

GOLDEN GATE UNIVERSITY

# CATALOG 2019-2020

GOLDEN GATE  
UNIVERSITY



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## Content Disclaimer

The content in this document was published on June 21, 2019. For the most current catalog information, see [catalog.ggu.edu](http://catalog.ggu.edu)

## About GGU

### History

The fourth-oldest private university in California, Golden Gate University was officially established in 1901 as a place where working adults could improve and acquire skills to advance their careers. GGU grew out of the night school of the San Francisco YMCA and, for much of its history, has been the only choice in San Francisco for working men and women to earn an undergraduate or graduate degree while shouldering career and family responsibilities. A nonprofit, independent university, Golden Gate serves working adults who want a better education, empowering them to have a successful career and better quality of life. Our students are poised to achieve their aspirational goals; and through relevant, effective learning, we help them reach their full potential.

### Accreditation

Golden Gate University is accredited by the WASC Senior College and University Commission (WSCUC), 985 Atlantic Avenue, Suite 100, Alameda, CA 94501; 510-748-9001.

The School of Law is accredited by the American Bar Association, 750 North Lake Shore Drive, Chicago IL 60611; 312-988-6743; the State Bar of California and the Association of American Law Schools, 1201 Connecticut Ave. NW, Suite 800, Washington, DC 20036-2605; 202-296-8851.

### Approach

Contemporary programs, new technology and academic innovations coupled with experiential classroom learning taught by working professionals make the Golden Gate experience especially relevant. We are recognized for our practical and professionally focused approach to education; coursework is often based on the real challenges facing our society. Program and course formats are designed to maximize learning outcomes.

### Faculty

Classes are taught by an experienced group of full-time faculty as well as a large number of adjunct professors who currently work in the fields they teach, bringing on-the-job insight directly to class for students to debate and discuss. Outside of class, most of our professors work as CEOs, directors, vice presidents, entrepreneurs, consultants, partners and managers at companies of all sizes. GGU faculty, deans and directors have professional experience in their fields as well as a strong academic orientation. We use the case study method of instruction to teach students how to put theory into practice.

## Schedules

Classes meet throughout the year in 16- and 8-week formats. See the schedule for specific offerings. All of our programs are available in-person at our San Francisco campus and most are available online. Select programs are offered at our Silicon Valley and Seattle campuses. Degree programs can be completed in an intensive cohort or at your own pace.

### Class Size

Most classes are kept small so students can receive personalized attention from their professors. Students are recognized as individuals and are encouraged to bring their valuable perspectives to classroom discussions. Professors work closely with students to help them develop their potential and meet their individual goals.

### Students

More than 3,300 students attended Golden Gate during the 2018-2019 academic year, of which 61 percent were in graduate programs, 19 percent were in undergraduate programs, and 20 percent were law students. There were 334 international students from 48 countries enrolled at GGU.

### Mission Statement

Golden Gate University prepares individuals to lead and serve by providing high-quality, practice-based educational programs in law, taxation, business and related professions - as a nonprofit institution - in an innovative and challenging learning environment that embraces professional ethics and diversity.

### Value Proposition

Golden Gate University students make immediate, measurable contributions as they enter or advance in their profession. Each graduating student will possess:

1. The ability to think critically, analyze and synthesize.
2. The relevant bodies of knowledge and their application in global and multicultural business and legal environments.
3. The knowledge of professional standards and ethics and the ability and sense of duty to apply them.
4. A respect and appreciation for the value of diversity among people and ideas.
5. Effective research skills relevant to the discipline.
6. Communication skills, including speaking, writing and listening.
7. The ability to use technologies and applications necessary for success in their fields.
8. The ability to adapt in the rapidly changing world.

9. Leadership qualities.
10. The awareness necessary to identify and capitalize on career or service opportunities.

delay in performance arising out of or due to causes beyond the reasonable control of the university, which causes include, without limitation, power failure, fire, strikes by university employees or others, damage by the elements, and acts of public authorities. The university will, however, exert reasonable efforts, when in its judgment it is appropriate to do so, to provide comparable or substantially equivalent services, facilities or performance; but its inability or failure to do so shall not subject it to liability.

The University reserves the right to change regulations, curricula, courses, course locations, tuition and fees, or any other aspect of its programs described in this catalog.

## Locations

### San Francisco

536 Mission Street, San Francisco, CA 94105-2968  
415-442-7800 • fax: 415-442-7807  
e-mail: [info@ggu.edu](mailto:info@ggu.edu)

### eLearning (Online)

536 Mission Street, San Francisco, CA 94105-2968  
415-369-5250 • fax: 415-227-4502  
e-mail: [elearning@ggu.edu](mailto:elearning@ggu.edu)

### Silicon Valley

3000 Mission College Blvd., Santa Clara, CA 95054  
408-573-7300 • fax: 415-442-6579

### Seattle

1424 Fourth Avenue, Suite 410  
Seattle, WA 98101  
206-622-9996 • fax: 206-343-0467  
e-mail: [seattle@ggu.edu](mailto:seattle@ggu.edu)

### Washington State Authorization

Golden Gate University is authorized by the Washington Student Achievement Council and meets the requirements and minimum educational standards established for degree-granting institutions under the Degree-Granting Institutions Act. This authorization is subject to periodic review and authorizes Golden Gate University to offer specific degree programs. The Council may be contacted for a list of currently authorized programs. Authorization by the Council does not carry with it an endorsement by the Council of the institution or its programs. Any person desiring information about the requirements of the act or the applicability of those requirements to the institution may contact the Council at P.O. Box 43430, Olympia, WA 98504-3430 or by email at [degreeauthorization@wsac.wa.gov](mailto:degreeauthorization@wsac.wa.gov).

## Liability Disclaimer

Golden Gate University assumes no liability, and hereby expressly negates the same, for failure to provide or delay in providing educational or related services or facilities, or for any other failure or

## School of Undergraduate Studies

In the School of Undergraduate Studies, all of our credentials help working learners develop key personal and professional skills they will need for success in the changing workplace. Our programs promote student employability, adaptability, insight, and lifelong learning through comprehensive and on-going support. We provide coursework in the liberal arts for a strong educational foundation for lifelong learning, while also emphasizing its relevance to practical business and organizational applications. Connecting ideas and knowledge from different fields and from their own knowledge acquired outside of a college classroom, students develop the capacity to think critically and creatively through our Associate or Bachelor degree programs. Our business degrees offer up to eleven different concentrations, and our degrees in leadership, psychology, data analytics, and accounting provide practical and relevant training in career-ready disciplines. We also offer a variety of undergraduate certificates for those who are looking for a more focused experiences or to enhance the skills and knowledge they already possess. All of our degree and certificate programs are available online, in the classroom (in-person), or as a combination of both online and in-person formats.

## Degrees

### Associate of Arts (AA) in General Studies

The Associate of Arts in General Studies is the ideal degree program for working adult students who have a minimal number of academic credits earned and who seek a milestone of achievement while working toward the bachelor's degree. Coursework develops skills and knowledge outcomes in communication, critical thinking, information literacy and quantitative fluency.

### Bachelor of Arts in Management (BAM)

The Bachelor of Arts in Management (BAM) program provides a strong business core without requiring an extensive level of math or statistics. The BAM prepares students for success in the workplace or in any organization, helping them to understand the modern economy and to apply the tools, principles and standards needed to navigate the ever-changing corporate, technological, and political systems in which we live. The BAM is also a good pathway for advanced study, such as the MS in Human Resources, the MA in Counseling Psychology, the MA in Industrial-Organizational Psychology, the EMPA and the MS in Marketing. Students can choose a general course of study or one of the following five concentrations: Human Resource Management, Information Technology Management, Marketing, Public Administration, Psychology, or General Studies.

### Bachelor of Arts in Organizational Leadership and Human Skills Development

The Bachelor of Arts in Organizational Leadership and Human Skills Development degree offers the foundational skills employers are seeking now and will need far into the future. Learn to build teams,

manage conflicts, succeed in crucial conversations, and deepen your own emotional and social intelligence. In a world where technology is driving constant change, these are the skills and tools you can use to build a successful career.

Whether you find yourself in a small startup, a large multinational company, a non-profit or a government agency, developing capacities for critical thinking and emotional intelligence will strengthen your effectiveness and bolster the positive contributions you can make. This degree offers you the flexibility to build on what you've already accomplished in your current workplace, the military or other organizational settings, and create a personal portfolio of in-demand skills that are portable to a variety of organizational cultures in local, national, or global settings.

### Bachelor of Arts in Psychology

In the Bachelor of Arts in Psychology program you will gain rigorous training in foundational psychology concepts and have the opportunity to master relevant skills that align with a variety of career and professional goals.

As a student you will become familiar with the major theoretical approaches, findings, and historical trends in psychology; understand and use major research methods in psychology, including design, data analysis, and interpretation; and gain an understanding of how to apply psychology to personal, social, and organizational issues.

In addition to gaining a core knowledge of psychology, you will develop essential skills in effective oral and written communication, critical thinking and problem-solving, techniques to ensure information literacy, and methods for quantitative fluency - experiences that will put you on a path to lifelong learning.

### Bachelor of Science in Accounting

In the Bachelor of Science in Accounting program, theory meets cutting-edge accounting practices. Professionals who are leaders in the accounting field will share with you the principles and real-world techniques that can lead to an accounting credential (CPA, CMA or CIA) and equip you to be a well-rounded professional.

The program is designed to advance your career as an accountant or to prepare you for positions that require an accountant's skill in both for-profit and not-for-profit organizations. You'll learn the technical aspects of accounting, income tax and auditing standards and the economic consequences of accounting rules and practices. With strong, liberal studies resources, GGU helps undergraduate working adults develop problem-solving skills to analyze and clearly communicate solutions consistent with ethical standards. As the world of accounting adapts to changing conditions, these are skills that will serve you well.

### Bachelor of Science in Business (BSB)

The Bachelor of Science in Business program provides students with a direct track to the MBA, MS in Finance, MA in Counseling Psychology, MA in Industrial-Organizational Psychology, MS in

Taxation or MS in Marketing. The business program provides students with strong analytical and quantitative skills. Students can also focus their degrees in the following eleven concentrations: accounting, data analytics, finance, human resource management, information technology management, international business, marketing, operations and supply chain management, psychology, public administration, or general studies.

### **Bachelor of Science in Data Analytics**

The Bachelor of Science in Data Analytics will prepare you for a field of explosive growth and opportunity. In a world increasingly dependent on extracting knowledge and insights from data, more and more organizations are scrambling to find qualified people who can harness the power of data to inform and influence decisions. If you want to be a player in the lucrative field of Big Data, GGU is a great place to start.

You will learn data analysis concepts and current trends from leading industry professionals and discover how to apply them to a variety of business and organizational contexts. Not only will you master the technical aspects of data analytics - including working with tools used by industry such as SAS, R, Python, and AI - you will gain the skills to communicate your insights and stand out among your peers.

## **Support to Complete Your Degree**

The first course for every undergraduate student at GGU is the Gateway to Success (UGP 10). In this class, students will bring together and assess their professional and academic goals to create a comprehensive career development plan. Through the use of self-assessment tools, social networking, and time management exercises and an academic plan, students will have a concrete graduation date and clear plan of action to reach their goals.

One-on-one tutoring is available to GGU students in the Writing Lab and the Math Lab, and online through the Online Writing Lab (OWL) and the Math Online Tutor Help (MOTH). These free services are staffed by GGU instructors and trained professional tutors who are dedicated to help students succeed.

## **Benefits**

- Relevant, practical, professionally-focused education
- The opportunity to combine what you already know with that you need to learn
- Convenience and flexibility
- In the heart of San Francisco's thriving world of business and innovation
- Personalized attention from start to finish

## **Associates**

### **General Studies, AA**

#### **Program Information**

The Associate of Arts (AA) in General Studies provides a well-rounded foundation of knowledge designed to prepare students for employability and/or further academic work. Students can focus their skill set by selecting courses specifically designed to support their professional goals. The AA is ideal for working adults with a minimal number of academic credits who seek a milestone of achievement while working toward the bachelor's degree.

The AA program is taught by practicing professionals, with a curriculum that integrates the liberal arts with knowledge of management principles, leadership strategies and organizational theory. Coursework emphasizes practical business applications, while providing a strong educational foundation for lifelong learning. Students develop the capacity to think critically and creatively in preparation for a successful future in business or management.

GGU's nationally recognized eLearning environment allows students to pursue a degree online, in person, or in combination.

## **Step up to a bachelor's degree**

In the process of completing the AA, students fulfill the general education and liberal studies requirements of GGU's bachelor's degrees, while also developing skills and knowledge outcomes in communication, critical thinking, information literacy, and quantitative fluency. A flexible course of study is designed to maximize the number of transfer credits counted toward degree completion.

## **Student Learning Outcomes**

Students who complete the Associate of Arts in General Studies will be able to:

- Communication: Communicate effectively to general and specialized audiences through structured written, oral and visual presentations
- Critical thinking: Identify, categorize, and analyze problems and issues, and draw warranted conclusions
- Quantitative fluency: Perform accurate calculations using symbolic operations, and provide accurate interpretations and explanations of data
- Information literacy: Correctly identify, categorize, evaluate, and cite multiple resources to create projects, papers, or performances
- Ethical reasoning: Describe ethical issues and apply ethical principles or frameworks in judgment and decision-making

- Applied learning: Describe and analyze relationships between academic learning and problems outside the classroom
- Broad integrative knowledge: Explore, connect, and apply concepts and methods across multiple fields of study
- Lifelong learning: Examine connections between academic learning and professional goals and demonstrate attitudes such as curiosity, self-awareness, adaptability, and motivation

## Requirements for the Associate of Arts in General Studies

The Associate of Arts in General Studies requires completion of 60 units as follows: 48 units of general education coursework (includes 21 units of liberal studies core and 12 units of foundation courses), 15 units required for the degree and 12 units of general elective units. Each course listed carries three semester units of credit, unless otherwise noted.

A cumulative grade-point average of 2.00 (C) or higher is required in all courses taken at Golden Gate University. Prerequisites to a course, if any, are listed in the course descriptions. All degree-seeking undergraduate students must complete their English, mathematics, and critical thinking basic proficiency requirements within their first 27 units at Golden Gate University. Placement tests must be taken prior to enrolling in ENGL 10A, ENGL 10B, or ENGL 1A and MATH 10, MATH 20 or MATH 30 to ensure proper placement in the sequences (see course descriptions in this catalog for details).

### General Education Requirements - 48 units

#### Required Courses - 15 units

- UGP 10 Gateway to Success 3 unit(s) (to be taken in first term of program)
- CRTH 10 Critical Thinking 3 unit(s)
- ENGL 1A Expository Writing 3 unit(s)
- ENGL 1B Research Writing 3 unit(s)

Plus one of the following:

- COMM 35 Speech Communication 3 unit(s)
- COMM 40 Understanding Communication 3 unit(s)

#### Liberal Studies Core - 21 units

- ARTS 50 Contemporary Arts and Culture 3 unit(s) or any other ARTS course
- HIST 50 Contemporary American Economic History 3 unit(s) or other HIST course

- HUM 50 Examining the Humanities 3 unit(s) or other HUM course
- LIT 50 Principles of Storytelling 3 unit(s) or other LIT course
- PHIL 50 Professional and Personal Ethics 3 unit(s) or other PHIL course
- SCI 50 Science, Technology and Social Change 3 unit(s) or other SCI course
- SOSC 50 American Government in the 21st Century 3 unit(s) or other SOSC course

### Foundation Requirements - 12 units

- MATH 20 Intermediate Algebra 3 unit(s)
- MATH 40 Statistics 3 unit(s)
- UGP 80 Pathway to Success 3 unit(s)
- ECON 1 Principles of Microeconomics 3 unit(s)  
**OR**
- ECON 2 Principles of Macroeconomics 3 unit(s)

## Bachelors

### Accounting, BS

#### Program Information

The Bachelor of Science in Accounting program prepares students for careers in both for-profit and not-for-profit organizations, either as accountants or for positions that require an accountant's skills. The program provides a high-quality education that integrates accounting principles and methods with real-world, practical training from leading-edge professionals. In addition, the program commits a significant portion of resources for the development of a well-rounded professional through liberal studies education. The program is committed to helping the adult undergraduate student gain an understanding in accounting principles and theory, income tax and auditing standards. Students will learn the technical aspects of accounting and appreciate the economic consequences of accounting rules and practices. Skills acquired will advance students' ability to analyze problems and clearly communicate solutions consistent with ethical standards. Students must complete a minimum of four courses (12 units) from the "Required Courses" listed below.

### Student Learning Outcomes

Students who complete the Bachelor of Science in Accounting, including the general education program, will be able to:

- Examine data and argument, as informed by interdisciplinary approaches to business management and organizational leadership.



- Demonstrate effective communication skills.
- Recognize the need for information in professional and business contexts and to responsibly access, evaluate and apply information using a variety of research tools and methods.
- Develop strategies for organizational challenges using an understanding of business functional areas, management theory, principles, ethical reasoning and innovative approaches.
- Prepare financial statements in accordance with Generally Accepted Accounting Principles.
- Employ critical thinking skills and current technologies to analyze financial data, as well as, the effects of differing financial accounting methods on the financial statements.
- Demonstrate an understanding of current auditing standards and acceptable practices, as well as, the impact of audit planning, risk, and rendering an opinion on the engagement.
- Apply cost accounting methods to evaluate and project business performance.
- Demonstrate an understanding of the principles of taxation.
- Recognize and understand ethical issues related to the accounting profession.

## Requirements for the Bachelor of Science in Accounting

The BSA requires completion of 123 units as follows: 39 units of general education coursework (including 21 units of liberal studies core), 69 units required for the major (including 21 units of foundation courses, 18 units of business courses, and 30 units of accounting courses), and 15 units of general elective courses. Each course listed carries three semester units of credit, unless otherwise noted. A cumulative grade-point average of 2.00 "C" or higher is required in all courses taken at Golden Gate University.

All degree-seeking undergraduate students must complete their English, mathematics and critical thinking requirements within their first 27 units at Golden Gate University, unless they have already earned credit for the equivalent courses from another institution and have had those courses accepted in transfer by Golden Gate University. If either Math or English requirements for the degree have not been satisfied, newly enrolled students must take placement tests to ensure proper placement in the appropriate Math or English course. Students may also choose to waive the placement tests and enroll in the first course in either series, which are ENGL 10A and MATH 10. (See the course descriptions below to identify courses that have prerequisite course requirements.)

## General Education Requirements

- UGP 10 Gateway to Success 3 unit(s) (To be taken in first term of program.)

