portfolio recommendations.

*Prerequisite(s):* MGP 202A; MGP 203A; MGP 205.

*Learning Activities:* Lecture/Discussion 1 hour(s).

*Grade Mode:* Letter.

**MGP 410 – Strategic Leadership (2 units)**

Starting Winter Quarter 2025, this course is no longer offered.

*Course Description:* Principles of strategic leadership and how to apply them. Includes a deep awareness of individual personalities, strengths, and values, and a clear understanding of organizational strategy and vision.

*Learning Activities:* Lecture 2 hour(s).

*Grade Mode:* Letter.

**MGP 410 – Corporate Governance (1 units)**

*Course Description:* Covers recent and not-so-recent business and accounting scandals, discuss how corporations can better operate in the interests of shareholders, and the public and learn from people who rely on corporate governance in making investment decisions.

*Learning Activities:* Lecture/Discussion 1 hour(s).

*Grade Mode:* Letter.

This course version is effective from, and including: Fall Semester 2024.

**MGP 410 – Strategic Leadership (2 units)**

*Course Description:* Principles of strategic leadership and how to apply them. Includes a deep awareness of individual personalities, strengths, and values, and a clear understanding of organizational strategy and vision.

*Learning Activities:* Lecture 2 hour(s).

*Grade Mode:* Letter.

This course version is effective from, and including: Winter Quarter 2025.

**MGP 411 – Strategic Change (2 units)**

Starting Winter Quarter 2025, this course is no longer offered.

*Course Description:* Elements of design for strategy discovery and how to incorporate them into established firms. Lessons uncovered through case-based analysis, hands-on exercises, lectures, video, and theoretical analysis comparing different perspectives.

*Learning Activities:* Lecture 2 hour(s).

*Grade Mode:* Letter.

**MGP 411 – Turnaround Management (1 units)**

*Course Description:* Evaluate the financial performance of a company, identify opportunities for improvement, propose real solutions to enhance performance, and most important inspire action in staff.

*Learning Activities:* Lecture/Discussion 1 hour(s).

*Grade Mode:* Letter.

This course version is effective from, and including: Fall Semester 2024.

**MGP 411 – Strategic Change (2 units)**

*Course Description:* Elements of design for strategy discovery and how to incorporate them into established firms. Lessons uncovered through case-based analysis, hands-on exercises, lectures, video, and theoretical analysis comparing different perspectives.

*Learning Activities:* Lecture 2 hour(s).

*Grade Mode:* Letter.

This course version is effective from, and including: Winter Quarter 2025.

**MGP 412 – International Marketing (1 unit)**

*Course Description:* Basic concepts of international marketing. Understanding and managing heterogeneous, dynamic, and interdependent environments across countries. How to develop and implement an international marketing strategy: where and how to compete, how to adapt to your marketing mix.

*Learning Activities:* Lecture/Discussion 1 hour(s).

*Grade Mode:* Letter.

**MGP 414 – Multi-Channel Marketing (1 unit)**

*Course Description:* Multi-channel marketing strategies empower managers to create value for different customer segments. Covers the necessary concepts to evaluate and select go-to market strategies in order to capitalize on the ubiquity of modern customers.

*Learning Activities:* Lecture/Discussion 1 hour(s).

*Grade Mode:* Letter.

**MGP 415 – Climate Risks & Opportunities (1 unit)**

Starting Fall Quarter 2024, this course is no longer offered.

*Course Description:* Provide a working knowledge of the risks and opportunities arising from climate change and climate policy for businesses.

*Learning Activities:* Lecture/Discussion 1 hour(s).

*Grade Mode:* Letter.

**MGP 415V – Business Law (3 units)**

*Course Description:* Introduction to law and legal process in the United States. Sources of law. Structure and operation of courts, federal-state relationships, fundamentals of administrative law, fundamentals of business law.

*Learning Activities:* Web Virtual Lecture 3 hour(s).

*Credit Limitation(s):* Not available for credit for students who have taken MGT 215, MGP 215, or MGB 215.

*Grade Mode:* Letter.

### **MGP 416 – Topics in Private Equity and Mergers & Acquisitions (2 units)**

*Course Description:* Focuses on the finance principles related to the risk and return of the private equity (PE) industry, valuation of PE target companies, the structuring of leveraged buyouts (LBOs), and the management of portfolio companies.

*Prerequisite(s):* MGP 205 (can be concurrent) or MGT 205 (can be concurrent) or MGB 205 (can be concurrent).

*Learning Activities:* Lecture 2 hour(s).

*Enrollment Restriction(s):* Restricted to students in the MBA program.

*Grade Mode:* Letter.

### **MGP 417A – Collaborative Leadership 1 (2 units)**

*Course Description:* Part one of a two-part course to empower emerging leaders with the skills necessary to build and guide effective teams, embodying a leadership style that is anchored in shared responsibility and values-based decision-making.

*Learning Activities:* Lecture 2 hour(s).

*Grade Mode:* S/U only.

### **MGP 417B – Collaborative Leadership 2 (1 unit)**

*Course Description:* Second of a two-part course sequence which is designed to empower emerging leaders with the skills necessary to build and guide effective teams, embodying a leadership style that is anchored in shared responsibility and values-based decision-making.

*Prerequisite(s):* MGB 417A or MGP 417A or MGT 417A or MG V 417A.

*Learning Activities:* Lecture 1 hour(s).

*Grade Mode:* Letter.

### **MGP 419 – Business Strategy Consulting Skills (1 unit)**

*Course Description:* Students will learn practical business consulting skills which will help apply strategy theories in the workplace. Students will learn and practice tools to frame and analyze problems, conduct research, communicate findings and navigate client relationships.

*Learning Activities:* Lecture 5 hour(s).

*Enrollment Restriction(s):* Restricted to students enrolled in the MBA program.

*Grade Mode:* Letter.

### **MGP 419V – Business Strategy Consulting Skills (1 unit)**

*Course Description:* Students will learn practical business consulting skills which will help apply strategy theories in the workplace. Students will learn and practice tools to frame and analyze problems, conduct research, communicate findings and navigate client relationships.

*Learning Activities:* Web Virtual Lecture 1 hour(s).

*Enrollment Restriction(s):* Restricted to students enrolled in the MBA program.

*Credit Limitation(s):* Not open for credit for students who have taken MGT 419, MGP 419, or MGB 419.

*Grade Mode:* Letter.

### **MGP 423 – Leader as Coach: An Introduction to Coaching Skills for Leaders (1 unit)**

*Course Description:* Introduces the fundamental coaching skills and coaching models that leaders can apply in everyday interactions with their team and colleagues in order to build trust, overcome challenges and help others discover their own full potential.

*Learning Activities:* Lecture 1 hour(s).

*Enrollment Restriction(s):* Restricted to students enrolled in the MBA program.

*Grade Mode:* Letter.

### **MGP 423V – Power & Influence in Management (3 units)**

Starting Fall Quarter 2024, this course is no longer offered.

*Course Description:* Investigation of the bases of power in organizations and the tactics used to translate power into influence. Topics include the control of resources (including information), social psychological processes (including commitment), the construction of meaning, and ethics.

*Prerequisite(s):* MGT 201A or MGP 201A or MGB 201A.

*Learning Activities:* Web Virtual Lecture 3 hour(s).

*Credit Limitation(s):* Not open for credit to students who have taken MGT 223, MGP 223, MGB 223, or MG V 223V.

*Grade Mode:* Letter.

### **MGP 426 – The Business of Healthcare (1 unit)**

*Course Description:* Intended to provide an overall understanding of the unique business aspects of the healthcare industry.

*Learning Activities:* Lecture 1 hour(s).

*Enrollment Restriction(s):* Restricted to students enrolled in the MBA program (Business Administration-Working Professional, Business Administration-Bay Area, Business Administration-Full-Time).

*Grade Mode:* Letter.

### **MGP 429 – Detection & Prevention of Asset Misappropriation Fraud in the Workplace (1 unit)**

*Course Description:* Discusses the fundamentals of fraud detection and prevention in the workplace. Learn the major schemes involving workplace fraud, how management can detect fraud and what policies and procedures can be implemented to prevent fraud.

*Learning Activities:* Lecture 1 hour(s).

*Enrollment Restriction(s):* Restricted to students enrolled in the MBA program.