- CRTH 10 Critical Thinking 3 unit(s)
- ENGL 1A Expository Writing 3 unit(s)
- ENGL 1B Research Writing 3 unit(s)
- ENGL 120 Business Writing 3 unit(s)
- **And one of the following:**
- COMM 35 Speech Communication 3 unit(s)
- COMM 40 Understanding Communication 3 unit(s)

## Liberal Studies Core - 21 units

- ARTS 50 Contemporary Arts and Culture 3 unit(s) (or any other ARTS course offered)
- HIST 50 Contemporary American Economic History 3 unit(s) (or any other HIST course offered)
- HUM 50 Examining the Humanities 3 unit(s) (or any other HUM course offered)
- LIT 50 Principles of Storytelling 3 unit(s) (or any other LIT course offered)
- PHIL 50 Professional and Personal Ethics 3 unit(s) (or any other PHIL course offered)
- SCI 50 Science, Technology and Social Change 3 unit(s) (or any other SCI course offered)
- SOSC 50 American Government in the 21st Century 3 unit(s) (or any other SOSC course offered) **OR** PSYCH 50 Psychology for Personal and Professional Success

## Major Requirements

### Foundation Courses - 21 units

- ACCTG 1A Introductory Financial Accounting 3 unit(s)
- ACCTG 1B Introductory Managerial Accounting 3 unit(s)
- ECON 1 Principles of Microeconomics 3 unit(s)
- ECON 2 Principles of Macroeconomics 3 unit(s)
- FI 100 Financial Management 3 unit(s)
- MATH 30 College Algebra 3 unit(s)
- MATH 40 Statistics 3 unit(s)

### Business Courses - 18 units

#### At least one of the following:

- DATA 102 Business Intelligence & Data Mining 3 unit(s)
- FI 105 Modeling for Financial Analysis 3 unit(s)
- MATH 104 Applied Regression Analysis 3 unit(s)

### Other Business Courses: 9-15 Units

- DATA 50 Introduction to Business & Data Analytics 3 unit(s)

- DATA 101 Creating Dashboards and Scorecards 3 unit(s)
- FI 102 Financial Analysis 3 unit(s)
- ITM 125 Management Information Systems 3 unit(s)
- MGT 100 The Manager as Communicator 3 unit(s)
- MGT 140 Management Principles 3 unit(s)
- MGT 179 Introduction to International Business 3 unit(s)
- MKT 100 Principles of Marketing 3 unit(s)
- OP 100 Principles of Operations Management 3 unit(s)

## Accounting Courses - 30 units

- ACCTG 100A Intermediate Accounting I 3 unit(s) (\*MSA proficiency course.)
  - ACCTG 100B Intermediate Accounting II 3 unit(s) (\*MSA proficiency course.)
  - ACCTG 100C Intermediate Accounting III 3 unit(s)
  - ACCTG 103 Advanced Accounting: Consolidations 3 unit(s)
  - ACCTG 105 Cost Management 3 unit(s) (\*MSA proficiency course.)
  - ACCTG 108A Federal Income Tax I 3 unit(s) (\*MSA proficiency course.)
  - ACCTG 111 Auditing 3 unit(s) (\*MSA proficiency course.)
  - ACCTG 119 Accounting Information Systems 3 unit(s)
  - ACCTG 146 Business Law 3 unit(s)
  - ACCTG 159 Accounting Research and Communication 3 unit(s) (Capstone course to be take in final term of program.)
- \*Students must earn a "B" or better in these courses in order to satisfy the Master of Science in Accounting (MSA) proficiency requirement.

## Elective Courses - 15 units

### General Electives

Five 3-unit upper or lower-division courses from any subject.

**OR**

### Path2CPA and Elective Courses - 15 units

The *Path2CPA* option makes the journey to an advanced degree quicker and less expensive. Students can earn a Master of Science in Accounting (MSA) or Master of Science in Taxation in as little as one year after completing GGU's Bachelor of Science in Accounting or Bachelor of Science in Business with Accounting Concentration. The *Path2CPA* option can also satisfy the 150-hour education requirement for CPA licensure. Pursuing this option eliminates the requirement to apply for either of these Master's programs and no GMAT/GRE test score is required.

The *Path2CPA* electives include two designated graduate-level courses and three 3-unit upper or lower-division courses from any subject. The graduate-level courses will be included in the unit totals and GPAs for both applicants' undergraduate Accounting and graduate-level Accounting or Taxation degree programs. Students whose average GPA in the two graduate-level courses falls below a 3.00 GPA will be conditionally admitted to either of these Master's programs.

## Choose one pathway program:

### Master of Science in Accounting

- ACCTG 351B Advanced Studies in Business Law 3 unit(s)
- ACCTG 351C Communication and Analysis of Financial Information for Accountants 3 unit(s)
- Three (3-unit) upper or lower-division courses from any subject.

### Master of Science in Taxation

- TA 318 Advanced Federal Income Taxation 3 unit(s)
- TA 329 Tax Research and Decision Making 3 unit(s)
- Three (3-unit) upper or lower-division courses from any subject.

## Business, Accounting Concentration, BS

### Program Information

With an emphasis on the quantitative skills needed in the business environment, the Bachelor of Science in Business (BSB) provides a solid foundation in the disciplines of accounting, finance, operations, management and business analysis. While studying the core subjects, students will also examine in depth a wide spectrum of business-related issues, such as how to run a business (including their own, should entrepreneurship be the goal); how to understand the changing definition of profit in today's global marketplace; and the causes of business success and failure. The BS in business also provides a fast track for admission to the MBA, as well as Master of Science degrees in Taxation, Finance and Marketing as well as the Master of Arts in Counseling Psychology and Industrial-Organizational Psychology.

The BSB implements a flexible course of study designed to build skills in the quantitative and analytical areas needed for success while maximizing the number of transfer credits counted toward the degree. The choice of eleven concentrations allows students to align coursework with their career interest, ensuring students develop the skills needed to reach their professional goals.

## Student Learning Outcomes

Students who complete the BSB, including the general education program, will be able to:

- Construct written communications that articulate and promote business ideas, arguments, or solutions.
- Demonstrate interpersonal communication skills through persuasive speech, and in providing clear directions, instructions, and guidelines within a business setting.
- Address a complex business problem applying methods and tools from finance and accounting.
- Demonstrate ethical decision-making in business and develop strategies, practices, and policies that advance ethical management practices and corporate social responsibility.
- Locate, evaluate and apply information, using a variety of research tools, in analysis of a complex business problem.
- Apply statistical concepts, methods and tools to analyze and interpret data in the formulation of business strategies and tactics.
- Demonstrate the self-awareness and habits required to identify, integrate, and apply new information and skills that increase personal and professional effectiveness in business contexts.
- Integrate and apply concepts, theories, strategies, and tactics of business management to develop actionable solutions to business problems.
- Apply knowledge of the global economy in analyzing business problems.

## Requirements for the Bachelor of Science in Business

The BSB requires completion of 123 units as follows: 60 units of general education coursework (includes 21 units of liberal studies core and 21 units of foundation courses in preparation for the major), 30 units required for the major and 33 units of general electives or a combination of concentration and general elective units. Each course listed carries three semester units of credit, unless otherwise noted. A cumulative grade-point average of 2.00 "C" or higher is required in all courses taken at Golden Gate University.

All degree-seeking undergraduate students must complete their English, mathematics and critical thinking requirements within their first 27 units at Golden Gate University, unless they have already earned credit for the equivalent courses from another institution and have had those courses accepted in transfer by Golden Gate University. If either Math or English requirements for the degree have not been satisfied, newly enrolled students must take placement tests to ensure proper placement in the appropriate Math or English course. Students may also choose to waive the placement tests and enroll in the first course in either series, which are ENGL

10A and MATH 10. (See the course descriptions below to identify courses that have prerequisite course requirements.)

## General Education Requirements - 60 units

- UGP 10 Gateway to Success 3 unit(s) (To be taken in first term of program)
- CRTH 10 Critical Thinking 3 unit(s)
- ENGL 1A Expository Writing 3 unit(s)
- ENGL 1B Research Writing 3 unit(s)
- ENGL 120 Business Writing 3 unit(s)

### One of the following:

- COMM 35 Speech Communication 3 unit(s)
- COMM 40 Understanding Communication 3 unit(s)

## Liberal Studies Core - 21 units

- ARTS 50 Contemporary Arts and Culture 3 unit(s) (or any other ARTS course offered)
- HIST 50 Contemporary American Economic History 3 unit(s) (or any other HIST course offered)
- HUM 50 Examining the Humanities 3 unit(s) (or any other HUM course offered)
- LIT 50 Principles of Storytelling 3 unit(s) or LIT 160 Business in Movies 3 unit(s) (or any other LIT course offered)
- PHIL 50 Professional and Personal Ethics 3 unit(s) (or any other PHIL course offered)
- SCI 50 Science, Technology and Social Change 3 unit(s) (or any other SCI course offered)
- SOSC 50 American Government in the 21st Century 3 unit(s) (or any other SOSC course offered)

## Foundation- 21 units

- MATH 30 College Algebra 3 unit(s)
- MATH 40 Statistics 3 unit(s)
- MATH 104 Applied Regression Analysis 3 unit(s)
- ACCTG 1A Introductory Financial Accounting 3 unit(s)
- ACCTG 1B Introductory Managerial Accounting 3 unit(s)
- ECON 1 Principles of Microeconomics 3 unit(s)
- ECON 2 Principles of Macroeconomics 3 unit(s)

## Major Requirements - 30 units

- FI 100 Financial Management 3 unit(s)
- ITM 125 Management Information Systems 3 unit(s)
- MGT 100 The Manager as Communicator 3 unit(s)

- MGT 140 Management Principles 3 unit(s)
- MGT 145 Law of Contracts, Sales and Commercial Transactions 3 unit(s)
- MGT 156 Management Policy and Strategy 3 unit(s) (Capstone course to be taken in final term of program)
- MGT 173 Human Resource Management 3 unit(s)
- MGT 179 Introduction to International Business 3 unit(s)
- MKT 100 Principles of Marketing 3 unit(s)
- OP 100 Principles of Operations Management 3 unit(s)

## Accounting Concentration - 33 units

The concentration in accounting prepares students for a career in the areas of financial and managerial accounting, internal and external auditing, consulting and taxation. It satisfies the education requirements for the CPA and CMA examinations. Beyond technical accounting skills, students will graduate with a sound foundation in economics, law, finance, management, information systems, quantitative methods and communications. Students who wish to engage in an accounting internship are encouraged to include ACCTG 198 in the general electives required for the program.

### Required Courses - 21 units

- ACCTG 100A Intermediate Accounting I 3 unit(s) (\*MSA proficiency course.)
  - ACCTG 100B Intermediate Accounting II 3 unit(s) (\*MSA proficiency course.)
  - ACCTG 100C Intermediate Accounting III 3 unit(s)
  - ACCTG 105 Cost Management 3 unit(s) (\*MSA proficiency course.)
  - ACCTG 108A Federal Income Tax I 3 unit(s) (\*MSA proficiency course.)
  - ACCTG 111 Auditing 3 unit(s) (\*MSA proficiency course.)
  - ACCTG 159 Accounting Research and Communication 3 unit(s) (Capstone course to be take in final term of program.)
- \*Students must earn a "B" or better in these courses in order to satisfy the Master of Science in Accounting (MSA) proficiency requirement.

### Elective Courses - 12 units

#### General Electives

Four 3-unit upper or lower-division courses from any subject.

OR

#### Path2CPA and Elective Courses - 12 units

The *Path2CPA* option makes the journey to an advanced degree quicker and less expensive. Students can earn a Master of Science in Accounting (MSA) or Master of Science in Taxation in as little as one year after completing GGU's Bachelor of Science in Accounting or Bachelor of Science in Business with Accounting Concentration. The *Path2CPA* option can also satisfy the 150-hour education requirement for CPA licensure. Pursuing this option eliminates the requirement to apply for either of these Master's programs and no GMAT/GRE test score is required.

The *Path2CPA* electives include two designated graduate-level courses and three 3-unit upper or lower-division courses from any subject. The graduate-level courses will be included in the unit totals and GPAs for both applicants' undergraduate Accounting and graduate-level Accounting or Taxation degree programs. Students whose average GPA in the two graduate-level courses falls below a 3.00 GPA will be conditionally admitted to either of these Master's programs.

#### Choose one pathway program:

##### Master of Science in Accounting

- ACCTG 351B Advanced Studies in Business Law 3 unit(s)
- ACCTG 351C Communication and Analysis of Financial Information for Accountants 3 unit(s)
- Two (3-unit) upper or lower-division courses from any subject.

##### Master of Science in Taxation

- TA 318 Advanced Federal Income Taxation 3 unit(s)
- TA 329 Tax Research and Decision Making 3 unit(s)
- Two (3-unit) upper or lower-division courses from any subject.

## Business, Data Analytics Concentration, BS

### Program Information

With an emphasis on the quantitative skills needed in the business environment, the Bachelor of Science in Business (BSB) provides a solid foundation in the disciplines of accounting, finance, operations, management and business analysis. While studying the core subjects, students will also examine in depth a wide spectrum of business-related issues, such as how to run a business (including their own, should entrepreneurship be the goal); how to understand the changing definition of profit in today's global marketplace; and the causes of business success and failure. The BS in business also provides a fast track for admission to the MBA, as well as Master of Science degrees in Taxation, Finance and Marketing as well as the Master of Arts in Counseling Psychology and Industrial-Organizational Psychology.

The BSB implements a flexible course of study designed to build skills in the quantitative and analytical areas needed for success while maximizing the number of transfer credits counted toward the degree. The choice of eleven concentrations allows students to align coursework with their career interest, ensuring students develop the skills needed to reach their professional goals.

## Student Learning Outcomes

Students who complete the BSB, including the general education program, will be able to:

- Construct written communications that articulate and promote business ideas, arguments, or solutions.
- Demonstrate interpersonal communication skills through persuasive speech, and in providing clear directions, instructions, and guidelines within a business setting.
- Address a complex business problem applying methods and tools from finance and accounting.
- Demonstrate ethical decision-making in business and develop strategies, practices, and policies that advance ethical management practices and corporate social responsibility.
- Locate, evaluate and apply information, using a variety of research tools, in analysis of a complex business problem.
- Apply statistical concepts, methods and tools to analyze and interpret data in the formulation of business strategies and tactics.
- Demonstrate the self-awareness and habits required to identify, integrate, and apply new information and skills that increase personal and professional effectiveness in business contexts.
- Integrate and apply concepts, theories, strategies, and tactics of business management to develop actionable solutions to business problems.
- Apply knowledge of the global economy in analyzing business problems.

## Requirements for the Bachelor of Science in Business

The BSB requires completion of 123 units as follows: 60 units of general education coursework (includes 21 units of liberal studies core and 21 units of foundation courses in preparation for the major), 30 units required for the major and 33 units of general electives or a combination of concentration and general elective units. Each course listed carries three semester units of credit, unless otherwise noted. A cumulative grade-point average of 2.00 "C" or higher is required in all courses taken at Golden Gate University.

All degree-seeking undergraduate students must complete their English, mathematics and critical thinking requirements within their first 27 units at Golden Gate University, unless they have already earned credit for the equivalent courses from another institution and

have had those courses accepted in transfer by Golden Gate University. If either Math or English requirements for the degree have not been satisfied, newly enrolled students must take placement tests to ensure proper placement in the appropriate Math or English course. Students may also choose to waive the placement tests and enroll in the first course in either series, which are ENGL 10A and MATH 10. (See the course descriptions below to identify courses that have prerequisite course requirements.)

## General Education Requirements - 60 units

- UGP 10 Gateway to Success 3 unit(s) (To be taken in first term of program)
- CRTH 10 Critical Thinking 3 unit(s)
- ENGL 1A Expository Writing 3 unit(s)
- ENGL 1B Research Writing 3 unit(s)
- ENGL 120 Business Writing 3 unit(s)

### One of the following:

- COMM 35 Speech Communication 3 unit(s)
- COMM 40 Understanding Communication 3 unit(s)

## Liberal Studies Core - 21 units

- ARTS 50 Contemporary Arts and Culture 3 unit(s) (or any other ARTS course offered)
- HIST 50 Contemporary American Economic History 3 unit(s) (or any other HIST course offered)
- HUM 50 Examining the Humanities 3 unit(s) (or any other HUM course offered)
- LIT 50 Principles of Storytelling 3 unit(s) or LIT 160 Business in Movies 3 unit(s) (or any other LIT course offered)
- PHIL 50 Professional and Personal Ethics 3 unit(s) (or any other PHIL course offered)
- SCI 50 Science, Technology and Social Change 3 unit(s) (or any other SCI course offered)
- SOSC 50 American Government in the 21st Century 3 unit(s) (or any other SOSC course offered)

## Foundation- 21 units

- MATH 30 College Algebra 3 unit(s)
- MATH 40 Statistics 3 unit(s)
- MATH 104 Applied Regression Analysis 3 unit(s)
- ACCTG 1A Introductory Financial Accounting 3 unit(s)
- ACCTG 1B Introductory Managerial Accounting 3 unit(s)
- ECON 1 Principles of Microeconomics 3 unit(s)
- ECON 2 Principles of Macroeconomics 3 unit(s)

## Major Requirements - 30 units

- FI 100 Financial Management 3 unit(s)
- ITM 125 Management Information Systems 3 unit(s)
- MGT 100 The Manager as Communicator 3 unit(s)
- MGT 140 Management Principles 3 unit(s)
- MGT 145 Law of Contracts, Sales and Commercial Transactions 3 unit(s)
- MGT 156 Management Policy and Strategy 3 unit(s)  
(Capstone course to be taken in final term of program)
- MGT 173 Human Resource Management 3 unit(s)
- MGT 179 Introduction to International Business 3 unit(s)
- MKT 100 Principles of Marketing 3 unit(s)
- OP 100 Principles of Operations Management 3 unit(s)

## Data Analytics Concentration - 33 units

This concentration teaches students how to use tools to extract, categorize, and examine large amounts of information in order to draw insights that can help organizations make better-informed business decisions. Instruction is relevant and applicable to a broad range of industries and disciplines, including marketing, management, finance, financial planning, project management, human resources, information technology, operations, supply chain management, and others. The curriculum covers a breadth of data analytics tools and concepts, including dashboards, R Language, SAS, Data Mining, and SQL, among others.

### Data Analytics Core Courses - 6 units

- DATA 101 Creating Dashboards and Scorecards 3 unit(s)
- DATA 102 Business Intelligence & Data Mining 3 unit(s)

### Data Analytics Elective Courses - 9 units

- DATA 103 Data Analytics Using SAS 3 unit(s)
- DATA 104 Introduction to Social Media Data Analytics 3 unit(s)
- DATA 110 Introduction to Machine Learning and Natural Language Processing 3 unit(s)
- DATA 115 Introduction to Relational Databases & SQL 3 unit(s)
- DATA 120 Introduction to Big Data 3 unit(s)

### Elective Courses - 18 units

- Six 3-unit upper or lower-division courses from any subject.