*Grade Mode:* Letter.

### **MGP 431 – Project Management (1 unit)**

*Course Description:* Students learn project management; including project scope, project planning, milestones and project closing. Important themes include leadership, team dynamics, storytelling/creating a narrative, communication, and conflict management.

*Learning Activities:* Lecture 10 hour(s).

*Enrollment Restriction(s):* Open to students enrolled in the MBA program.

*Grade Mode:* Letter.

### **MGP 432 – Project Management with Applications in Healthcare (1 unit)**

*Course Description:* Focuses on the heart of healthcare administration and how project management can be applied as a key lever to increase efficiency, decrease costs and improve the patient experience.

*Learning Activities:* Lecture 1 hour(s).

*Grade Mode:* Letter.

### **MGP 432V – Project Management with Applications in Healthcare (1 unit)**

*Course Description:* Focuses on the heart of healthcare administration and how project management can be applied as a key lever to increase efficiency, decrease costs and improve the patient experience.

*Learning Activities:* Web Virtual Lecture 1 hour(s).

*Credit Limitation(s):* Not open for credit to students who have taken MGT 432, MGP 432, or MGB 432.

*Grade Mode:* Letter.

### **MGP 433 – Corporate Social Responsibility (1 unit)**

*Course Description:* Learn practical information that will help students understand the basics of designing, managing and evaluating an effective CSR program. Expose students to a basic set of CSR issues in the context of cross-purpose business challenges and then focus on the analysis and critical decisions that managers must make to move their business and their social agenda forward.

*Learning Activities:* Lecture 1 hour(s).

*Grade Mode:* Letter.

### **MGP 435 – Data Wrangling (1 unit)**

*Course Description:* Develop practical skills to pre-process data. Tidied raw data can then be used for downstream data analysis, modeling, and visualization.

*Learning Activities:* Lecture 1 hour(s).

*Grade Mode:* Letter.

### **MGP 436 – Introduction to Derivative Securities (1 unit)**

*Course Description:* Introduction to derivative securities and other forms of financial innovations.

*Learning Activities:* Lecture 1 hour(s).

*Grade Mode:* Letter.

### **MGP 436V – Introduction to Derivative Securities (1 unit)**

*Course Description:* Introduction to derivative securities and other forms of financial innovation.

*Learning Activities:* Web Virtual Lecture 1 hour(s).

*Grade Mode:* Letter.

### **MGP 437 – Healthcare Analytics (1 unit)**

*Course Description:* Introduction to advanced analytics framework, key Artificial Intelligence & Machine Learning concepts, and modeling techniques towards solving high-value and high-impact healthcare business problems.

*Learning Activities:* Lecture 1 hour(s).

*Enrollment Restriction(s):* Open to students enrolled in the MBA program only.

*Grade Mode:* Letter.

### **MGP 437V – Healthcare Analytics (1 unit)**

*Course Description:* Introduction to advanced analytics framework, key Artificial Intelligence & Machine Learning concepts, and modeling techniques towards solving high-value and high-impact healthcare business problems.

*Learning Activities:* Web Virtual Lecture 1 hour(s).

*Credit Limitation(s):* Not open to students who have taken MGT 437, MGP 437, or MGB 437.

*Grade Mode:* Letter.

### **MGP 440 – Integrated Management Project (6 units)**

*Course Description:* Applies classroom learning to solve complex business challenges for real-world clients. Students learn practical consulting skills while their clients benefit from the student's experience, insights, and work product.

*Prerequisite(s):* First-year core courses of MBA program.

*Learning Activities:* Project 3 hour(s).

*Enrollment Restriction(s):* Open to students in the MBA Program (SMBE, SMBB, SMBA).

*Grade Mode:* Letter.

### **MGP 440A – Integrated Management Project (6 units)**

*Course Description:* Applies classroom learning to solve complex business challenges for international business clients. Learn practical consulting skills while clients benefit from the student's experience, insights, and work product.

*Prerequisite(s):* First-year core courses of MBA program.

*Learning Activities:* Lecture/Discussion 6 hour(s).

*Enrollment Restriction(s):* Restricted to full-time MBA students.

*Grade Mode:* Letter.