## Business, Finance Concentration, BS

### Program Information

With an emphasis on the quantitative skills needed in the business environment, the Bachelor of Science in Business (BSB) provides a solid foundation in the disciplines of accounting, finance, operations, management and business analysis. While studying the core subjects, students will also examine in depth a wide spectrum of business-related issues, such as how to run a business (including their own, should entrepreneurship be the goal); how to understand the changing definition of profit in today's global marketplace; and the causes of business success and failure. The BS in business also provides a fast track for admission to the MBA, as well as Master of Science degrees in Taxation, Finance and Marketing as well as the Master of Arts in Counseling Psychology and Industrial-Organizational Psychology.

The BSB implements a flexible course of study designed to build skills in the quantitative and analytical areas needed for success while maximizing the number of transfer credits counted toward the degree. The choice of eleven concentrations allows students to align coursework with their career interest, ensuring students develop the skills needed to reach their professional goals.

### Student Learning Outcomes

Students who complete the BSB, including the general education program, will be able to:

- Construct written communications that articulate and promote business ideas, arguments, or solutions.
- Demonstrate interpersonal communication skills through persuasive speech, and in providing clear directions, instructions, and guidelines within a business setting.
- Address a complex business problem applying methods and tools from finance and accounting.
- Demonstrate ethical decision-making in business and develop strategies, practices, and policies that advance ethical management practices and corporate social responsibility.
- Locate, evaluate and apply information, using a variety of research tools, in analysis of a complex business problem.
- Apply statistical concepts, methods and tools to analyze and interpret data in the formulation of business strategies and tactics.
- Demonstrate the self-awareness and habits required to identify, integrate, and apply new information and skills that increase personal and professional effectiveness in business contexts.
- Integrate and apply concepts, theories, strategies, and tactics of business management to develop actionable solutions to business problems.
- Apply knowledge of the global economy in analyzing business problems.

## Requirements for the Bachelor of Science in Business

The BSB requires completion of 123 units as follows: 60 units of general education coursework (includes 21 units of liberal studies core and 21 units of foundation courses in preparation for the major), 30 units required for the major and 33 units of general electives or a combination of concentration and general elective units. Each course listed carries three semester units of credit, unless otherwise noted. A cumulative grade-point average of 2.00 "C" or higher is required in all courses taken at Golden Gate University.

All degree-seeking undergraduate students must complete their English, mathematics and critical thinking requirements within their first 27 units at Golden Gate University, unless they have already earned credit for the equivalent courses from another institution and have had those courses accepted in transfer by Golden Gate University. If either Math or English requirements for the degree have not been satisfied, newly enrolled students must take placement tests to ensure proper placement in the appropriate Math or English course. Students may also choose to waive the placement tests and enroll in the first course in either series, which are ENGL 10A and MATH 10. (See the course descriptions below to identify courses that have prerequisite course requirements.)

### General Education Requirements - 60 units

- UGP 10 Gateway to Success 3 unit(s) (To be taken in first term of program)
- CRTH 10 Critical Thinking 3 unit(s)
- ENGL 1A Expository Writing 3 unit(s)
- ENGL 1B Research Writing 3 unit(s)
- ENGL 120 Business Writing 3 unit(s)

### One of the following:

- COMM 35 Speech Communication 3 unit(s)
- COMM 40 Understanding Communication 3 unit(s)

### Liberal Studies Core - 21 units

- ARTS 50 Contemporary Arts and Culture 3 unit(s) (or any other ARTS course offered)
- HIST 50 Contemporary American Economic History 3 unit(s) (or any other HIST course offered)
- HUM 50 Examining the Humanities 3 unit(s) (or any other HUM course offered)
- LIT 50 Principles of Storytelling 3 unit(s) or LIT 160 Business in Movies 3 unit(s) (or any other LIT course offered)
- PHIL 50 Professional and Personal Ethics 3 unit(s) (or any other PHIL course offered)

- SCI 50 Science, Technology and Social Change 3 unit(s) (or any other SCI course offered)
- SOSC 50 American Government in the 21st Century 3 unit(s) (or any other SOSC course offered)

### Foundation- 21 units

- MATH 30 College Algebra 3 unit(s)
- MATH 40 Statistics 3 unit(s)
- MATH 104 Applied Regression Analysis 3 unit(s)
- ACCTG 1A Introductory Financial Accounting 3 unit(s)
- ACCTG 1B Introductory Managerial Accounting 3 unit(s)
- ECON 1 Principles of Microeconomics 3 unit(s)
- ECON 2 Principles of Macroeconomics 3 unit(s)

### Major Requirements - 30 units

- FI 100 Financial Management 3 unit(s)
- ITM 125 Management Information Systems 3 unit(s)
- MGT 100 The Manager as Communicator 3 unit(s)
- MGT 140 Management Principles 3 unit(s)
- MGT 145 Law of Contracts, Sales and Commercial Transactions 3 unit(s)
- MGT 156 Management Policy and Strategy 3 unit(s) (Capstone course to be taken in final term of program)
- MGT 173 Human Resource Management 3 unit(s)
- MGT 179 Introduction to International Business 3 unit(s)
- MKT 100 Principles of Marketing 3 unit(s)
- OP 100 Principles of Operations Management 3 unit(s)

### Finance Concentration - 33 units

Finance experts are among the most valued employees in any corporation. From investments and portfolio work, to corporate strategy and financial services, this concentration exposes students to the world of finance and will assist them in adding value to companies through a sound understanding of the field.

### Required Courses - 15 hours

- ECON 103 Money and Banking 3 unit(s)
- FI 102 Financial Analysis 3 unit(s)
- FI 105 Modeling for Financial Analysis 3 unit(s)
- FI 120 Investments 3 unit(s)

### One of the Following:

- FI 101 Strategic Decisions in Financing and Investment 3 unit(s)
- FI 160 Personal Financial Planning 3 unit(s)

- FI 197 Internship: Finance 3 unit(s)
- FI 198A-ZZ Special Topics in Finance 3 unit(s)
- FI 199 Directed Study in Finance 1-3 unit(s)

## Electives - 18 units

- Six courses (18 units) from any upper- or lower-division courses

## Business, General Concentration, BS

### Program Information

With an emphasis on the quantitative skills needed in the business environment, the Bachelor of Science in Business (BSB) provides a solid foundation in the disciplines of accounting, finance, operations, management and business analysis. While studying the core subjects, students will also examine in depth a wide spectrum of business-related issues, such as how to run a business (including their own, should entrepreneurship be the goal); how to understand the changing definition of profit in today's global marketplace; and the causes of business success and failure. The BS in business also provides a fast track for admission to the MBA, as well as Master of Science degrees in Taxation, Finance and Marketing as well as the Master of Arts in Counseling Psychology and Industrial-Organizational Psychology.

The BSB implements a flexible course of study designed to build skills in the quantitative and analytical areas needed for success while maximizing the number of transfer credits counted toward the degree. The choice of eleven concentrations allows students to align coursework with their career interest, ensuring students develop the skills needed to reach their professional goals.

### Student Learning Outcomes

Students who complete the BSB, including the general education program, will be able to:

- Construct written communications that articulate and promote business ideas, arguments, or solutions.
- Demonstrate interpersonal communication skills through persuasive speech, and in providing clear directions, instructions, and guidelines within a business setting.
- Address a complex business problem applying methods and tools from finance and accounting.
- Demonstrate ethical decision-making in business and develop strategies, practices, and policies that advance ethical management practices and corporate social responsibility.
- Locate, evaluate and apply information, using a variety of research tools, in analysis of a complex business problem.

- Apply statistical concepts, methods and tools to analyze and interpret data in the formulation of business strategies and tactics.
- Demonstrate the self-awareness and habits required to identify, integrate, and apply new information and skills that increase personal and professional effectiveness in business contexts.
- Integrate and apply concepts, theories, strategies, and tactics of business management to develop actionable solutions to business problems.
- Apply knowledge of the global economy in analyzing business problems.

### Requirements for the Bachelor of Science in Business

The BSB requires completion of 123 units as follows: 60 units of general education coursework (includes 21 units of liberal studies core and 21 units of foundation courses in preparation for the major), 30 units required for the major and 33 units of general electives or a combination of concentration and general elective units. Each course listed carries three semester units of credit, unless otherwise noted. A cumulative grade-point average of 2.00 "C" or higher is required in all courses taken at Golden Gate University.

All degree-seeking undergraduate students must complete their English, mathematics and critical thinking requirements within their first 27 units at Golden Gate University, unless they have already earned credit for the equivalent courses from another institution and have had those courses accepted in transfer by Golden Gate University. If either Math or English requirements for the degree have not been satisfied, newly enrolled students must take placement tests to ensure proper placement in the appropriate Math or English course. Students may also choose to waive the placement tests and enroll in the first course in either series, which are ENGL 10A and MATH 10. (See the course descriptions below to identify courses that have prerequisite course requirements.)

### General Education Requirements - 60 units

- UGP 10 Gateway to Success 3 unit(s) (To be taken in first term of program)
- CRTH 10 Critical Thinking 3 unit(s)
- ENGL 1A Expository Writing 3 unit(s)
- ENGL 1B Research Writing 3 unit(s)
- ENGL 120 Business Writing 3 unit(s)

### One of the following:

- COMM 35 Speech Communication 3 unit(s)
- COMM 40 Understanding Communication 3 unit(s)



## Liberal Studies Core - 21 units

- ARTS 50 Contemporary Arts and Culture 3 unit(s) (or any other ARTS course offered)
- HIST 50 Contemporary American Economic History 3 unit(s) (or any other HIST course offered)
- HUM 50 Examining the Humanities 3 unit(s) (or any other HUM course offered)
- LIT 50 Principles of Storytelling 3 unit(s) or LIT 160 Business in Movies 3 unit(s) (or any other LIT course offered)
- PHIL 50 Professional and Personal Ethics 3 unit(s) (or any other PHIL course offered)
- SCI 50 Science, Technology and Social Change 3 unit(s) (or any other SCI course offered)
- SOSC 50 American Government in the 21st Century 3 unit(s) (or any other SOSC course offered)

## Foundation- 21 units

- MATH 30 College Algebra 3 unit(s)
- MATH 40 Statistics 3 unit(s)
- MATH 104 Applied Regression Analysis 3 unit(s)
- ACCTG 1A Introductory Financial Accounting 3 unit(s)
- ACCTG 1B Introductory Managerial Accounting 3 unit(s)
- ECON 1 Principles of Microeconomics 3 unit(s)
- ECON 2 Principles of Macroeconomics 3 unit(s)

## Major Requirements - 30 units

- FI 100 Financial Management 3 unit(s)
- ITM 125 Management Information Systems 3 unit(s)
- MGT 100 The Manager as Communicator 3 unit(s)
- MGT 140 Management Principles 3 unit(s)
- MGT 145 Law of Contracts, Sales and Commercial Transactions 3 unit(s)
- MGT 156 Management Policy and Strategy 3 unit(s) (Capstone course to be taken in final term of program)
- MGT 173 Human Resource Management 3 unit(s)
- MGT 179 Introduction to International Business 3 unit(s)
- MKT 100 Principles of Marketing 3 unit(s)
- OP 100 Principles of Operations Management 3 unit(s)

## General Concentration - 33 units

Eleven additional upper- or lower-division courses for a total of 33 units

## Business, Human Resource Management Concentration, BS

### Program Information

With an emphasis on the quantitative skills needed in the business environment, the Bachelor of Science in Business (BSB) provides a solid foundation in the disciplines of accounting, finance, operations, management and business analysis. While studying the core subjects, students will also examine in depth a wide spectrum of business-related issues, such as how to run a business (including their own, should entrepreneurship be the goal); how to understand the changing definition of profit in today's global marketplace; and the causes of business success and failure. The BS in business also provides a fast track for admission to the MBA, as well as Master of Science degrees in Taxation, Finance and Marketing as well as the Master of Arts in Counseling Psychology and Industrial-Organizational Psychology.

The BSB implements a flexible course of study designed to build skills in the quantitative and analytical areas needed for success while maximizing the number of transfer credits counted toward the degree. The choice of eleven concentrations allows students to align coursework with their career interest, ensuring students develop the skills needed to reach their professional goals.

### Student Learning Outcomes

Students who complete the BSB, including the general education program, will be able to:

- Construct written communications that articulate and promote business ideas, arguments, or solutions.
- Demonstrate interpersonal communication skills through persuasive speech, and in providing clear directions, instructions, and guidelines within a business setting.
- Address a complex business problem applying methods and tools from finance and accounting.
- Demonstrate ethical decision-making in business and develop strategies, practices, and policies that advance ethical management practices and corporate social responsibility.
- Locate, evaluate and apply information, using a variety of research tools, in analysis of a complex business problem.
- Apply statistical concepts, methods and tools to analyze and interpret data in the formulation of business strategies and tactics.
- Demonstrate the self-awareness and habits required to identify, integrate, and apply new information and skills that increase personal and professional effectiveness in business contexts.
- Integrate and apply concepts, theories, strategies, and tactics of business management to develop actionable solutions to business problems.

- Apply knowledge of the global economy in analyzing business problems.

## Requirements for the Bachelor of Science in Business

The BSB requires completion of 123 units as follows: 60 units of general education coursework (includes 21 units of liberal studies core and 21 units of foundation courses in preparation for the major), 30 units required for the major and 33 units of general electives or a combination of concentration and general elective units. Each course listed carries three semester units of credit, unless otherwise noted. A cumulative grade-point average of 2.00 "C" or higher is required in all courses taken at Golden Gate University.

All degree-seeking undergraduate students must complete their English, mathematics and critical thinking requirements within their first 27 units at Golden Gate University, unless they have already earned credit for the equivalent courses from another institution and have had those courses accepted in transfer by Golden Gate University. If either Math or English requirements for the degree have not been satisfied, newly enrolled students must take placement tests to ensure proper placement in the appropriate Math or English course. Students may also choose to waive the placement tests and enroll in the first course in either series, which are ENGL 10A and MATH 10. (See the course descriptions below to identify courses that have prerequisite course requirements.)

### General Education Requirements - 60 units

- UGP 10 Gateway to Success 3 unit(s) (To be taken in first term of program)
- CRTH 10 Critical Thinking 3 unit(s)
- ENGL 1A Expository Writing 3 unit(s)
- ENGL 1B Research Writing 3 unit(s)
- ENGL 120 Business Writing 3 unit(s)

One of the following:

- COMM 35 Speech Communication 3 unit(s)
- COMM 40 Understanding Communication 3 unit(s)

### Liberal Studies Core - 21 units

- ARTS 50 Contemporary Arts and Culture 3 unit(s) (or any other ARTS course offered)
- HIST 50 Contemporary American Economic History 3 unit(s) (or any other HIST course offered)
- HUM 50 Examining the Humanities 3 unit(s) (or any other HUM course offered)

- LIT 50 Principles of Storytelling 3 unit(s) or LIT 160 Business in Movies 3 unit(s) (or any other LIT course offered)
- PHIL 50 Professional and Personal Ethics 3 unit(s) (or any other PHIL course offered)
- SCI 50 Science, Technology and Social Change 3 unit(s) (or any other SCI course offered)
- SOSC 50 American Government in the 21st Century 3 unit(s) (or any other SOSC course offered)

### Foundation- 21 units

- MATH 30 College Algebra 3 unit(s)
- MATH 40 Statistics 3 unit(s)
- MATH 104 Applied Regression Analysis 3 unit(s)
- ACCTG 1A Introductory Financial Accounting 3 unit(s)
- ACCTG 1B Introductory Managerial Accounting 3 unit(s)
- ECON 1 Principles of Microeconomics 3 unit(s)
- ECON 2 Principles of Macroeconomics 3 unit(s)

### Major Requirements - 30 units

- FI 100 Financial Management 3 unit(s)
- ITM 125 Management Information Systems 3 unit(s)
- MGT 100 The Manager as Communicator 3 unit(s)
- MGT 140 Management Principles 3 unit(s)
- MGT 145 Law of Contracts, Sales and Commercial Transactions 3 unit(s)
- MGT 156 Management Policy and Strategy 3 unit(s) (Capstone course to be taken in final term of program)
- MGT 173 Human Resource Management 3 unit(s)
- MGT 179 Introduction to International Business 3 unit(s)
- MKT 100 Principles of Marketing 3 unit(s)
- OP 100 Principles of Operations Management 3 unit(s)

## Human Resource Management Concentration - 33 units

Human resource professionals are constantly using their versatile skill sets to reinvent the workplace. They work to make sure that employees are innovative, well-trained, utilized and compensated and are the type of people who will lead their companies to competitive advantage. It is HR that stewards the most valuable asset a company has - its people.

### Required Courses - 15 units

- MGT 174 Labor-Management Relations 3 unit(s)
- MGT 175 Personnel Recruitment, Selection and Placement 3 unit(s)

- MGT 176 Compensation Decision Making 3 unit(s)
- MGT 177 Training Methods and Administration 3 unit(s)

### One of the Following:

- MGT 172 Basic Employment Law 3 unit(s)
- MGT 197 Internship: Management 1-3 unit(s)
- MGT 198A-ZZ Special Topics in Management 1-6 unit(s)

### Electives - 18 units

- Six courses from any upper- or lower-division courses.

## Business, Information Technology Concentration, BS

### Program Information

With an emphasis on the quantitative skills needed in the business environment, the Bachelor of Science in Business (BSB) provides a solid foundation in the disciplines of accounting, finance, operations, management and business analysis. While studying the core subjects, students will also examine in depth a wide spectrum of business-related issues, such as how to run a business (including their own, should entrepreneurship be the goal); how to understand the changing definition of profit in today's global marketplace; and the causes of business success and failure. The BS in business also provides a fast track for admission to the MBA, as well as Master of Science degrees in Taxation, Finance and Marketing as well as the Master of Arts in Counseling Psychology and Industrial-Organizational Psychology.

The BSB implements a flexible course of study designed to build skills in the quantitative and analytical areas needed for success while maximizing the number of transfer credits counted toward the degree. The choice of eleven concentrations allows students to align coursework with their career interest, ensuring students develop the skills needed to reach their professional goals.

### Student Learning Outcomes

Students who complete the BSB, including the general education program, will be able to:

- Construct written communications that articulate and promote business ideas, arguments, or solutions.
- Demonstrate interpersonal communication skills through persuasive speech, and in providing clear directions, instructions, and guidelines within a business setting.
- Address a complex business problem applying methods and tools from finance and accounting.

- Demonstrate ethical decision-making in business and develop strategies, practices, and policies that advance ethical management practices and corporate social responsibility.
- Locate, evaluate and apply information, using a variety of research tools, in analysis of a complex business problem.
- Apply statistical concepts, methods and tools to analyze and interpret data in the formulation of business strategies and tactics.
- Demonstrate the self-awareness and habits required to identify, integrate, and apply new information and skills that increase personal and professional effectiveness in business contexts.
- Integrate and apply concepts, theories, strategies, and tactics of business management to develop actionable solutions to business problems.
- Apply knowledge of the global economy in analyzing business problems.

### Requirements for the Bachelor of Science in Business

The BSB requires completion of 123 units as follows: 60 units of general education coursework (includes 21 units of liberal studies core and 21 units of foundation courses in preparation for the major), 30 units required for the major and 33 units of general electives or a combination of concentration and general elective units. Each course listed carries three semester units of credit, unless otherwise noted. A cumulative grade-point average of 2.00 "C" or higher is required in all courses taken at Golden Gate University.

All degree-seeking undergraduate students must complete their English, mathematics and critical thinking requirements within their first 27 units at Golden Gate University, unless they have already earned credit for the equivalent courses from another institution and have had those courses accepted in transfer by Golden Gate University. If either Math or English requirements for the degree have not been satisfied, newly enrolled students must take placement tests to ensure proper placement in the appropriate Math or English course. Students may also choose to waive the placement tests and enroll in the first course in either series, which are ENGL 10A and MATH 10. (See the course descriptions below to identify courses that have prerequisite course requirements.)

### General Education Requirements - 60 units

- UGP 10 Gateway to Success 3 unit(s) (To be taken in first term of program)
- CRTH 10 Critical Thinking 3 unit(s)
- ENGL 1A Expository Writing 3 unit(s)
- ENGL 1B Research Writing 3 unit(s)
- ENGL 120 Business Writing 3 unit(s)

### One of the following:

- COMM 35 Speech Communication 3 unit(s)
- COMM 40 Understanding Communication 3 unit(s)

### Liberal Studies Core - 21 units

- ARTS 50 Contemporary Arts and Culture 3 unit(s) (or any other ARTS course offered)
- HIST 50 Contemporary American Economic History 3 unit(s) (or any other HIST course offered)
- HUM 50 Examining the Humanities 3 unit(s) (or any other HUM course offered)
- LIT 50 Principles of Storytelling 3 unit(s) or LIT 160 Business in Movies 3 unit(s) (or any other LIT course offered)
- PHIL 50 Professional and Personal Ethics 3 unit(s) (or any other PHIL course offered)
- SCI 50 Science, Technology and Social Change 3 unit(s) (or any other SCI course offered)
- SOSC 50 American Government in the 21st Century 3 unit(s) (or any other SOSC course offered)

### Foundation- 21 units

- MATH 30 College Algebra 3 unit(s)
- MATH 40 Statistics 3 unit(s)
- MATH 104 Applied Regression Analysis 3 unit(s)
- ACCTG 1A Introductory Financial Accounting 3 unit(s)
- ACCTG 1B Introductory Managerial Accounting 3 unit(s)
- ECON 1 Principles of Microeconomics 3 unit(s)
- ECON 2 Principles of Macroeconomics 3 unit(s)

### Major Requirements - 30 units

- FI 100 Financial Management 3 unit(s)
- ITM 125 Management Information Systems 3 unit(s)
- MGT 100 The Manager as Communicator 3 unit(s)
- MGT 140 Management Principles 3 unit(s)
- MGT 145 Law of Contracts, Sales and Commercial Transactions 3 unit(s)
- MGT 156 Management Policy and Strategy 3 unit(s) (Capstone course to be taken in final term of program)
- MGT 173 Human Resource Management 3 unit(s)
- MGT 179 Introduction to International Business 3 unit(s)
- MKT 100 Principles of Marketing 3 unit(s)
- OP 100 Principles of Operations Management 3 unit(s)

### Information Technology Concentration - 33 units

The ongoing convergence between information technology systems and business is a driving force in the marketplace today. As the world becomes more dependent on the integration of information technologies, data and business functions, individuals who can meaningfully integrate information technology and IT management skills with the expectations of business function areas will be a valuable asset to any company.

### Required Courses - 18 units

- ITM 105 Social Media in Business 3 unit(s)
- ITM 106 Information Technology for Managers I 3 unit(s)
- ITM 107 Information Technology for Managers II 3 unit(s)
- ITM 108 Introduction to Relational Databases 3 unit(s)
- ITM 144 Database Administration Fundamentals 3 unit(s)
- PM 180 Project Management 3 unit(s)

### One of the Following May Be Included as a General Elective:

- ITM 197 Internship: Information Technology 3 unit(s)
- ITM 198A-ZZ Special Topics in Information Technology 3 unit(s)

### Electives - 15 units

- Five courses from any upper- or lower-division courses

## Business, International Business Concentration, BS

### Program Information

With an emphasis on the quantitative skills needed in the business environment, the Bachelor of Science in Business (BSB) provides a solid foundation in the disciplines of accounting, finance, operations, management and business analysis. While studying the core subjects, students will also examine in depth a wide spectrum of business-related issues, such as how to run a business (including their own, should entrepreneurship be the goal); how to understand the changing definition of profit in today's global marketplace; and the causes of business success and failure. The BS in business also provides a fast track for admission to the MBA, as well as Master of Science degrees in Taxation, Finance and Marketing as well as the Master of Arts in Counseling Psychology and Industrial-Organizational Psychology.

The BSB implements a flexible course of study designed to build skills in the quantitative and analytical areas needed for success while maximizing the number of transfer credits counted toward the degree. The choice of eleven concentrations allows students to align

coursework with their career interest, ensuring students develop the skills needed to reach their professional goals.

## Student Learning Outcomes

Students who complete the BSB, including the general education program, will be able to:

- Construct written communications that articulate and promote business ideas, arguments, or solutions.
- Demonstrate interpersonal communication skills through persuasive speech, and in providing clear directions, instructions, and guidelines within a business setting.
- Address a complex business problem applying methods and tools from finance and accounting.
- Demonstrate ethical decision-making in business and develop strategies, practices, and policies that advance ethical management practices and corporate social responsibility.
- Locate, evaluate and apply information, using a variety of research tools, in analysis of a complex business problem.
- Apply statistical concepts, methods and tools to analyze and interpret data in the formulation of business strategies and tactics.
- Demonstrate the self-awareness and habits required to identify, integrate, and apply new information and skills that increase personal and professional effectiveness in business contexts.
- Integrate and apply concepts, theories, strategies, and tactics of business management to develop actionable solutions to business problems.
- Apply knowledge of the global economy in analyzing business problems.

## Requirements for the Bachelor of Science in Business

The BSB requires completion of 123 units as follows: 60 units of general education coursework (includes 21 units of liberal studies core and 21 units of foundation courses in preparation for the major), 30 units required for the major and 33 units of general electives or a combination of concentration and general elective units. Each course listed carries three semester units of credit, unless otherwise noted. A cumulative grade-point average of 2.00 "C" or higher is required in all courses taken at Golden Gate University.

All degree-seeking undergraduate students must complete their English, mathematics and critical thinking requirements within their first 27 units at Golden Gate University, unless they have already earned credit for the equivalent courses from another institution and have had those courses accepted in transfer by Golden Gate

University. If either Math or English requirements for the degree have not been satisfied, newly enrolled students must take placement tests to ensure proper placement in the appropriate Math or English course. Students may also choose to waive the placement tests and enroll in the first course in either series, which are ENGL 10A and MATH 10. (See the course descriptions below to identify courses that have prerequisite course requirements.)

## General Education Requirements - 60 units

- UGP 10 Gateway to Success 3 unit(s) (To be taken in first term of program)
- CRTH 10 Critical Thinking 3 unit(s)
- ENGL 1A Expository Writing 3 unit(s)
- ENGL 1B Research Writing 3 unit(s)
- ENGL 120 Business Writing 3 unit(s)

### One of the following:

- COMM 35 Speech Communication 3 unit(s)
- COMM 40 Understanding Communication 3 unit(s)

## Liberal Studies Core - 21 units

- ARTS 50 Contemporary Arts and Culture 3 unit(s) (or any other ARTS course offered)
- HIST 50 Contemporary American Economic History 3 unit(s) (or any other HIST course offered)
- HUM 50 Examining the Humanities 3 unit(s) (or any other HUM course offered)
- LIT 50 Principles of Storytelling 3 unit(s) or LIT 160 Business in Movies 3 unit(s) (or any other LIT course offered)
- PHIL 50 Professional and Personal Ethics 3 unit(s) (or any other PHIL course offered)
- SCI 50 Science, Technology and Social Change 3 unit(s) (or any other SCI course offered)
- SOSC 50 American Government in the 21st Century 3 unit(s) (or any other SOSC course offered)

## Foundation- 21 units

- MATH 30 College Algebra 3 unit(s)
- MATH 40 Statistics 3 unit(s)
- MATH 104 Applied Regression Analysis 3 unit(s)
- ACCTG 1A Introductory Financial Accounting 3 unit(s)
- ACCTG 1B Introductory Managerial Accounting 3 unit(s)
- ECON 1 Principles of Microeconomics 3 unit(s)
- ECON 2 Principles of Macroeconomics 3 unit(s)

## Major Requirements - 30 units

- FI 100 Financial Management 3 unit(s)
- ITM 125 Management Information Systems 3 unit(s)
- MGT 100 The Manager as Communicator 3 unit(s)
- MGT 140 Management Principles 3 unit(s)
- MGT 145 Law of Contracts, Sales and Commercial Transactions 3 unit(s)
- MGT 156 Management Policy and Strategy 3 unit(s)  
(Capstone course to be taken in final term of program)
- MGT 173 Human Resource Management 3 unit(s)
- MGT 179 Introduction to International Business 3 unit(s)
- MKT 100 Principles of Marketing 3 unit(s)
- OP 100 Principles of Operations Management 3 unit(s)

## International Business Concentration - 33 units

The more global our world becomes, the more important it is to have a solid foundation in the way to do business across cultures. From people, to logistics to differences in systems, this concentration will prepare students to take on the world, literally.

### Required Courses - 15 units

Five of the following:

- FI 141 International Banking and Finance 3 unit(s)
- MGT 188B Doing Business in East and Southeast Asia 3 unit(s)
- MGT 188C Doing Business in Western Europe 3 unit(s)
- MGT 188D Doing Business in Latin America 3 unit(s)
- MGT 197 Internship: Management 1-3 unit(s)
- MGT 199 Directed Study in Management 1-3 unit(s)
- MKT 124 International Marketing 3 unit(s)
- OP 113 Import/Export Fundamentals 3 unit(s)

### Electives - 18 units

- Six courses (18 units) from any upper- or lower-division courses

## Business, Marketing Concentration, BS

### Program Information

With an emphasis on the quantitative skills needed in the business environment, the Bachelor of Science in Business (BSB) provides a solid foundation in the disciplines of accounting, finance, operations, management and business analysis. While studying the core subjects,

students will also examine in depth a wide spectrum of business-related issues, such as how to run a business (including their own, should entrepreneurship be the goal); how to understand the changing definition of profit in today's global marketplace; and the causes of business success and failure. The BS in business also provides a fast track for admission to the MBA, as well as Master of Science degrees in Taxation, Finance and Marketing as well as the Master of Arts in Counseling Psychology and Industrial-Organizational Psychology.

The BSB implements a flexible course of study designed to build skills in the quantitative and analytical areas needed for success while maximizing the number of transfer credits counted toward the degree. The choice of eleven concentrations allows students to align coursework with their career interest, ensuring students develop the skills needed to reach their professional goals.

## Student Learning Outcomes

Students who complete the BSB, including the general education program, will be able to:

- Construct written communications that articulate and promote business ideas, arguments, or solutions.
- Demonstrate interpersonal communication skills through persuasive speech, and in providing clear directions, instructions, and guidelines within a business setting.
- Address a complex business problem applying methods and tools from finance and accounting.
- Demonstrate ethical decision-making in business and develop strategies, practices, and policies that advance ethical management practices and corporate social responsibility.
- Locate, evaluate and apply information, using a variety of research tools, in analysis of a complex business problem.
- Apply statistical concepts, methods and tools to analyze and interpret data in the formulation of business strategies and tactics.
- Demonstrate the self-awareness and habits required to identify, integrate, and apply new information and skills that increase personal and professional effectiveness in business contexts.
- Integrate and apply concepts, theories, strategies, and tactics of business management to develop actionable solutions to business problems.
- Apply knowledge of the global economy in analyzing business problems.

## Requirements for the Bachelor of Science in Business

The BSB requires completion of 123 units as follows: 60 units of general education coursework (includes 21 units of liberal studies core and 21 units of foundation courses in preparation for the major), 30 units required for the major and 33 units of general electives or a

combination of concentration and general elective units. Each course listed carries three semester units of credit, unless otherwise noted. A cumulative grade-point average of 2.00 "C" or higher is required in all courses taken at Golden Gate University.

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## General Education Requirements - 60 units

- UGP 10 Gateway to Success 3 unit(s) (To be taken in first term of program)
- CRTH 10 Critical Thinking 3 unit(s)
- ENGL 1A Expository Writing 3 unit(s)
- ENGL 1B Research Writing 3 unit(s)
- ENGL 120 Business Writing 3 unit(s)

One of the following:

- COMM 35 Speech Communication 3 unit(s)
- COMM 40 Understanding Communication 3 unit(s)

## Liberal Studies Core - 21 units

- ARTS 50 Contemporary Arts and Culture 3 unit(s) (or any other ARTS course offered)
- HIST 50 Contemporary American Economic History 3 unit(s) (or any other HIST course offered)
- HUM 50 Examining the Humanities 3 unit(s) (or any other HUM course offered)
- LIT 50 Principles of Storytelling 3 unit(s) or LIT 160 Business in Movies 3 unit(s) (or any other LIT course offered)
- PHIL 50 Professional and Personal Ethics 3 unit(s) (or any other PHIL course offered)
- SCI 50 Science, Technology and Social Change 3 unit(s) (or any other SCI course offered)
- SOSC 50 American Government in the 21st Century 3 unit(s) (or any other SOSC course offered)

## Foundation- 21 units

- MATH 30 College Algebra 3 unit(s)
- MATH 40 Statistics 3 unit(s)
- MATH 104 Applied Regression Analysis 3 unit(s)
- ACCTG 1A Introductory Financial Accounting 3 unit(s)
- ACCTG 1B Introductory Managerial Accounting 3 unit(s)
- ECON 1 Principles of Microeconomics 3 unit(s)
- ECON 2 Principles of Macroeconomics 3 unit(s)

## Major Requirements - 30 units

- FI 100 Financial Management 3 unit(s)
- ITM 125 Management Information Systems 3 unit(s)
- MGT 100 The Manager as Communicator 3 unit(s)
- MGT 140 Management Principles 3 unit(s)
- MGT 145 Law of Contracts, Sales and Commercial Transactions 3 unit(s)
- MGT 156 Management Policy and Strategy 3 unit(s) (Capstone course to be taken in final term of program)
- MGT 173 Human Resource Management 3 unit(s)
- MGT 179 Introduction to International Business 3 unit(s)
- MKT 100 Principles of Marketing 3 unit(s)
- OP 100 Principles of Operations Management 3 unit(s)

## Marketing Concentration - 33 units

To help lead an organization to success, marketing professionals must understand their market and their customers, and possess skills to design and deliver valuable products and services. This concentration provides the student with the fundamentals and the basic toolkit any good marketing professional should have.

## Required Courses - 15 units

- MKT 102 Consumer Behavior 3 unit(s)
- MKT 103 Marketing Research 3 unit(s)
- MKT 105 Integrated Marketing Communication 3 unit(s)
- MKT 120 Business Marketing and Sales 3 unit(s)

One of the Following:

- MKT 124 International Marketing 3 unit(s)
- MKT 197 Internship: Marketing 3 unit(s)
- MKT 198A-ZZ Special Topics in Marketing 3 unit(s)

## Electives - 18 units

- Six courses from any upper- or lower-division courses

## Business, Operations and Supply Chain Management Concentration, BS

### Program Information

With an emphasis on the quantitative skills needed in the business environment, the Bachelor of Science in Business (BSB) provides a solid foundation in the disciplines of accounting, finance, operations, management and business analysis. While studying the core subjects, students will also examine in depth a wide spectrum of business-related issues, such as how to run a business (including their own, should entrepreneurship be the goal); how to understand the changing definition of profit in today's global marketplace; and the causes of business success and failure. The BS in business also provides a fast track for admission to the MBA, as well as Master of Science degrees in Taxation, Finance and Marketing as well as the Master of Arts in Counseling Psychology and Industrial-Organizational Psychology.

The BSB implements a flexible course of study designed to build skills in the quantitative and analytical areas needed for success while maximizing the number of transfer credits counted toward the degree. The choice of eleven concentrations allows students to align coursework with their career interest, ensuring students develop the skills needed to reach their professional goals.

### Student Learning Outcomes

Students who complete the BSB, including the general education program, will be able to:

- Construct written communications that articulate and promote business ideas, arguments, or solutions.
- Demonstrate interpersonal communication skills through persuasive speech, and in providing clear directions, instructions, and guidelines within a business setting.
- Address a complex business problem applying methods and tools from finance and accounting.
- Demonstrate ethical decision-making in business and develop strategies, practices, and policies that advance ethical management practices and corporate social responsibility.
- Locate, evaluate and apply information, using a variety of research tools, in analysis of a complex business problem.
- Apply statistical concepts, methods and tools to analyze and interpret data in the formulation of business strategies and tactics.
- Demonstrate the self-awareness and habits required to identify, integrate, and apply new information and skills that increase personal and professional effectiveness in business contexts.

- Integrate and apply concepts, theories, strategies, and tactics of business management to develop actionable solutions to business problems.
- Apply knowledge of the global economy in analyzing business problems.

### Requirements for the Bachelor of Science in Business

The BSB requires completion of 123 units as follows: 60 units of general education coursework (includes 21 units of liberal studies core and 21 units of foundation courses in preparation for the major), 30 units required for the major and 33 units of general electives or a combination of concentration and general elective units. Each course listed carries three semester units of credit, unless otherwise noted. A cumulative grade-point average of 2.00 "C" or higher is required in all courses taken at Golden Gate University.

All degree-seeking undergraduate students must complete their English, mathematics and critical thinking requirements within their first 27 units at Golden Gate University, unless they have already earned credit for the equivalent courses from another institution and have had those courses accepted in transfer by Golden Gate University. If either Math or English requirements for the degree have not been satisfied, newly enrolled students must take placement tests to ensure proper placement in the appropriate Math or English course. Students may also choose to waive the placement tests and enroll in the first course in either series, which are ENGL 10A and MATH 10. (See the course descriptions below to identify courses that have prerequisite course requirements.)