### **MGP 440B – Integrated Management Project (3 units)**

*Course Description:* Applies classroom learning to solve complex business challenges for real world clients. Student teams learn practical consulting skills while their clients benefit from the student's experience, insights, and work product.

*Prerequisite(s):* First-year core courses of MBA program.

*Learning Activities:* Project 3 hour(s).

*Enrollment Restriction(s):* Restricted to full-time MBA students.

*Grade Mode:* Letter.

### **MGP 440C – Integrated Management Project Lead (1 unit)**

*Course Description:* Integrated Management Project Team leader.

*Learning Activities:* Project 1 hour(s).

*Grade Mode:* Letter.

### **MGP 440S – Integrated Management Simulation (4 units)**

*Course Description:* Apply theory and concepts from marketing, finance, organizational behavior, accounting, and strategy in order to manage a simulated corporation.

*Learning Activities:* Lecture 4 hour(s).

*Grade Mode:* Letter.

### **MGP 441V – New Product Development (3 units)**

*Course Description:* State-of-the-art concepts and methods to enhance the effectiveness of new product development activities. Focuses on the understanding of managerial issues and acquiring the ability to solve problems.

*Prerequisite(s):* MGT 204 or MGP 204 or MGB 204.

*Learning Activities:* Web Virtual Lecture 3 hour(s).

*Grade Mode:* Letter.

**MGP 443 – Customer Analytics (3 units)**

*Course Description:* Teaches how to use customer analytics to learn about and market to individual customers. Examines the different types of data analytics and how they fit into the customer relationship management world.

*Learning Activities:* Lecture 3 hour(s).

*Credit Limitation(s):* No open for credit for students who have taken MGT 443V, MGP 443V or MGB 443V.

*Grade Mode:* Letter.

**MGP 443V – Customer Analytics (3 units)**

*Course Description:* Teaches students how to use customer analytics to learn about and market to individual customers. Examines the different types of data analytics and how they fit into the customer relationship management world.

*Learning Activities:* Web Virtual Lecture 3 hour(s).

*Credit Limitation(s):* No open for credit for students who have taken MGT 443, MGP 443 or MGB 443.

*Grade Mode:* Letter.

**MGP 444 – Strategic Branding (3 units)**

*Course Description:* Provides a comprehensive understanding of branding strategies and implementation.

*Learning Activities:* Lecture 3 hour(s).

*Grade Mode:* Letter.

**MGP 444V – Strategic Branding (3 units)**

*Course Description:* Provides a comprehensive understanding of branding strategies and implementation.

*Learning Activities:* Web Virtual Lecture 3 hour(s).

*Grade Mode:* Letter.

**MGP 445 – Product Management (4 units)**

*Course Description:* Overview of the requirements, issues, and tools involved in marketing of products and services via lectures, case studies, and a hands-on, quarter-long competitive simulation.

*Prerequisite(s):* MGT 404 or MGP 404 or MGB 404.

*Learning Activities:* Lecture 4 hour(s).

*Enrollment Restriction(s):* Not open to students who have taken MGP 445Y or MGB 445Y or MGT 445Y or MGV 445V.

*Grade Mode:* Letter.

**MGP 445Y – Product Management (4 units)**

*Course Description:* Overview of the requirements, issues, and tools involved in marketing of products and services via lectures, case studies, and a hands-on, quarter-long competitive simulation.

*Prerequisite(s):* MGT 404 or MGP 404 or MGB 404.

*Learning Activities:* Web Virtual Lecture 2 hour(s), Lecture 2 hour(s).

*Credit Limitation(s):* Not open for students who have taken MGV 445V.

*Grade Mode:* Letter.

**MGP 448 – Practicum for Marketing Strategies (1 unit)**

Starting Fall Quarter 2024, this course is no longer offered.

*Course Description:* Provides opportunities to apply the concepts covered in the Marketing Strategies class through a group project involving the analysis of strategic marketing decisions based on business-related issues, simulation and modeling.

*Prerequisite(s):* MGP 248.

*Learning Activities:* Project 1 hour(s).

*Enrollment Restriction(s):* Restricted to students in the MBA program.

*Grade Mode:* Letter.