#### General Education Requirements - 60 units

- UGP 10 Gateway to Success 3 unit(s) (To be taken in first term of program)
- CRTH 10 Critical Thinking 3 unit(s)
- ENGL 1A Expository Writing 3 unit(s)
- ENGL 1B Research Writing 3 unit(s)
- ENGL 120 Business Writing 3 unit(s)

#### One of the following:

- COMM 35 Speech Communication 3 unit(s)
- COMM 40 Understanding Communication 3 unit(s)

#### Liberal Studies Core - 21 units

- ARTS 50 Contemporary Arts and Culture 3 unit(s) (or any other ARTS course offered)
- HIST 50 Contemporary American Economic History 3 unit(s) (or any other HIST course offered)



- HUM 50 Examining the Humanities 3 unit(s) (or any other HUM course offered)
- LIT 50 Principles of Storytelling 3 unit(s) or LIT 160 Business in Movies 3 unit(s) (or any other LIT course offered)
- PHIL 50 Professional and Personal Ethics 3 unit(s) (or any other PHIL course offered)
- SCI 50 Science, Technology and Social Change 3 unit(s) (or any other SCI course offered)
- SOSC 50 American Government in the 21st Century 3 unit(s) (or any other SOSC course offered)

## Foundation- 21 units

- MATH 30 College Algebra 3 unit(s)
- MATH 40 Statistics 3 unit(s)
- MATH 104 Applied Regression Analysis 3 unit(s)
- ACCTG 1A Introductory Financial Accounting 3 unit(s)
- ACCTG 1B Introductory Managerial Accounting 3 unit(s)
- ECON 1 Principles of Microeconomics 3 unit(s)
- ECON 2 Principles of Macroeconomics 3 unit(s)

## Major Requirements - 30 units

- FI 100 Financial Management 3 unit(s)
- ITM 125 Management Information Systems 3 unit(s)
- MGT 100 The Manager as Communicator 3 unit(s)
- MGT 140 Management Principles 3 unit(s)
- MGT 145 Law of Contracts, Sales and Commercial Transactions 3 unit(s)
- MGT 156 Management Policy and Strategy 3 unit(s) (Capstone course to be taken in final term of program)
- MGT 173 Human Resource Management 3 unit(s)
- MGT 179 Introduction to International Business 3 unit(s)
- MKT 100 Principles of Marketing 3 unit(s)
- OP 100 Principles of Operations Management 3 unit(s)

## Operations and Supply Chain Management Concentration - 33 units

Professionals in this field are responsible for the internal workings of their companies. They can be part of almost any business facet, including product and process design, planning, purchasing, distribution and technology. The underpinning purpose of people with these cross-functional skills is to lead the company to success through continual improvement.

### Required Courses - 15 units

Five of the following:

- OP 108 Supply Chain Logistics 3 unit(s)
- OP 113 Import/Export Fundamentals 3 unit(s)
- OP 121 Production Planning and Inventory Control 3 unit(s)
- OP 124 Business Process Improvement 3 unit(s)
- OP 164 Purchasing and Materials Management 3 unit(s)
- PM 180 Project Management 3 unit(s)
- OP 197 Internship: Operations Management 3 unit(s)

### Electives - 18 units

- Six courses (18 units) from any upper- or lower-division courses

## Business, Psychology Concentration, BS

### Program Information

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### Student Learning Outcomes

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- Construct written communications that articulate and promote business ideas, arguments, or solutions.
- Demonstrate interpersonal communication skills through persuasive speech, and in providing clear directions, instructions, and guidelines within a business setting.
- Address a complex business problem applying methods and tools from finance and accounting.

- Demonstrate ethical decision-making in business and develop strategies, practices, and policies that advance ethical management practices and corporate social responsibility.
- Locate, evaluate and apply information, using a variety of research tools, in analysis of a complex business problem.
- Apply statistical concepts, methods and tools to analyze and interpret data in the formulation of business strategies and tactics.
- Demonstrate the self-awareness and habits required to identify, integrate, and apply new information and skills that increase personal and professional effectiveness in business contexts.
- Integrate and apply concepts, theories, strategies, and tactics of business management to develop actionable solutions to business problems.
- Apply knowledge of the global economy in analyzing business problems.

## Requirements for the Bachelor of Science in Business

The BSB requires completion of 123 units as follows: 60 units of general education coursework (includes 21 units of liberal studies core and 21 units of foundation courses in preparation for the major), 30 units required for the major and 33 units of general electives or a combination of concentration and general elective units. Each course listed carries three semester units of credit, unless otherwise noted. A cumulative grade-point average of 2.00 "C" or higher is required in all courses taken at Golden Gate University.

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### General Education Requirements - 60 units

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- CRTH 10 Critical Thinking 3 unit(s)
- ENGL 1A Expository Writing 3 unit(s)
- ENGL 1B Research Writing 3 unit(s)
- ENGL 120 Business Writing 3 unit(s)

### One of the following:

- COMM 35 Speech Communication 3 unit(s)
- COMM 40 Understanding Communication 3 unit(s)

### Liberal Studies Core - 21 units

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- HIST 50 Contemporary American Economic History 3 unit(s) (or any other HIST course offered)
- HUM 50 Examining the Humanities 3 unit(s) (or any other HUM course offered)
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- PHIL 50 Professional and Personal Ethics 3 unit(s) (or any other PHIL course offered)
- SCI 50 Science, Technology and Social Change 3 unit(s) (or any other SCI course offered)
- SOSC 50 American Government in the 21st Century 3 unit(s) (or any other SOSC course offered)

### Foundation- 21 units

- MATH 30 College Algebra 3 unit(s)
- MATH 40 Statistics 3 unit(s)
- MATH 104 Applied Regression Analysis 3 unit(s)
- ACCTG 1A Introductory Financial Accounting 3 unit(s)
- ACCTG 1B Introductory Managerial Accounting 3 unit(s)
- ECON 1 Principles of Microeconomics 3 unit(s)
- ECON 2 Principles of Macroeconomics 3 unit(s)

### Major Requirements - 30 units

- FI 100 Financial Management 3 unit(s)
- ITM 125 Management Information Systems 3 unit(s)
- MGT 100 The Manager as Communicator 3 unit(s)
- MGT 140 Management Principles 3 unit(s)
- MGT 145 Law of Contracts, Sales and Commercial Transactions 3 unit(s)
- MGT 156 Management Policy and Strategy 3 unit(s) (Capstone course to be taken in final term of program)
- MGT 173 Human Resource Management 3 unit(s)
- MGT 179 Introduction to International Business 3 unit(s)
- MKT 100 Principles of Marketing 3 unit(s)
- OP 100 Principles of Operations Management 3 unit(s)

### Psychology Concentration - 33 units

The psychology concentration is designed to provide undergraduate students with a broad overview of the relevant topics, major concepts, and core theoretical perspectives within the discipline of psychology. Students will cultivate knowledge and skills from the core domains of psychology, including: biological, clinical, cognitive, developmental, and social psychology. Students will apply psychological tools and insights in both personal and professional settings.

### Required Psychology Course - 3 units

- PSYCH 10 Introduction to Psychology 3 unit(s)

### Psychology Elective Courses - 12 Units

Four of the following:

- LIT 100 Business, Psychology, and Modern Literature 3 unit(s)
- MGT 141 Organizational Leadership 3 unit(s)
- OLHS 110 Emotional and Social Intelligence at Work 3 unit(s)
- PSYCH 102 Lifespan Development: Theories and Applications 3 unit(s)
- PSYCH 108 Research Design and Experimental Methods 3 unit(s)
- PSYCH 113 Psychology and Technology 3 unit(s)
- PSYCH 115 Introduction to Biopsychology 3 unit(s)
- PSYCH 120 Principles and Methods of Counseling 3 unit(s)
- PSYCH 121 Abnormal Psychology 3 unit(s)
- PSYCH 125 Psychology of Death, Dying, and Bereavement 3 unit(s)
- PSYCH 143 Psychology of Leadership 3 unit(s)
- PSYCH 190 Strands of a System: Psychology Capstone 3 unit(s)
- PSYCH 198A-ZZ Special Topics In Psychology 3 unit(s)

### Elective Courses - 18 units

- Six 3-unit upper or lower-division courses from any subject.

### Pathway Program

This program can serve as a pathway to GGU's Master of Arts in Psychology programs. Applicants to these programs who have previously earned bachelor's degrees from GGU may receive a waiver for certain required graduate-level courses with comparable undergraduate-level coursework completed at GGU and used to satisfy the requirements of their GGU bachelor's degree program. See the Counseling Psychology, MA or Industrial-Organizational Psychology, MA program for more information.

## Business, Public Administration Concentration, BS

### Program Information

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### Student Learning Outcomes

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- Demonstrate the self-awareness and habits required to identify, integrate, and apply new information and skills that increase personal and professional effectiveness in business contexts.
- Integrate and apply concepts, theories, strategies, and tactics of business management to develop actionable solutions to business problems.

- Apply knowledge of the global economy in analyzing business problems.

## Requirements for the Bachelor of Science in Business

The BSB requires completion of 123 units as follows: 60 units of general education coursework (includes 21 units of liberal studies core and 21 units of foundation courses in preparation for the major), 30 units required for the major and 33 units of general electives or a combination of concentration and general elective units. Each course listed carries three semester units of credit, unless otherwise noted. A cumulative grade-point average of 2.00 "C" or higher is required in all courses taken at Golden Gate University.

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### General Education Requirements - 60 units

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- CRTH 10 Critical Thinking 3 unit(s)
- ENGL 1A Expository Writing 3 unit(s)
- ENGL 1B Research Writing 3 unit(s)
- ENGL 120 Business Writing 3 unit(s)

One of the following:

- COMM 35 Speech Communication 3 unit(s)
- COMM 40 Understanding Communication 3 unit(s)

### Liberal Studies Core - 21 units

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- PHIL 50 Professional and Personal Ethics 3 unit(s) (or any other PHIL course offered)
- SCI 50 Science, Technology and Social Change 3 unit(s) (or any other SCI course offered)
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### Foundation- 21 units

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### Major Requirements - 30 units

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- MGT 145 Law of Contracts, Sales and Commercial Transactions 3 unit(s)
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- MGT 173 Human Resource Management 3 unit(s)
- MGT 179 Introduction to International Business 3 unit(s)
- MKT 100 Principles of Marketing 3 unit(s)
- OP 100 Principles of Operations Management 3 unit(s)

### Public Administration Concentration - 33 units

Today's public administrators deliver public services in close coordination and partnership with businesses and community-based organizations, domestically and internationally. Public service coverage has also grown from the traditional health and sanitation, education, public works and agriculture to include immigration, security and environmental concerns. Thus, there is a compelling need to deepen the student's critical understanding of governance institutions, policy-makers, legal and regulatory processes, business-government-civil society relations, as well as ethics, accountability and anti-corruption strategies.

## Required Courses - 15 units

- PAD 100 Public Policy and Administration 3 unit(s)

### Four of the Following:

- PAD 102 Policy Making and Analysis 3 unit(s)
- PAD 104 Privatization and the Public Service 3 unit(s)
- PAD 105 Public Budgeting Techniques and Processes 3 unit(s)
- PAD 106 Administrative Law and Justice 3 unit(s)
- PAD 197 Internship: Public Administration 3 unit(s)
- PAD 198A-ZZ Special Topics in Public Administration 3 unit(s)
- PAD 199 Directed Study in Public Administration 1-3 unit(s)

## Electives - 18 units

- Six courses from any upper- or lower-division courses

## Data Analytics, BS

### Available beginning Fall 2019

### Program Information

The Bachelor of Science in Data Analytics prepares students for careers in a world increasingly dependent on data, in dynamic fields that require the application of interdisciplinary scientific and statistical methods, processes, and systems to extract knowledge or insights from data. Data Analytics is a technically-oriented program that will help students build a tool-set of data analytics skills. Students will gain real-world, practical training from leading-edge industry professionals who place data analytics within a business and enterprise context, ensuring that students become well-rounded professionals themselves. This program will help the adult undergraduate student acquire an understanding of, and competency in, current trends in data analytics, applying them to generate insights from data in a variety of business and organizational contexts. Students will learn about Big Data, master the technical aspects of data analytics, and understand the relevance of this type of analysis to business and organizations. Students will benefit from a curriculum that leverages critical thinking, information literacy, and effective communication skills to help students increase their professional marketability. These skills will advance students' ability to analyze business problems, put those problems in perspective, and clearly communicate insights gained from data analyses.

## Student Learning Outcomes

Students who successfully complete this program should be able to:

- Understand and apply the fundamentals of data analytics to real-world business problems.
- Leverage familiarity with the appropriate use of key analytic languages/methods/tools, including R, Python, SQL, NOSQL, SAS, and Tableau, to address business problems, and be able to articulate the advantages and limitations of each one in a variety of business and organizational contexts.
- Demonstrate ability to identify, acquire, cleanse and effectively organize data for analysis.
- Demonstrate a critical understanding of the utility of data analytics tools using data visualization methods in extracting value from data sets.
- Recognize the various challenges (social, economic, and political) represented by the Big Data ecosystem and describe the use of supporting technologies to address these challenges.
- Explain the differences between structured and unstructured data and be able to deploy them appropriately, aligning the use of each with relevant business applications.
- Describe the different approaches to machine learning and the implications of each one, demonstrating the application of the most common algorithms.
- Explain the use of Natural Language Processing, identifying and implementing potential applications and appropriate supporting tools.
- Use storytelling with visual outcomes from analytics to communicate effectively to members of the business community and others, both expert and non-expert, in a variety of settings and formats.
- Demonstrate an understanding of the business implications, relevance and applicability of data analytics and statistical inferences.
- Identify opportunities, needs and constraints for data analytics within organizational contexts.

## Requirements for the Bachelor of Science in Data Analytics

The degree requires completion of 123 units as follows: 39 units of general education coursework (including 21 units of liberal studies core), 54 units required for the major (including 9 units of foundation courses, 15 units of business courses, and 30 units of data analytics courses), and 30 units of general elective courses. Each course listed carries three semester units of credit, unless otherwise noted. A cumulative grade-point average of 2.00 "C" or higher is required in all courses taken at Golden Gate University.

All degree-seeking undergraduate students must complete their English, mathematics and critical thinking requirements within their

first 27 units at Golden Gate University, unless they have already earned credit for the equivalent courses from another institution and have had those courses accepted in transfer by Golden Gate University. If either Math or English requirements for the degree have not been satisfied, newly enrolled students must take placement tests to ensure proper placement in the appropriate Math or English course. Students may also choose to waive the placement tests and enroll in the first course in either series, which are ENGL 10A and MATH 10. (See the course descriptions below to identify courses that have prerequisite course requirements.)

## General Education Requirements

- UGP 10 Gateway to Success 3 unit(s) (To be taken in first term of program.)
- CRTH 10 Critical Thinking 3 unit(s)
- ENGL 1A Expository Writing 3 unit(s)
- ENGL 1B Research Writing 3 unit(s)
- ENGL 120 Business Writing 3 unit(s)
- **And one of the following:**
- COMM 35 Speech Communication 3 unit(s)
- COMM 40 Understanding Communication 3 unit(s)

## Liberal Studies Core - 21 units

- ARTS 50 Contemporary Arts and Culture 3 unit(s) (or any other ARTS course offered)
- HIST 50 Contemporary American Economic History 3 unit(s) (or any other HIST course offered)
- HUM 50 Examining the Humanities 3 unit(s) (or any other HUM course offered)
- LIT 50 Principles of Storytelling 3 unit(s) (or any other LIT course offered)
- PHIL 50 Professional and Personal Ethics 3 unit(s) (or any other PHIL course offered)
- SCI 50 Science, Technology and Social Change 3 unit(s) (or any other SCI course offered)
- SOSC 50 American Government in the 21st Century 3 unit(s) (or any other SOSC course offered) **OR** PSYCH 50 Psychology for Personal and Professional Success

## Major Requirements

### Foundation Courses - 9 units

- MATH 30 College Algebra 3 unit(s)
- MATH 40 Statistics 3 unit(s)
- MATH 104 Applied Regression Analysis 3 unit(s)

## Business Courses - 15 units

Take five of the following:

- FI 100 Financial Management 3 unit(s)
- MGT 100 The Manager as Communicator 3 unit(s)
- MGT 140 Management Principles 3 unit(s)
- MGT 145 Law of Contracts, Sales and Commercial Transactions 3 unit(s)
- MGT 179 Introduction to International Business 3 unit(s)
- MKT 100 Principles of Marketing 3 unit(s)
- OP 100 Principles of Operations Management 3 unit(s)

## Data Analytics Courses - 30 units

Take all of the following:

- DATA 50 Introduction to Business & Data Analytics 3 unit(s)
- DATA 101 Creating Dashboards and Scorecards 3 unit(s)
- DATA 102 Business Intelligence & Data Mining 3 unit(s)
- DATA 103 Data Analytics Using SAS 3 unit(s)
- DATA 104 Introduction to Social Media Data Analytics 3 unit(s)
- DATA 110 Introduction to Machine Learning and Natural Language Processing 3 unit(s)
- DATA 115 Introduction to Relational Databases & SQL 3 unit(s)
- DATA 120 Introduction to Big Data 3 unit(s)
- DATA 125 Artificial Intelligence in Business 3 unit(s)
- DATA 190 Capstone 3 unit(s)

## Elective Courses - 30 units

Ten 3-unit upper or lower-division courses from any subject.

## Management, General Concentration, BA

### Program Information

With an emphasis on developing core proficiencies, skills, habits, and knowledge for being successful in a wide variety of business settings, the Bachelor of Arts in Management provides a rich foundation in all essential management concepts and techniques, including strong written and oral communications skills, all of which are applied in various organizational behavior settings. Students learn to organize, motivate and lead individuals in diverse public and private business enterprises. The bachelor of arts also provides preparation for success at the master's degree level in programs such as the Master of Science in Human Resource Management, the Master of Arts in Counseling

Psychology, the Master of Arts in Industrial-Organizational Psychology, the Master of Public Administration, as well as the MBA.

With a flexible course of study designed to maximize the number of transfer credits counted toward the degree, the BA in management may allow students to shorten the time it takes to complete an undergraduate business degree, while advancing their careers through the selection of one of six concentrations specifically designed to support their professional goals.

## Student Learning Outcomes

Students who complete the Bachelor of Arts in Management, including the general education curriculum, will be able to:

- Construct written communications that clearly articulates and promotes business ideas, arguments, or solutions (written communication)
- Demonstrate interpersonal communication skills in collaborative projects, through persuasive speech, and in providing clear directions, instructions, and guidelines within a business setting (oral communication)
- Address a complex problem in business management using strategies and tactics that lead to the development of actionable solutions (problem solving/critical thinking)
- Demonstrate ethical decision-making in business and develops strategies, practices, and policies that advance ethical management practices and corporate social responsibility (ethics/specialized knowledge)
- Locate, evaluate and apply information, using a variety of research tools, in analysis of a complex business management problem (information literacy/critical thinking)
- Analyze and interpret quantitative data and apply results to improve business management strategy, tactics, and practice (quantitative fluency)
- Demonstrate the self-awareness and habits required to identify, integrate, and apply new information and skills that increase personal and professional effectiveness in business contexts (lifelong learning)
- Define, explain, and correctly apply concepts, theories and practices in business management (specialized knowledge)
- Develop innovative approaches and solutions to an existing or emerging challenge in business management that also draw on disciplinary perspectives of ethics, other humanities and/or social sciences (broad integrative knowledge/creative thinking/problem solving)
- Integrate and apply concepts, theories, strategies, and tactics of business management in the construction of summative projects (specialized knowledge/broad integrative knowledge)

## Requirements for the Bachelor of Arts in Management

The BA in Management requires completion of 123 units as follows: 51 units of general education coursework, which includes 21 units of liberal studies core and 12 units of foundation courses in preparation for the major, 21 units required for the major and 51 units of general electives, or a combination of concentration and general elective units. Each course listed carries three semester units of credit, unless otherwise noted. A cumulative grade-point average of 2.00 "C" or higher is required in all courses taken at Golden Gate University.

All degree-seeking undergraduate students must complete their English, mathematics and critical thinking requirements within their first 27 units at Golden Gate University, unless they have already earned credit for the equivalent courses from another institution and have had those courses accepted in transfer by Golden Gate University. If either Math or English requirements for the degree have not been satisfied, newly enrolled students must take placement tests to ensure proper placement in the appropriate Math or English course. Students may also choose to waive the placement tests and enroll in the first course in either series, which are ENGL 10A and MATH 10. (See the course descriptions below to identify courses that have prerequisite course requirements.)

### General Education Requirements - 51 units

- UGP 10 Gateway to Success 3 unit(s) (to be taken in first term of program)
- CRTH 10 Critical Thinking 3 unit(s)
- ENGL 1A Expository Writing 3 unit(s)
- ENGL 1B Research Writing 3 unit(s)
- ENGL 120 Business Writing 3 unit(s)

### One of the Following:

- COMM 35 Speech Communication 3 unit(s)
- COMM 40 Understanding Communication 3 unit(s)

### Liberal Studies Core - 21 units

- ARTS 50 Contemporary Arts and Culture 3 unit(s) (or any other ARTS course offered)
- HIST 50 Contemporary American Economic History 3 unit(s) (or any other HIST course offered)
- HUM 50 Examining the Humanities 3 unit(s) (or any other HUM course offered)
- LIT 50 Principles of Storytelling 3 unit(s) or LIT 160 Business in Movies 3 unit(s) (or any other LIT course offered)
- PHIL 50 Professional and Personal Ethics 3 unit(s) (or any other PHIL course offered)

- SCI 50 Science, Technology and Social Change 3 unit(s) (or any other SCI course offered)
- SOSC 50 American Government in the 21st Century 3 unit(s) (or any other SOSC course offered)

## Foundation Requirements - 12 units

- MATH 20 Intermediate Algebra 3 unit(s)
- MATH 40 Statistics 3 unit(s)
- ACCTG 1A Introductory Financial Accounting 3 unit(s)
- ECON 1 Principles of Microeconomics 3 unit(s)  
**OR**
- ECON 2 Principles of Macroeconomics 3 unit(s)

## Major Requirements - 21 units

- MGT 100 The Manager as Communicator 3 unit(s)
- MGT 140 Management Principles 3 unit(s)
- MGT 141 Organizational Leadership 3 unit(s)
- MGT 173 Human Resource Management 3 unit(s)
- MKT 100 Principles of Marketing 3 unit(s)
- ITM 125 Management Information Systems 3 unit(s)
- MGT 160 Management and Leadership Strategy 3 unit(s) (Capstone course to be taken in final term of program)

## General Concentration - 51 units

- Seventeen additional upper- or lower-division courses for a total of 51 units.

## Management, Human Resource Management Concentration, BA

### Program Information

With an emphasis on developing core proficiencies, skills, habits, and knowledge for being successful in a wide variety of business settings, the Bachelor of Arts in Management provides a rich foundation in all essential management concepts and techniques, including strong written and oral communications skills, all of which are applied in various organizational behavior settings. Students learn to organize, motivate and lead individuals in diverse public and private business enterprises. The bachelor of arts also provides preparation for success at the master's degree level in programs such as the Master of Science in Human Resource Management, the Master of Arts in Counseling Psychology, the Master of Arts in Industrial-Organizational

Psychology, the Master of Public Administration, as well as the MBA.

With a flexible course of study designed to maximize the number of transfer credits counted toward the degree, the BA in management may allow students to shorten the time it takes to complete an undergraduate business degree, while advancing their careers through the selection of one of six concentrations specifically designed to support their professional goals.

## Student Learning Outcomes

Students who complete the Bachelor of Arts in Management, including the general education curriculum, will be able to:

- Construct written communications that clearly articulates and promotes business ideas, arguments, or solutions (written communication)
- Demonstrate interpersonal communication skills in collaborative projects, through persuasive speech, and in providing clear directions, instructions, and guidelines within a business setting (oral communication)
- Address a complex problem in business management using strategies and tactics that lead to the development of actionable solutions (problem solving/critical thinking)
- Demonstrate ethical decision-making in business and develops strategies, practices, and policies that advance ethical management practices and corporate social responsibility (ethics/specialized knowledge)
- Locate, evaluate and apply information, using a variety of research tools, in analysis of a complex business management problem (information literacy/critical thinking)
- Analyze and interpret quantitative data and apply results to improve business management strategy, tactics, and practice (quantitative fluency)
- Demonstrate the self-awareness and habits required to identify, integrate, and apply new information and skills that increase personal and professional effectiveness in business contexts (lifelong learning)
- Define, explain, and correctly apply concepts, theories and practices in business management (specialized knowledge)
- Develop innovative approaches and solutions to an existing or emerging challenge in business management that also draw on disciplinary perspectives of ethics, other humanities and/or social sciences (broad integrative knowledge/creative thinking/problem solving)
- Integrate and apply concepts, theories, strategies, and tactics of business management in the construction of summative projects (specialized knowledge/broad integrative knowledge)



## Requirements for the Bachelor of Arts in Management

The BA in Management requires completion of 123 units as follows: 51 units of general education coursework, which includes 21 units of liberal studies core and 12 units of foundation courses in preparation for the major, 21 units required for the major and 51 units of general electives, or a combination of concentration and general elective units. Each course listed carries three semester units of credit, unless otherwise noted. A cumulative grade-point average of 2.00 "C" or higher is required in all courses taken at Golden Gate University.

All degree-seeking undergraduate students must complete their English, mathematics and critical thinking requirements within their first 27 units at Golden Gate University, unless they have already earned credit for the equivalent courses from another institution and have had those courses accepted in transfer by Golden Gate University. If either Math or English requirements for the degree have not been satisfied, newly enrolled students must take placement tests to ensure proper placement in the appropriate Math or English course. Students may also choose to waive the placement tests and enroll in the first course in either series, which are ENGL 10A and MATH 10. (See the course descriptions below to identify courses that have prerequisite course requirements.)

### General Education Requirements - 51 units

- UGP 10 Gateway to Success 3 unit(s) (to be taken in first term of program)
- CRTH 10 Critical Thinking 3 unit(s)
- ENGL 1A Expository Writing 3 unit(s)
- ENGL 1B Research Writing 3 unit(s)
- ENGL 120 Business Writing 3 unit(s)

### One of the Following:

- COMM 35 Speech Communication 3 unit(s)
- COMM 40 Understanding Communication 3 unit(s)

### Liberal Studies Core - 21 units

- ARTS 50 Contemporary Arts and Culture 3 unit(s) (or any other ARTS course offered)
- HIST 50 Contemporary American Economic History 3 unit(s) (or any other HIST course offered)
- HUM 50 Examining the Humanities 3 unit(s) (or any other HUM course offered)
- LIT 50 Principles of Storytelling 3 unit(s) or LIT 160 Business in Movies 3 unit(s) (or any other LIT course offered)
- PHIL 50 Professional and Personal Ethics 3 unit(s) (or any other PHIL course offered)

- SCI 50 Science, Technology and Social Change 3 unit(s) (or any other SCI course offered)
- SOSC 50 American Government in the 21st Century 3 unit(s) (or any other SOSC course offered)

### Foundation Requirements - 12 units

- MATH 20 Intermediate Algebra 3 unit(s)
- MATH 40 Statistics 3 unit(s)
- ACCTG 1A Introductory Financial Accounting 3 unit(s)
- ECON 1 Principles of Microeconomics 3 unit(s)
- OR**
- ECON 2 Principles of Macroeconomics 3 unit(s)

### Major Requirements - 21 units

- MGT 100 The Manager as Communicator 3 unit(s)
- MGT 140 Management Principles 3 unit(s)
- MGT 141 Organizational Leadership 3 unit(s)
- MGT 173 Human Resource Management 3 unit(s)
- MKT 100 Principles of Marketing 3 unit(s)
- ITM 125 Management Information Systems 3 unit(s)
- MGT 160 Management and Leadership Strategy 3 unit(s) (Capstone course to be taken in final term of program)

## Human Resource Management Concentration - 51 units

Human resource professionals are constantly using their versatile skill set to reinvent the workplace. They work to make sure that employees are innovative, well-trained, utilized and compensated and are the type of people who will lead their companies to competitive advantage. It is HR who stewards the most valuable asset a company has - its people.

### Required Courses - 15 units

- MGT 174 Labor-Management Relations 3 unit(s)
- MGT 175 Personnel Recruitment, Selection and Placement 3 unit(s)
- MGT 176 Compensation Decision Making 3 unit(s)
- MGT 177 Training Methods and Administration 3 unit(s)

### One of the Following:

- MGT 172 Basic Employment Law 3 unit(s)
- MGT 197 Internship: Management 1-3 unit(s)
- MGT 198A-ZZ Special Topics in Management 1-6 unit(s)

## Electives - 36 units

- Twelve courses from any upper- or lower-division courses.

## Management, Information Technology Concentration, BA

### Program Information

With an emphasis on developing core proficiencies, skills, habits, and knowledge for being successful in a wide variety of business settings, the Bachelor of Arts in Management provides a rich foundation in all essential management concepts and techniques, including strong written and oral communications skills, all of which are applied in various organizational behavior settings. Students learn to organize, motivate and lead individuals in diverse public and private business enterprises. The bachelor of arts also provides preparation for success at the master's degree level in programs such as the Master of Science in Human Resource Management, the Master of Arts in Counseling Psychology, the Master of Arts in Industrial-Organizational Psychology, the Master of Public Administration, as well as the MBA.

With a flexible course of study designed to maximize the number of transfer credits counted toward the degree, the BA in management may allow students to shorten the time it takes to complete an undergraduate business degree, while advancing their careers through the selection of one of six concentrations specifically designed to support their professional goals.

### Student Learning Outcomes

Students who complete the Bachelor of Arts in Management, including the general education curriculum, will be able to:

- Construct written communications that clearly articulates and promotes business ideas, arguments, or solutions (written communication)
- Demonstrate interpersonal communication skills in collaborative projects, through persuasive speech, and in providing clear directions, instructions, and guidelines within a business setting (oral communication)
- Address a complex problem in business management using strategies and tactics that lead to the development of actionable solutions (problem solving/critical thinking)
- Demonstrate ethical decision-making in business and develops strategies, practices, and policies that advance ethical management practices and corporate social responsibility (ethics/specialized knowledge)
- Locate, evaluate and apply information, using a variety of research tools, in analysis of a complex business management problem (information literacy/critical thinking)

- Analyze and interpret quantitative data and apply results to improve business management strategy, tactics, and practice (quantitative fluency)
- Demonstrate the self-awareness and habits required to identify, integrate, and apply new information and skills that increase personal and professional effectiveness in business contexts (lifelong learning)
- Define, explain, and correctly apply concepts, theories and practices in business management (specialized knowledge)
- Develop innovative approaches and solutions to an existing or emerging challenge in business management that also draw on disciplinary perspectives of ethics, other humanities and/or social sciences (broad integrative knowledge/creative thinking/problem solving)
- Integrate and apply concepts, theories, strategies, and tactics of business management in the construction of summative projects (specialized knowledge/broad integrative knowledge)

## Requirements for the Bachelor of Arts in Management

The BA in Management requires completion of 123 units as follows: 51 units of general education coursework, which includes 21 units of liberal studies core and 12 units of foundation courses in preparation for the major, 21 units required for the major and 51 units of general electives, or a combination of concentration and general elective units. Each course listed carries three semester units of credit, unless otherwise noted. A cumulative grade-point average of 2.00 "C" or higher is required in all courses taken at Golden Gate University.

All degree-seeking undergraduate students must complete their English, mathematics and critical thinking requirements within their first 27 units at Golden Gate University, unless they have already earned credit for the equivalent courses from another institution and have had those courses accepted in transfer by Golden Gate University. If either Math or English requirements for the degree have not been satisfied, newly enrolled students must take placement tests to ensure proper placement in the appropriate Math or English course. Students may also choose to waive the placement tests and enroll in the first course in either series, which are ENGL 10A and MATH 10. (See the course descriptions below to identify courses that have prerequisite course requirements.)

### General Education Requirements - 51 units

- UGP 10 Gateway to Success 3 unit(s) (to be taken in first term of program)
- CRTH 10 Critical Thinking 3 unit(s)
- ENGL 1A Expository Writing 3 unit(s)
- ENGL 1B Research Writing 3 unit(s)
- ENGL 120 Business Writing 3 unit(s)

### One of the Following:

- COMM 35 Speech Communication 3 unit(s)
- COMM 40 Understanding Communication 3 unit(s)

### Liberal Studies Core - 21 units

- ARTS 50 Contemporary Arts and Culture 3 unit(s) (or any other ARTS course offered)
- HIST 50 Contemporary American Economic History 3 unit(s) (or any other HIST course offered)
- HUM 50 Examining the Humanities 3 unit(s) (or any other HUM course offered)
- LIT 50 Principles of Storytelling 3 unit(s) or LIT 160 Business in Movies 3 unit(s) (or any other LIT course offered)
- PHIL 50 Professional and Personal Ethics 3 unit(s) (or any other PHIL course offered)
- SCI 50 Science, Technology and Social Change 3 unit(s) (or any other SCI course offered)
- SOSC 50 American Government in the 21st Century 3 unit(s) (or any other SOSC course offered)

### Foundation Requirements - 12 units

- MATH 20 Intermediate Algebra 3 unit(s)
- MATH 40 Statistics 3 unit(s)
- ACCTG 1A Introductory Financial Accounting 3 unit(s)
- ECON 1 Principles of Microeconomics 3 unit(s)
- OR**
- ECON 2 Principles of Macroeconomics 3 unit(s)

### Major Requirements - 21 units

- MGT 100 The Manager as Communicator 3 unit(s)
- MGT 140 Management Principles 3 unit(s)
- MGT 141 Organizational Leadership 3 unit(s)
- MGT 173 Human Resource Management 3 unit(s)
- MKT 100 Principles of Marketing 3 unit(s)
- ITM 125 Management Information Systems 3 unit(s)
- MGT 160 Management and Leadership Strategy 3 unit(s) (Capstone course to be taken in final term of program)

### Information Technology Concentration - 51 units

The ongoing convergence between information technology systems and business is a driving force in the marketplace today. As the world becomes more dependent on the integration of information technologies, data, and business functions, individuals who can meaningfully integrate information technology and IT management skills with the expectations of business function areas will be a valuable asset to any company.

### Required Courses - 18 units

- ITM 105 Social Media in Business 3 unit(s)
- ITM 106 Information Technology for Managers I 3 unit(s)
- ITM 107 Information Technology for Managers II 3 unit(s)
- ITM 108 Introduction to Relational Databases 3 unit(s)
- ITM 144 Database Administration Fundamentals 3 unit(s)
- PM 180 Project Management 3 unit(s)

### One of the Following May Be Included as a General Elective:

- ITM 197 Internship: Information Technology 3 unit(s)
- ITM 198A-ZZ Special Topics in Information Technology 3 unit(s)

### Electives - 33 units

- Eleven courses from any upper- or lower-division courses.

## Management, Marketing Concentration, BA

### Program Information

With an emphasis on developing core proficiencies, skills, habits, and knowledge for being successful in a wide variety of business settings, the Bachelor of Arts in Management provides a rich foundation in all essential management concepts and techniques, including strong written and oral communications skills, all of which are applied in various organizational behavior settings. Students learn to organize, motivate and lead individuals in diverse public and private business enterprises. The bachelor of arts also provides preparation for success at the master's degree level in programs such as the Master of Science in Human Resource Management, the Master of Arts in Counseling Psychology, the Master of Arts in Industrial-Organizational Psychology, the Master of Public Administration, as well as the MBA.

With a flexible course of study designed to maximize the number of transfer credits counted toward the degree, the BA in management may allow students to shorten the time it takes to complete an undergraduate business degree, while advancing their careers through

the selection of one of six concentrations specifically designed to support their professional goals.

## Student Learning Outcomes

Students who complete the Bachelor of Arts in Management, including the general education curriculum, will be able to:

- Construct written communications that clearly articulates and promotes business ideas, arguments, or solutions (written communication)
- Demonstrate interpersonal communication skills in collaborative projects, through persuasive speech, and in providing clear directions, instructions, and guidelines within a business setting (oral communication)
- Address a complex problem in business management using strategies and tactics that lead to the development of actionable solutions (problem solving/critical thinking)
- Demonstrate ethical decision-making in business and develops strategies, practices, and policies that advance ethical management practices and corporate social responsibility (ethics/specialized knowledge)
- Locate, evaluate and apply information, using a variety of research tools, in analysis of a complex business management problem (information literacy/critical thinking)
- Analyze and interpret quantitative data and apply results to improve business management strategy, tactics, and practice (quantitative fluency)
- Demonstrate the self-awareness and habits required to identify, integrate, and apply new information and skills that increase personal and professional effectiveness in business contexts (lifelong learning)
- Define, explain, and correctly apply concepts, theories and practices in business management (specialized knowledge)
- Develop innovative approaches and solutions to an existing or emerging challenge in business management that also draw on disciplinary perspectives of ethics, other humanities and/or social sciences (broad integrative knowledge/creative thinking/problem solving)
- Integrate and apply concepts, theories, strategies, and tactics of business management in the construction of summative projects (specialized knowledge/broad integrative knowledge)

## Requirements for the Bachelor of Arts in Management

The BA in Management requires completion of 123 units as follows: 51 units of general education coursework, which includes 21 units of liberal studies core and 12 units of foundation courses in preparation for the major, 21 units required for the major and 51 units of general electives, or a combination of concentration and general elective

units. Each course listed carries three semester units of credit, unless otherwise noted. A cumulative grade-point average of 2.00 "C" or higher is required in all courses taken at Golden Gate University.