**MGP 448V – Marketing Strategies (3 units)**

*Course Description:* Examines process by which organizations develop strategic marketing plans. Includes definition of activities and products, marketing audits, appraising market opportunities, design of new activities and products, and organizing marketing planning function.

Applications to problems in private and public sector marketing.

*Prerequisite(s):* (MGT 202A or MGP 202A or MGB 202A); (MGT 204 or MGP 204 or MGB 204).

*Learning Activities:* Web Virtual Lecture 3 hour(s).

*Repeat Credit:* Not open for credit to students who have taken MGT 248, MGP 248, MGB 248, or MGV 248V.

*Grade Mode:* Letter.

**MGP 450 – Technology Competition & Strategy (4 units)**

*Course Description:* Provides a framework for thinking about technology competition and strategy.

*Prerequisite(s):* (MGT 402A or MGP 402A or MGB 402A); (MGT 403A or MGP 403A or MGB 403A).

*Learning Activities:* Lecture 4 hour(s).

*Grade Mode:* Letter.

**MGP 450V – Technology Competition & Strategy (4 units)**

*Course Description:* Provides a framework for thinking about technology competition and strategy.

*Prerequisite(s):* (MGT 402A or MGP 402A or MGB 402A); (MGT 403A or MGP 403A or MGB 403A).

*Learning Activities:* Web Virtual Lecture 4 hour(s).

*Enrollment Restriction(s):* Open to students in online MBA program.

*Grade Mode:* Letter.

**MGP 450Y – Technology Competition & Strategy (4 units)**

*Course Description:* Provides a framework for thinking about technology competition and strategy.

*Prerequisite(s):* (MGT 402A or MGP 402A or MGB 402A); (MGT 403A or MGP 403A or MGB 403A).

*Learning Activities:* Lecture 3 hour(s), Web Virtual Lecture 1 hour(s).

*Grade Mode:* Letter.

**MGP 452 – Managing for Operational Excellence (4 units)**

*Course Description:* Explore the management of operations as applied to manufacturing, as well as services provided both inside & outside the organization. Develop an understanding of how uncertainty affects planning & delivery by looking at fundamental models of operations.

*Learning Activities:* Lecture 4 hour(s).

*Credit Limitation(s):* Not open for credit to students who have taken MGT 252, MGP 252, MGB 252 or MGV 252V.

*Grade Mode:* Letter.



### **MGP 452Y – Managing for Operational Excellence (4 units)**

*Course Description:* Explore the management of operations as applied to manufacturing, as well as services provided both inside & outside the organization. Develop an understanding of how uncertainty affects planning & delivery by looking at fundamental models of operations.

*Learning Activities:* Lecture 3 hour(s), Web Virtual Lecture 1 hour(s).

*Enrollment Restriction(s):* Open to students enrolled in the MBA program.

*Credit Limitation(s):* Not open for credit to students who have taken MGT 252, MGP 252, MGB 252, MG 252V, MGT 452, MGP 452 or MGB 452.

*Grade Mode:* Letter.

### **MGP 454 – Careers in Product Management (1 unit)**

*Course Description:* Overview of the roles and responsibilities of the product manager and related roles such as brand manager and product marketing manager in both non-technology and technology firms.

*Learning Activities:* Lecture 1 hour(s).

*Grade Mode:* Letter.

### **MGP 454A – Causal Inference and Statistical Experiments (2 units)**

*Course Description:* Surveys causal inference methods with applications in business settings, especially marketing. Covers both primary data approaches such as A/B testing and secondary data approaches such as difference-in-differences.

*Prerequisite(s):* MGT 403A or MGP 403A or MGB 403A.

*Learning Activities:* Lecture 2 hour(s).

*Grade Mode:* Letter.

### **MGP 454B – Marketing Analytics (2 units)**

*Course Description:* Surveys a variety of marketing analytics applications, training students to identify (i) what questions data can answer, and, conversely, (ii) what data is needed to answer a question.

*Prerequisite(s):* MGT 454A or MGP 454A or MGB 454A.

*Learning Activities:* Lecture 2 hour(s).

*Grade Mode:* Letter.