All degree-seeking undergraduate students must complete their English, mathematics and critical thinking requirements within their first 27 units at Golden Gate University, unless they have already earned credit for the equivalent courses from another institution and have had those courses accepted in transfer by Golden Gate University. If either Math or English requirements for the degree have not been satisfied, newly enrolled students must take placement tests to ensure proper placement in the appropriate Math or English course. Students may also choose to waive the placement tests and enroll in the first course in either series, which are ENGL 10A and MATH 10. (See the course descriptions below to identify courses that have prerequisite course requirements.)

## General Education Requirements - 51 units

- UGP 10 Gateway to Success 3 unit(s) (to be taken in first term of program)
- CRTH 10 Critical Thinking 3 unit(s)
- ENGL 1A Expository Writing 3 unit(s)
- ENGL 1B Research Writing 3 unit(s)
- ENGL 120 Business Writing 3 unit(s)

## One of the Following:

- COMM 35 Speech Communication 3 unit(s)
- COMM 40 Understanding Communication 3 unit(s)

## Liberal Studies Core - 21 units

- ARTS 50 Contemporary Arts and Culture 3 unit(s) (or any other ARTS course offered)
- HIST 50 Contemporary American Economic History 3 unit(s) (or any other HIST course offered)
- HUM 50 Examining the Humanities 3 unit(s) (or any other HUM course offered)
- LIT 50 Principles of Storytelling 3 unit(s) or LIT 160 Business in Movies 3 unit(s) (or any other LIT course offered)
- PHIL 50 Professional and Personal Ethics 3 unit(s) (or any other PHIL course offered)
- SCI 50 Science, Technology and Social Change 3 unit(s) (or any other SCI course offered)
- SOSC 50 American Government in the 21st Century 3 unit(s) (or any other SOSC course offered)

## Foundation Requirements - 12 units

- MATH 20 Intermediate Algebra 3 unit(s)

- MATH 40 Statistics 3 unit(s)
- ACCTG 1A Introductory Financial Accounting 3 unit(s)
- ECON 1 Principles of Microeconomics 3 unit(s)  
**OR**
- ECON 2 Principles of Macroeconomics 3 unit(s)

## Major Requirements - 21 units

- MGT 100 The Manager as Communicator 3 unit(s)
- MGT 140 Management Principles 3 unit(s)
- MGT 141 Organizational Leadership 3 unit(s)
- MGT 173 Human Resource Management 3 unit(s)
- MKT 100 Principles of Marketing 3 unit(s)
- ITM 125 Management Information Systems 3 unit(s)
- MGT 160 Management and Leadership Strategy 3 unit(s)  
(Capstone course to be taken in final term of program)

## Marketing Concentration - 51 units

To help lead an organization to success, marketing professionals must understand their market and their customers, and possess the skills to design and deliver valuable products and services. This concentration provides the student with the fundamentals and the basic toolkit any good marketing professional should have.

## Required Courses - 15 units

- MKT 102 Consumer Behavior 3 unit(s)
- MKT 103 Marketing Research 3 unit(s)
- MKT 105 Integrated Marketing Communication 3 unit(s)
- MKT 120 Business Marketing and Sales 3 unit(s)

## One of the Following:

- MKT 124 International Marketing 3 unit(s)
- MKT 197 Internship: Marketing 3 unit(s)
- MKT 198A-ZZ Special Topics in Marketing 3 unit(s)

## Electives - 36 units

- Twelve courses from any upper- or lower-division courses.

# Management, Psychology Concentration, BA

## Program Information

With an emphasis on developing core proficiencies, skills, habits, and knowledge for being successful in a wide variety of business settings, the Bachelor of Arts in Management provides a rich foundation in all essential management concepts and techniques, including strong written and oral communications skills, all of which are applied in various organizational behavior settings. Students learn to organize, motivate and lead individuals in diverse public and private business enterprises. The bachelor of arts also provides preparation for success at the master's degree level in programs such as the Master of Science in Human Resource Management, the Master of Arts in Counseling Psychology, the Master of Arts in Industrial-Organizational Psychology, the Master of Public Administration, as well as the MBA.

With a flexible course of study designed to maximize the number of transfer credits counted toward the degree, the BA in management may allow students to shorten the time it takes to complete an undergraduate business degree, while advancing their careers through the selection of one of six concentrations specifically designed to support their professional goals.

## Student Learning Outcomes

Students who complete the Bachelor of Arts in Management, including the general education curriculum, will be able to:

- Construct written communications that clearly articulates and promotes business ideas, arguments, or solutions (written communication)
- Demonstrate interpersonal communication skills in collaborative projects, through persuasive speech, and in providing clear directions, instructions, and guidelines within a business setting (oral communication)
- Address a complex problem in business management using strategies and tactics that lead to the development of actionable solutions (problem solving/critical thinking)
- Demonstrate ethical decision-making in business and develops strategies, practices, and policies that advance ethical management practices and corporate social responsibility (ethics/specialized knowledge)
- Locate, evaluate and apply information, using a variety of research tools, in analysis of a complex business management problem (information literacy/critical thinking)
- Analyze and interpret quantitative data and apply results to improve business management strategy, tactics, and practice (quantitative fluency)

- Demonstrate the self-awareness and habits required to identify, integrate, and apply new information and skills that increase personal and professional effectiveness in business contexts (lifelong learning)
- Define, explain, and correctly apply concepts, theories and practices in business management (specialized knowledge)
- Develop innovative approaches and solutions to an existing or emerging challenge in business management that also draw on disciplinary perspectives of ethics, other humanities and/or social sciences (broad integrative knowledge/creative thinking/problem solving)
- Integrate and apply concepts, theories, strategies, and tactics of business management in the construction of summative projects (specialized knowledge/broad integrative knowledge)

## Requirements for the Bachelor of Arts in Management

The BA in Management requires completion of 123 units as follows: 51 units of general education coursework, which includes 21 units of liberal studies core and 12 units of foundation courses in preparation for the major, 21 units required for the major and 51 units of general electives, or a combination of concentration and general elective units. Each course listed carries three semester units of credit, unless otherwise noted. A cumulative grade-point average of 2.00 "C" or higher is required in all courses taken at Golden Gate University.

All degree-seeking undergraduate students must complete their English, mathematics and critical thinking requirements within their first 27 units at Golden Gate University, unless they have already earned credit for the equivalent courses from another institution and have had those courses accepted in transfer by Golden Gate University. If either Math or English requirements for the degree have not been satisfied, newly enrolled students must take placement tests to ensure proper placement in the appropriate Math or English course. Students may also choose to waive the placement tests and enroll in the first course in either series, which are ENGL 10A and MATH 10. (See the course descriptions below to identify courses that have prerequisite course requirements.)

### General Education Requirements - 51 units

- UGP 10 Gateway to Success 3 unit(s) (to be taken in first term of program)
- CRTH 10 Critical Thinking 3 unit(s)
- ENGL 1A Expository Writing 3 unit(s)
- ENGL 1B Research Writing 3 unit(s)
- ENGL 120 Business Writing 3 unit(s)

### One of the Following:

- COMM 35 Speech Communication 3 unit(s)

- COMM 40 Understanding Communication 3 unit(s)

### Liberal Studies Core - 21 units

- ARTS 50 Contemporary Arts and Culture 3 unit(s) (or any other ARTS course offered)
- HIST 50 Contemporary American Economic History 3 unit(s) (or any other HIST course offered)
- HUM 50 Examining the Humanities 3 unit(s) (or any other HUM course offered)
- LIT 50 Principles of Storytelling 3 unit(s) or LIT 160 Business in Movies 3 unit(s) (or any other LIT course offered)
- PHIL 50 Professional and Personal Ethics 3 unit(s) (or any other PHIL course offered)
- SCI 50 Science, Technology and Social Change 3 unit(s) (or any other SCI course offered)
- SOSC 50 American Government in the 21st Century 3 unit(s) (or any other SOSC course offered)

### Foundation Requirements - 12 units

- MATH 20 Intermediate Algebra 3 unit(s)
- MATH 40 Statistics 3 unit(s)
- ACCTG 1A Introductory Financial Accounting 3 unit(s)
- ECON 1 Principles of Microeconomics 3 unit(s)  
**OR**
- ECON 2 Principles of Macroeconomics 3 unit(s)

### Major Requirements - 21 units

- MGT 100 The Manager as Communicator 3 unit(s)
- MGT 140 Management Principles 3 unit(s)
- MGT 141 Organizational Leadership 3 unit(s)
- MGT 173 Human Resource Management 3 unit(s)
- MKT 100 Principles of Marketing 3 unit(s)
- ITM 125 Management Information Systems 3 unit(s)
- MGT 160 Management and Leadership Strategy 3 unit(s) (Capstone course to be taken in final term of program)

### Psychology Concentration - 51 units

The psychology concentration is designed to provide undergraduate students with a broad overview of the relevant topics, major concepts, and core theoretical perspectives within the discipline of psychology. Students will cultivate knowledge and skills from the core domains of psychology, including: biological, clinical, cognitive, developmental, and social psychology. Students will apply psychological tools and insights in both personal and professional settings.

## Management, Public Administration Concentration, BA

### Program Information

With an emphasis on developing core proficiencies, skills, habits, and knowledge for being successful in a wide variety of business settings, the Bachelor of Arts in Management provides a rich foundation in all essential management concepts and techniques, including strong written and oral communications skills, all of which are applied in various organizational behavior settings. Students learn to organize, motivate and lead individuals in diverse public and private business enterprises. The bachelor of arts also provides preparation for success at the master's degree level in programs such as the Master of Science in Human Resource Management, the Master of Arts in Counseling Psychology, the Master of Arts in Industrial-Organizational Psychology, the Master of Public Administration, as well as the MBA.

With a flexible course of study designed to maximize the number of transfer credits counted toward the degree, the BA in management may allow students to shorten the time it takes to complete an undergraduate business degree, while advancing their careers through the selection of one of six concentrations specifically designed to support their professional goals.

### Student Learning Outcomes

Students who complete the Bachelor of Arts in Management, including the general education curriculum, will be able to:

- Construct written communications that clearly articulates and promotes business ideas, arguments, or solutions (written communication)
- Demonstrate interpersonal communication skills in collaborative projects, through persuasive speech, and in providing clear directions, instructions, and guidelines within a business setting (oral communication)
- Address a complex problem in business management using strategies and tactics that lead to the development of actionable solutions (problem solving/critical thinking)
- Demonstrate ethical decision-making in business and develops strategies, practices, and policies that advance ethical management practices and corporate social responsibility (ethics/specialized knowledge)
- Locate, evaluate and apply information, using a variety of research tools, in analysis of a complex business management problem (information literacy/critical thinking)
- Analyze and interpret quantitative data and apply results to improve business management strategy, tactics, and practice (quantitative fluency)

### Required Psychology Course - 3 units

- PSYCH 10 Introduction to Psychology 3 unit(s)

### Psychology Elective Courses - 12 Units

Four of the following:

- LIT 100 Business, Psychology, and Modern Literature 3 unit(s)
- MGT 141 Organizational Leadership 3 unit(s)
- OLHS 110 Emotional and Social Intelligence at Work 3 unit(s)
- PSYCH 102 Lifespan Development: Theories and Applications 3 unit(s)
- PSYCH 120 Principles and Methods of Counseling 3 unit(s)
- PSYCH 143 Psychology of Leadership 3 unit(s)
- PSYCH 108 Research Design and Experimental Methods 3 unit(s)
- PSYCH 113 Psychology and Technology 3 unit(s)
- PSYCH 115 Introduction to Biopsychology 3 unit(s)
- PSYCH 121 Abnormal Psychology 3 unit(s)
- PSYCH 125 Psychology of Death, Dying, and Bereavement 3 unit(s)
- PSYCH 190 Strands of a System: Psychology Capstone 3 unit(s)
- PSYCH 198A-ZZ Special Topics In Psychology 3 unit(s)

### Elective Courses - 36 units

- Twelve 3-unit upper or lower-division courses from any subject.

### Pathway Program

This program can serve as a pathway to GGU's Master of Arts in Psychology programs. Applicants to these programs who have previously earned bachelor's degrees from GGU may receive a waiver for certain required graduate-level courses with comparable undergraduate-level coursework completed at GGU and used to satisfy the requirements of their GGU bachelor's degree program. See the Counseling Psychology, MA or Industrial-Organizational Psychology, MA program for more information.

- Demonstrate the self-awareness and habits required to identify, integrate, and apply new information and skills that increase personal and professional effectiveness in business contexts (lifelong learning)
- Define, explain, and correctly apply concepts, theories and practices in business management (specialized knowledge)
- Develop innovative approaches and solutions to an existing or emerging challenge in business management that also draw on disciplinary perspectives of ethics, other humanities and/or social sciences (broad integrative knowledge/creative thinking/problem solving)
- Integrate and apply concepts, theories, strategies, and tactics of business management in the construction of summative projects (specialized knowledge/broad integrative knowledge)

## Requirements for the Bachelor of Arts in Management

The BA in Management requires completion of 123 units as follows: 51 units of general education coursework, which includes 21 units of liberal studies core and 12 units of foundation courses in preparation for the major, 21 units required for the major and 51 units of general electives, or a combination of concentration and general elective units. Each course listed carries three semester units of credit, unless otherwise noted. A cumulative grade-point average of 2.00 "C" or higher is required in all courses taken at Golden Gate University.

All degree-seeking undergraduate students must complete their English, mathematics and critical thinking requirements within their first 27 units at Golden Gate University, unless they have already earned credit for the equivalent courses from another institution and have had those courses accepted in transfer by Golden Gate University. If either Math or English requirements for the degree have not been satisfied, newly enrolled students must take placement tests to ensure proper placement in the appropriate Math or English course. Students may also choose to waive the placement tests and enroll in the first course in either series, which are ENGL 10A and MATH 10. (See the course descriptions below to identify courses that have prerequisite course requirements.)

### General Education Requirements - 51 units

- UGP 10 Gateway to Success 3 unit(s) (to be taken in first term of program)
- CRTH 10 Critical Thinking 3 unit(s)
- ENGL 1A Expository Writing 3 unit(s)
- ENGL 1B Research Writing 3 unit(s)
- ENGL 120 Business Writing 3 unit(s)

### One of the Following:

- COMM 35 Speech Communication 3 unit(s)

- COMM 40 Understanding Communication 3 unit(s)

### Liberal Studies Core - 21 units

- ARTS 50 Contemporary Arts and Culture 3 unit(s) (or any other ARTS course offered)
- HIST 50 Contemporary American Economic History 3 unit(s) (or any other HIST course offered)
- HUM 50 Examining the Humanities 3 unit(s) (or any other HUM course offered)
- LIT 50 Principles of Storytelling 3 unit(s) or LIT 160 Business in Movies 3 unit(s) (or any other LIT course offered)
- PHIL 50 Professional and Personal Ethics 3 unit(s) (or any other PHIL course offered)
- SCI 50 Science, Technology and Social Change 3 unit(s) (or any other SCI course offered)
- SOSC 50 American Government in the 21st Century 3 unit(s) (or any other SOSC course offered)

### Foundation Requirements - 12 units

- MATH 20 Intermediate Algebra 3 unit(s)
- MATH 40 Statistics 3 unit(s)
- ACCTG 1A Introductory Financial Accounting 3 unit(s)
- ECON 1 Principles of Microeconomics 3 unit(s)  
**OR**
- ECON 2 Principles of Macroeconomics 3 unit(s)

### Major Requirements - 21 units

- MGT 100 The Manager as Communicator 3 unit(s)
- MGT 140 Management Principles 3 unit(s)
- MGT 141 Organizational Leadership 3 unit(s)
- MGT 173 Human Resource Management 3 unit(s)
- MKT 100 Principles of Marketing 3 unit(s)
- ITM 125 Management Information Systems 3 unit(s)
- MGT 160 Management and Leadership Strategy 3 unit(s) (Capstone course to be taken in final term of program)

### Public Administration Concentration - 51 units

Today's public administrators deliver public services in close coordination and partnership with businesses and community-based organizations, domestically and internationally. Public service coverage has also grown from the traditional health and sanitation, education, public works and agriculture to include immigration, security and environmental concerns. Thus, there is a compelling need to deepen the student's critical understanding of governance



institutions, policy-makers, legal and regulatory processes, business-government-civil society relations, as well as ethics, accountability and anti-corruption strategies.

## Required Courses - 15 units

- PAD 100 Public Policy and Administration 3 unit(s)

### Four of the Following:

- PAD 102 Policy Making and Analysis 3 unit(s)
- PAD 104 Privatization and the Public Service 3 unit(s)
- PAD 105 Public Budgeting Techniques and Processes 3 unit(s)
- PAD 106 Administrative Law and Justice 3 unit(s)
- PAD 197 Internship: Public Administration 3 unit(s)
- PAD 198A-ZZ Special Topics in Public Administration 3 unit(s)
- PAD 199 Directed Study in Public Administration 1-3 unit(s)

## Electives - 36 units

- Twelve courses from any upper- or lower-division courses.

## Organizational Leadership and Human Skills Development, BA

**Available beginning Fall 2019**

### Program Information

The purpose of the Bachelor of Arts in Organizational Leadership and Human Skills Development is to address the need for the critical skills that are in continual demand in organizations and businesses of all sizes, from the small startup to large multinationals. Organizations are in constant need of workers across all levels of the organization who can influence, inspire others, and demonstrate best practices. These workers have a set of human skills or "soft skills" that revolve around the human dimension of organizations such as demonstrating emotional and social intelligence, building teams, managing conflict, communicating effectively, fostering creativity and innovation, adaptability, and understanding diversity. Employer needs are shifting in response to rapid changes in local and global industry and the marketplace and, as a result, college graduates, mid-career professionals, and seasoned executives must keep refreshing not only their leadership skills and expertise but especially these soft skills that connect, empower, and mobilize people.

## Student Learning Outcomes

Students who complete the BA in Organizational Leadership and Human Skills Development will be able to:

- Design and create written communications that clearly articulate and advance ideas, arguments, solutions, and strategies.
- Demonstrate interpersonal communication skills in individual relationships and collaborative projects with teams and external clients using persuasive speech to provide clear directions and guidelines in and beyond organizational settings.
- Locate, analyze and apply information-taking advantage of various research approaches and tools to address organizational problems or to weigh the merits of a solution of emerging possibility.
- Demonstrate how the use and interpretation of quantitative data based on team and individual assessment data can be used to support professional and team development as well as strengthen the overall effectiveness of the organization.
- Demonstrate specialized knowledge of leading and leadership that includes effective approaches and practices that influence people and processes and which can accelerate employee engagement, organizational performance, transformation, and change.
- Develop innovative approaches and solutions to existing issues and new opportunities that strengthen diversity and inclusion relating to people, perspectives, and cultures within organizations and the communities in which those organizations exist.
- Identify and apply practices that support innovation, creativity, and design thinking and which can generate solutions to systemic problems, as well as leverage emerging opportunities that impact people, communities, and organizations.
- Identify approaches and employ practices that can constructively address and manage conflict and facilitate crucial conversations.
- Build agile and adaptive responses to individual, team, and organizational change and disruption generated by local, national, and global forces and experienced within business and industry settings.