### **MGP 456 – Personal Branding (2 units)**

*Course Description:* Learn how to use the cornerstone principles of corporate branding and content marketing to define and create a personal brand in four phases using E.P.I.C. Framework: Establish: Discovery and Vision; Package: Content and Packaging; Inform: Dissemination; and Cultivate: Growth and Management.

*Learning Activities:* Lecture 2 hour(s).

*Grade Mode:* Letter.

### **MGP 460A – Corporate Finance: Fundamentals (2 units)**

*Course Description:* Study valuation techniques in applied settings, study a variety of investment decisions, and analyze how capital structure considerations play a role in firm's investment policies.

*Prerequisite(s):* MGT 205 or MGP 205 or MGB 205.

*Learning Activities:* Lecture 2 hour(s).

*Credit Limitation(s):* Not open for credit to students who have taken MGT 260, MGP 260 or MGB 260.

*Grade Mode:* Letter.

### **MGP 460B – Corporate Finance: Advanced Topics (2 units)**

*Course Description:* Advanced course in corporate finance that builds on 460A, with an aim to extend knowledge of the theory and practice of corporate finance.

*Prerequisite(s):* MGT 460A or MGP 460A or MGB 460A.

*Learning Activities:* Lecture 2 hour(s).

*Credit Limitation(s):* Not open for students who have taken MGT, MGP or MGB 260.

*Grade Mode:* Letter.

### **MGP 466 – Leading Teams (2 units)**

*Course Description:* Advanced topics in group management and behavior to lead teams and work effectively. Provide conceptual guidelines for analyzing and diagnosing group dynamics, understand how technological change affects team processes in organizations, and impart practical interpersonal skills for implementing effective strategies for group situations.

*Learning Activities:* Lecture 2 hour(s).

*Grade Mode:* Letter.

### **MGP 467 – Practicum for Teams & Technology (1 unit)**

Starting Fall Quarter 2024, this course is no longer offered.

*Course Description:* Groups investigate the performance, creativity, conflict, information sharing, and leadership behaviors of a real world team. Provide consulting advice to the team, which not only gives analytic skills, but also builds presentation skills.

*Prerequisite(s):* MGP 267.

*Learning Activities:* Project 1 hour(s).

*Enrollment Restriction(s):* Restricted to students in the MBA program.

*Grade Mode:* Letter.

### **MGP 467V – Teams & Technology (3 units)**

*Course Description:* Theory and practice of managing teams with primary goals of: providing conceptual guidelines for analyzing and diagnosing group dynamics and determining strategic options as a manager; imparting interpersonal skills for implementing effective strategies; understanding how technological change affects team processes.

*Learning Activities:* Web Virtual Lecture 3 hour(s).

*Credit Limitation(s):* Not open for credit to students who have taken MGT 267, MGP 267, MGB 267, or MG 267V.

*Grade Mode:* Letter.

### **MGP 468 – Articulation & Critical Thinking (4 units)**

*Course Description:* Public speaking, business writing, efficient and critical thinking about business challenges, and defining a personal code of ethics to shape actions and decisions.

*Learning Activities:* Lecture 4 hour(s).

*Credit Limitation(s):* Not open for credit to students who have taken MGT 268, MGP 268, MGB 268 or MG 268V.

*Grade Mode:* Letter.

**MGP 468Y – Articulation & Critical Thinking (4 units)**

*Course Description:* Public speaking, business writing, efficient and critical thinking about business challenges, and defining a personal code of ethics to shape actions and decisions.

*Learning Activities:* Lecture 3 hour(s), Web Virtual Lecture 1 hour(s).

*Enrollment Restriction(s):* Open to students enrolled in the MBA program.

*Credit Limitation(s):* Not open for credit to students who have taken MGT 268, MGP 268, MGB 268, MGV 268V, MGT 468, MGP 468 or MGB 468.

*Grade Mode:* Letter.

**MGP 469 – Machine Learning with Python (4 units)**

*Course Description:* Introduction to machine learning methods covering association rules, clustering, classification, and numeric prediction. Hands-on machine learning skills with Python. Big data technologies. Business applications.

*Learning Activities:* Lecture 4 hour(s).

*Enrollment Restriction(s):* Open to students in MBA program; exemptions may be granted upon request from students enrolled in the online MBA program.

*Credit Limitation(s):* No credit to students who have taken MGV 469V, MGB 269, MGP 269, MGT 269.

*Grade Mode:* Letter. Letter.

**MGP 472 – Financial Statement Analysis (2 units)**

*Course Description:* Comprehensive understanding of how accounting information is generated. Gain the knowledge and skills needed to make crucial adjustments to accounting data, enhancing the quality of their decisions.

*Prerequisite(s):* MGT 400A or MGP 400A or MGB 400A.

*Learning Activities:* Lecture 2 hour(s).

*Grade Mode:* Letter.

**MGP 472V – Financial Statement Analysis (2 units)**

*Course Description:* Comprehensive understanding of how accounting information is generated. Gain the knowledge and skills needed to make crucial adjustments to accounting data, enhancing the quality of their decisions.

*Prerequisite(s):* MGT 400A or MGP 400A or MGB 400A.

*Learning Activities:* Web Virtual Lecture 2 hour(s).

*Grade Mode:* Letter.

**MGP 473 – Managerial Cost Accounting (2 units)**

*Course Description:* Covers in-depth the cost and management accounting concepts enabling students to make decisions, including interpreting business situations, identifying available options, interpreting impacts on financial statements and stakeholders, and clearly and articulately recommending a course of action.

*Learning Activities:* Lecture 2 hour(s).

*Enrollment Restriction(s):* Open to students enrolled in the full-time or part-time MBA program.

*Grade Mode:* Letter.

**MGP 474 – Managerial Budgeting (2 units)**

*Course Description:* Covers in-depth the management accounting budgeting concepts enabling students to make decisions, including interpreting business situations, identifying available options, interpreting impacts on financial statements and stakeholders, and clearly and articulately recommending a course of action.

*Learning Activities:* Lecture 2 hour(s).

*Enrollment Restriction(s):* Open to students enrolled in the full-time or part-time MBA program.

*Grade Mode:* Letter.

**MGP 474V – Managerial Budgeting (2 units)**

*Course Description:* Covers in-depth the management accounting budgeting concepts enabling students to make decisions, including interpreting business situations, identifying available options, interpreting impacts on financial statements and stakeholders, and clearly and articulately recommending a course of action.

*Learning Activities:* Web Virtual Lecture 2 hour(s).

*Enrollment Restriction(s):* Open to students enrolled in the full-time or part-time MBA program.

*Grade Mode:* Letter.

**MGP 478 – Introduction to Financial Technology (2 units)**

*Course Description:* Covers the evolution of “traditional” finance methods; including the disruptions and innovations that have transformed: how companies and consumers access funds (borrowing); how new technologies change real estate markets; how FinTech companies changed the payment services; and how cryptocurrencies challenge traditional fiat money.

*Learning Activities:* Lecture 2 hour(s).

*Grade Mode:* Letter.

**MGP 478V – Introduction to Financial Technology (2 units)**

*Course Description:* Covers the evolution of “traditional” finance methods; including the disruptions and innovations that have transformed: how companies and consumers access funds (borrowing); how new technologies change real estate markets; how FinTech companies changed the payment services; and how cryptocurrencies challenge traditional fiat money.

*Learning Activities:* Web Virtual Lecture 2 hour(s).

*Grade Mode:* Letter.

**MGP 480 – Professional English for Multilingual Business Students (2 units)**

*Course Description:* Workshop-style course hones English writing and presentation skills. Learn techniques to improve professional communication, and practice with weekly assignments.

*Learning Activities:* Lecture 2 hour(s).

*Enrollment Restriction(s):* Restricted to Graduate School of Management professional students.

*Grade Mode:* S/U only.

### **MGP 480V – Professional English for Multilingual Business Students (2 units)**

*Course Description:* Workshop-style course hones English writing and presentation skills. Learn techniques to improve professional communication, and practice with weekly assignments.

*Learning Activities:* Web Virtual Lecture 2 hour(s).

*Enrollment Restriction(s):* Restricted to Graduate School of Management professional students.

*Grade Mode:* S/U only.

### **MGP 490 – Topics in Business (1 unit)**

*Course Description:* Provides opportunity for students to gain experience in applying business methodologies previously acquired in other GSM courses.

*Prerequisite(s):* Consent of instructor. Sponsorship of a GSM Academic Senate faculty member; approval of graduate advisor.

*Learning Activities:* Lecture/Discussion 1 hour(s).

*Enrollment Restriction(s):* Open to students in the MBA Program (SMBA, SMBB, SMBE).

*Repeat Credit:* May be repeated.

*Grade Mode:* Letter.

### **MGP 490A – Topics in Management (2 units)**

*Course Description:* Advanced topics in general management. Varied topics to cover more extensively issues discussed in the MBA core such as business writing, management, organizational behavior, business communications, development, and workplace processes.

*Learning Activities:* Lecture 2 hour(s).

*Repeat Credit:* May be repeated.

*Grade Mode:* Satisfactory/Unsatisfactory only.

### **MGP 490B – Topics in General Management-Extended (2 units)**

*Course Description:* Advanced topics in general management. Varied topics to cover more extensively issues discussed in the MBA core such as business writing, management, organizational behavior, business communications, development, finance and workplace processes.

*Learning Activities:* Lecture 2 hour(s).

*Repeat Credit:* May be repeated.

*Grade Mode:* Letter.

### **MGP 490BV – Topics in Management (2 units)**

*Course Description:* Advanced topics in general management. Varied topics to cover more extensively issues discussed in the MBA core such as business writing, management, organizational behavior, business communications, development, and workplace processes.

*Learning Activities:* Web Virtual Lecture 2 hour(s).

*Repeat Credit:* May be repeated for credit.

*Grade Mode:* Letter.

### **MGP 490V – Topics in General Management (3 units)**

*Course Description:* Advanced topics in general management. Varied topics to cover more extensively issues discussed in MGT 201A and MGT 201B, or current business interest topics in fields of business writing, business communications, development, or workplace processes.

*Learning Activities:* Web Virtual Lecture 3 hour(s).

*Repeat Credit:* May be repeated.

*Grade Mode:* Letter.

### **MGP 491V – Advanced Topics in Management (1 unit)**

*Course Description:* Advanced topics in general management. Varied topics to cover more extensively issues discussed in the MBA core such as business writing, management, organizational behavior, business communications, development, and workplace processes.

*Learning Activities:* Web Virtual Lecture 1 hour(s).

*Enrollment Restriction(s):* Open to students enrolled in the full-time or part-time MBA program.

*Repeat Credit:* May be repeated when topic differs.

*Grade Mode:* Letter.

### **MGP 492V – Topics in Finance (2 units)**

*Course Description:* Contemporary and emerging issues in finance. Application of modern techniques of finance to business problems. Use of appropriate electronic database and research techniques.

*Learning Activities:* Web Virtual Lecture 2 hour(s).

*Repeat Credit:* May be repeated for credit when the topic differs; students can take this course repeatedly.

*Grade Mode:* Letter.

### **MGP 493V – Topics in Marketing (3 units)**

*Course Description:* Advanced topics in marketing, which may include marketing research, new product development, brand management, pricing, distribution management, service marketing, hi-tech marketing, advertising, sales promotions, marketing through the Web.

*Learning Activities:* Web Virtual Lecture 3 hour(s).

*Repeat Credit:* May be repeated.

*Grade Mode:* Letter.

### **MGP 498 – Directed Group Study Management Practicum (1-12 units)**

*Course Description:* Provides the opportunity for students to gain experience in applying business methodologies previously acquired in other GSM courses.

*Prerequisite(s):* Consent of instructor. Sponsorship of a GSM Academic Senate faculty member; approval of graduate advisor.

*Learning Activities:* Project.

*Repeat Credit:* May be repeated 6 unit(s).

*Grade Mode:* Satisfactory/Unsatisfactory only.

### **MGP 499 – Directed Individual Study Management Practicum (1-12 units)**

*Course Description:* Provides the opportunity for students to gain experience in applying business methodologies previously acquired in other Graduate School of Management courses.

*Prerequisite(s):* Consent of instructor. Sponsorship of a Graduate School of Management Academic Senate faculty member; approval of graduate advisor.

*Learning Activities:* Project.

*Repeat Credit:* May be repeated.

*Grade Mode:* Satisfactory/Unsatisfactory only.