## Requirements for the Bachelor of Arts in Organizational Leadership and Human Skills Development

The degree requires completion of 123 units as follows: 39 units of general education coursework (including 21 units of liberal studies core), 33 units required for the major (including 6 units of foundation courses and 27 units of Organizational Leadership and Human Skills Development courses), and 51 units of general elective courses. Each

course listed carries three semester units of credit, unless otherwise noted. A cumulative grade-point average of 2.00 "C" or higher is required in all courses taken at Golden Gate University.

All degree-seeking undergraduate students must complete their English, mathematics and critical thinking requirements within their first 27 units at Golden Gate University, unless they have already earned credit for the equivalent courses from another institution and have had those courses accepted in transfer by Golden Gate University. If either Math or English requirements for the degree have not been satisfied, newly enrolled students must take placement tests to ensure proper placement in the appropriate Math or English course. Students may also choose to waive the placement tests and enroll in the first course in either series, which are ENGL 10A and MATH 10. (See the course descriptions below to identify courses that have prerequisite course requirements.)

## General Education Requirements

- UGP 10 Gateway to Success 3 unit(s) (To be taken in first term of program.)
- CRTH 10 Critical Thinking 3 unit(s)
- ENGL 1A Expository Writing 3 unit(s)
- ENGL 1B Research Writing 3 unit(s)
- ENGL 120 Business Writing 3 unit(s)
- **And one of the following:**
- COMM 35 Speech Communication 3 unit(s)
- COMM 40 Understanding Communication 3 unit(s)

## Liberal Studies Core - 21 units

- ARTS 50 Contemporary Arts and Culture 3 unit(s) (or any other ARTS course offered)
- HIST 50 Contemporary American Economic History 3 unit(s) (or any other HIST course offered)
- HUM 50 Examining the Humanities 3 unit(s) (or any other HUM course offered)
- LIT 50 Principles of Storytelling 3 unit(s) (or any other LIT course offered)
- PHIL 50 Professional and Personal Ethics 3 unit(s) (or any other PHIL course offered)
- SCI 50 Science, Technology and Social Change 3 unit(s) (or any other SCI course offered)
- SOSC 50 American Government in the 21st Century 3 unit(s) (or any other SOSC course offered) **OR** PSYCH 50 Psychology for Personal and Professional Success

## Major Requirements

### Foundation Courses - 6 units

- MATH 20 Intermediate Algebra 3 unit(s)

- MATH 40 Statistics 3 unit(s)

## Organizational Leadership and Human Skills Development Courses - 27 units

- OLHS 110 Emotional and Social Intelligence at Work 3 unit(s)
- OLHS 111 Engagement, Thriving, and Well-Being in Organizations 3 unit(s)
- OLHS 112 Building and Sustaining Team Cohesiveness 3 unit(s)
- OLHS 113 Managing Conflict and Crucial Conversations 3 unit(s)
- OLHS 114 Leading Effectively Locally and Globally 3 unit(s)
- OLHS 115 Diversity and Inclusion in Organizations 3 unit(s)
- OLHS 116 Innovation and Creativity in Organizations 3 unit(s)
- OLHS 117 Adaptability and Agility in a Disruptive World 3 unit(s)
- OLHS 118 Leadership and Transformation Through Relationships and Communities 3 unit(s)

## Elective Courses - 51 units

Seventeen 3-unit upper or lower-division courses from any subject.

## Psychology, BA

### Program Information

The Bachelor of Arts degree in Psychology integrates a rigorous investigation of the foremost topics, major concepts, and core theoretical perspectives within the discipline of psychology along with the essential tenets of liberal arts education, including: effective oral and written communication skills, critical thinking and problem solving strategies, techniques to ensure information literacy, methods for quantitative fluency, and an appreciation of life long learning. Fundamental psychological areas of study include: biological, clinical, cognitive, developmental, and social approaches to the field of psychology. Throughout, students will become familiar with the major theoretical approaches, findings, and historical trends in psychology; understand and use major research methods in psychology, including design, data analysis, and interpretation; and gain an understanding of applications of psychology to personal, social, and organizational issues.

## Student Learning Outcomes

Students who complete the BA in Psychology, including the general education curriculum, will be able to:

### KNOWLEDGE BASE IN PSYCHOLOGY:

- Describe apply concepts, principles and overarching themes in psychology.
- Develop a working knowledge of the major theoretical approaches, findings, historical trends and content domains in psychology.
- Apply psychological principles to explain and evaluate personal, social, and organizational issues.
- Develop innovative approaches and solutions to an existing or emerging challenge in psychology that also draw on disciplinary perspectives in ethics, other humanities and/or social sciences.

### CRITICAL THINKING, SCIENTIFIC INQUIRY, INFORMATION LITERACY, AND QUANTITATIVE FLUENCY:

- Apply scientific reasoning to interpret and explain phenomena.
- Locate, evaluate and apply information, using a variety of research tools and methods from the field of psychology.
- Address complex problems in psychology using innovative and integrative strategies and insights leading to actionable solutions.
- Demonstrate abilities to interpret, design, and conduct basic psychological research, including qualitative and quantitative research methods.
- Identify and evaluate sociocultural factors in scientific inquiry.
- Analyze, interpret and explain quantitative data about topics and issues in psychology, including complex statistical findings in graphs, studies and reports.
- Analyze and interpret quantitative data about a topic in psychology and apply results in business/organizational or interpersonal settings, habits, and/or practices.

### ETHICS AND SOCIAL RESPONSIBILITY:

- Apply ethically acceptable standards to evaluate psychological science and practice.
- Apply ethically sound principles and values to ameliorate and/or mitigate real-world personal and/or professional challenges and to build and enhance personal relationships.
- Identify and express common values that build community at local, national, and global levels.
- Explain how psychology can elaborate and deepen the understanding of cultural diversity, and human biology, and lifespan development.

### COMMUNICATION:

- Construct written communications that clearly articulate ideas and arguments appropriate to various audiences.
- Demonstrate interpersonal communication and project management skills, either through persuasive speech, and/or in providing clear oral directions, instructions, and/or guidelines, that address a problem in psychology.
- Demonstrate effective presentation skills for various purposes.

### PROFESSIONAL DEVELOPMENT AND LIFELONG LEARNING:

- Demonstrate the self-awareness and habits required to identify, integrate, and apply new information and skills that increase personal and professional effectiveness, including applying psychological insights and skills to career goals, exhibiting self-efficacy and self-regulation, and developing meaningful professional direction for life after graduation.
- Apply psychological principles to career goals.

## Requirements for the Bachelor of Arts in Psychology

The degree requires completion of 123 units as follows: 39 units of general education coursework (including 21 units of liberal studies core), 39 units required for the major (including 6 units of foundation courses and 33 units of major courses), and 45 units of general elective courses. Each course listed carries three semester units of credit, unless otherwise noted. A cumulative grade-point average of 2.00 "C" or higher is required in all courses taken at Golden Gate University.

All degree-seeking undergraduate students must complete their English, mathematics and critical thinking requirements within their first 27 units at Golden Gate University, unless they have already earned credit for the equivalent courses from another institution and have had those courses accepted in transfer by Golden Gate University. If either Math or English requirements for the degree have not been satisfied, newly enrolled students must take placement tests to ensure proper placement in the appropriate Math or English course. Students may also choose to waive the placement tests and enroll in the first course in either series, which are ENGL 10A and MATH 10. (See the course descriptions below to identify courses that have prerequisite course requirements.)

## General Education Requirements

- UGP 10 Gateway to Success 3 unit(s) (To be taken in first term of program.)
  - CRTH 10 Critical Thinking 3 unit(s)
  - ENGL 1A Expository Writing 3 unit(s)
  - ENGL 1B Research Writing 3 unit(s)
  - ENGL 120 Business Writing 3 unit(s)
- And one of the following:**

- COMM 35 Speech Communication 3 unit(s)
- COMM 40 Understanding Communication 3 unit(s)

### Liberal Studies Core - 21 units

- ARTS 50 Contemporary Arts and Culture 3 unit(s) (or any other ARTS course offered)
- HIST 50 Contemporary American Economic History 3 unit(s) (or any other HIST course offered)
- HUM 50 Examining the Humanities 3 unit(s) (or any other HUM course offered)
- LIT 50 Principles of Storytelling 3 unit(s) (or any other LIT course offered)
- PHIL 50 Professional and Personal Ethics 3 unit(s) (or any other PHIL course offered)
- SCI 50 Science, Technology and Social Change 3 unit(s) (or any other SCI course offered)
- SOSC 50 American Government in the 21st Century 3 unit(s) (or any other SOSC course offered)

### Major Requirements

#### Foundation Courses - 6 units

- MATH 20 Intermediate Algebra 3 unit(s)
- MATH 40 Statistics 3 unit(s)

#### Psychology Courses - 27 units

- PSYCH 10 Introduction to Psychology 3 unit(s)
- PSYCH 102 Lifespan Development: Theories and Applications 3 unit(s)
- PSYCH 108 Research Design and Experimental Methods 3 unit(s)
- PSYCH 115 Introduction to Biopsychology 3 unit(s)
- PSYCH 120 Principles and Methods of Counseling 3 unit(s)
- PSYCH 121 Abnormal Psychology 3 unit(s)
- PSYCH 125 Psychology of Death, Dying, and Bereavement 3 unit(s)
- PSYCH 143 Psychology of Leadership 3 unit(s)
- PSYCH 190 Strands of a System: Psychology Capstone 3 unit(s)

#### Psychology Elective Courses - 6 units

Any two of the following:

- LIT 100 Business, Psychology, and Modern Literature 3 unit(s) (If not used to fulfill Liberal Studies Core Requirement.)
- MGT 141 Organizational Leadership 3 unit(s)
- OLHS 110 Emotional and Social Intelligence at Work 3 unit(s)
- OLHS 111 Engagement, Thriving, and Well-Being in Organizations 3 unit(s)
- OLHS 115 Diversity and Inclusion in Organizations 3 unit(s)
- PSYCH 113 Psychology and Technology 3 unit(s)
- PSYCH 198A-ZZ Special Topics In Psychology 3 unit(s)

### Elective Courses - 45 units

Fifteen 3-unit upper or lower-division courses from any subject.

### Pathway Program

This program can serve as a pathway to GGU's Master of Arts in Psychology programs. Applicants to these programs who have previously earned bachelor's degrees from GGU may receive a waiver for certain required graduate-level courses with comparable undergraduate-level coursework completed at GGU and used to satisfy the requirements of their GGU bachelor's degree program. See the Counseling Psychology, MA or Industrial-Organizational Psychology, MA program for more information.

### Undergraduate Certificate

#### Accounting Undergraduate Certificate

#### Program Information

The 18-unit Undergraduate Certificate in Accounting is designed for students who do not have an undergraduate accounting degree. It will help you enhance your accounting knowledge and expand your career opportunities. It may fulfill the education requirements to sit for the CPA or Certified Management Accountant (CMA) examinations. This certificate is offered online only.

All 18 units must be upper-division accounting (100-level, prefix ACCTG) and must be taken at Golden Gate University with a grade of C or better. Students intending to apply to the Master of Accountancy (MAc) program must attain at least a 3.0 (B) overall GPA in courses which are part of the MAc foundation. All prerequisites must be satisfied.

## Finance Undergraduate Certificate

### Program Information

Many business professionals recognize the importance of university coursework in finance, but have neither the time nor the need to complete the requirements for a traditional academic degree. For such students, a certificate is the ideal solution. The Undergraduate Certificate in Finance can be structured to serve as preparation for the Chartered Financial Analyst (CFA) exam.

The certificate in finance requires completion, with a "C" average or better, of 15 units of finance undergraduate courses (prefix FI) at Golden Gate. Please note that some courses taken as part of certificate programs will have prerequisites. These prerequisites must be satisfied (through transfer of equivalent coursework or through taking the courses at Golden Gate) before the certificate courses can be completed.

For further information, refer to "Admission to Certificate Programs and Registering for Open Enrollment".

## Human Resource Management Undergraduate Certificate

### Program Information

With a certificate in human resource management, students will learn to understand the problems of today's changing human resource industry and what techniques are most effective in managing personnel and organizational structures. The Undergraduate Certificate in Human Resource Management requires completion, with a "C" average or better, of the following 15 units at Golden Gate. For further information, refer to "Admission to Certificate Programs and Registering for Open Enrollment".

### Required Courses - 15 units

- MGT 173 Human Resource Management 3 unit(s)
- MGT 174 Labor-Management Relations 3 unit(s)
- MGT 175 Personnel Recruitment, Selection and Placement 3 unit(s)
- MGT 176 Compensation Decision Making 3 unit(s)
- MGT 177 Training Methods and Administration 3 unit(s)

One of the following may be substituted for one of the above:

- MGT 140 Management Principles 3 unit(s)
- MGT 197 Internship: Management 1-3 unit(s)
- MGT 198A-ZZ Special Topics in Management 1-6 unit(s)

## Information Technology Undergraduate Certificate

### Program Information

The Undergraduate Certificate in Information Technology can be configured to suit students' unique professional goals and requirements. The flexible structure allows students to acquire new knowledge or to refresh their knowledge and skills in areas they need most. Students will gain insight to information technology management through interdisciplinary coursework that will teach them to learn and assimilate new technologies in changing business environments. Students will also gain leadership expertise, build problem-solving skills and develop global understanding of technology issues.

The 15-unit Undergraduate Certificate in Information Technology requires completion, with a "C" average or better, of the following 15 units at Golden Gate University. Enrollment as a degree candidate is not required. Please note that some courses taken as part of certificate programs will have prerequisites. These prerequisites must be satisfied (through transfer of equivalent course work or by taking the courses at Golden Gate University) before the certificate courses can be completed.

Courses successfully completed in this program may be transferred, if applicable, to the MS in information technology management degree. However, students must still satisfy the graduate admission requirements.

For further information, refer to "Admission to Certificate Programs and Registering for Open Enrollment".

### Required courses - 15 units

- ITM 125 Management Information Systems 3 unit(s)
- Take four 100-level ITM courses for 12 units; PM 180 may also be taken.

## International Business Undergraduate Certificate

### Program Information

As the marketplace becomes increasingly global, a contemporary understanding of its rules, logistics and cultural nuances has never been more important. Students will keep their skill sets relevant in any business with an Undergraduate Certificate in International Business.

This certificate requires completion, with a "C" average or better, of the following 15 units at Golden Gate. Please note that some courses

taken as part of certificate programs will have prerequisites. These prerequisites must be satisfied (through transfer of equivalent coursework or through taking the courses at Golden Gate) before the certificate courses can be completed. For further information, refer to "Admission to Certificate Programs and Registering for Open Enrollment".

## Required courses - 15 units

- FI 141 International Banking and Finance 3 unit(s)
- MGT 179 Introduction to International Business 3 unit(s)
- OP 113 Import/Export Fundamentals 3 unit(s)

One of the following:

- MGT 188B Doing Business in East and Southeast Asia 3 unit(s)
- MGT 188C Doing Business in Western Europe 3 unit(s)
- MGT 188D Doing Business in Latin America 3 unit(s)

One of the following:

- ECON 108 International Economics 3 unit(s)
- MGT 197 Internship: Management 1-3 unit(s)
- MKT 124 International Marketing 3 unit(s)

## Management Undergraduate Certificate

### Program Information

Students can enhance their general business acumen and leadership skills, support the working knowledge they have or learn what's new in the business field since they were last in school with an Undergraduate Certificate in Management. This certificate requires completion, with a "C" average or better, of any 15 or 30 units of management courses (prefix MGT) at Golden Gate. Please note that some courses taken as part of certificate programs will have prerequisites. These prerequisites must be satisfied (through transfer of equivalent coursework or through taking the courses at Golden Gate) before the certificate courses can be completed.

For further information, refer to "Admission to Certificate Programs and Registering for Open Enrollment".

## Marketing Undergraduate Certificate

### Program Information

The Undergraduate Certificate in Marketing is designed for students interested in either acquiring knowledge in marketing, or in refreshing or extending their knowledge in the marketing field. The certificate requires completion, with a "C" average or better, of the following 15 units at Golden Gate. For further information, refer to "Admission to Certificate Programs and Registering for Open Enrollment".

### Required courses - 3 units

- MKT 100 Principles of Marketing 3 unit(s)

### Electives - 12 units

- Any four courses with the MKT prefix for a total of 12 units.

## Operations and Supply Chain Management Undergraduate Certificate

### Program Information

The Undergraduate Certificate in Operations and Supply Chain Management is for professionals who may not need a degree but want to update or broaden their skills. The program normally involves four courses (12 units) with the operations management (prefix OP) and two other courses (6 units) as approved by the department for a total of 18 units. All courses must be completed at Golden Gate with a "C" average (2.00) or better. Enrollment as a degree candidate is not required, but students must consult with the department chair or program director prior to enrolling to determine the appropriate coursework required. In some cases, additional prerequisite coursework may be required depending on the student's background. Students who qualify for admission to the degree programs may apply credit earned in these certificate programs toward degree requirements. For further information, refer to "Admission to Certificate Programs and Registering for Open Enrollment".

## Public Administration Leadership Undergraduate Certificate

### Program Information

With a certificate in public administration, students will learn to: 1) analyze the social, economic, political, environmental, labor, agricultural, health, technical, educational, immigration, security and other issues which have become endemic to today's rapidly evolving government and nonprofit sectors, and 2) determine what innovative techniques make public service delivery more effective, efficient, economical, responsive, transparent, predictable and participatory. The Undergraduate Certificate in Public Leadership requires completion, with a "C" average or better, of the following 18 units at Golden Gate. For further information, refer to "Admission to Certificate Programs and Registering for Open Enrollment".

### Required Courses - 18 units

- PAD 100 Public Policy and Administration 3 unit(s)

### Any five from the following:

- PAD 102 Policy Making and Analysis 3 unit(s)
- PAD 104 Privatization and the Public Service 3 unit(s)
- PAD 105 Public Budgeting Techniques and Processes 3 unit(s)
- PAD 106 Administrative Law and Justice 3 unit(s)
- PAD 197 Internship: Public Administration 3 unit(s)
- PAD 198A-ZZ Special Topics in Public Administration 3 unit(s)
- PAD 199 Directed Study in Public Administration 1-3 unit(s)

## School of Accounting

Accounting is fundamental to the success of any organization, allowing leaders to assess the economic outcomes of their decisions, exercise control over the organization's parts, and consider the impact of alternatives. Accounting provides the data that allows the capital markets to function efficiently and confidently. As the saying goes, "Accounting is the language of business."

Accountants are key employees in almost every organization across the private, nonprofit and government sectors. The public accounting industry now generates more than \$175 billion annually in revenues worldwide.<sup>1</sup> Accounting continues to be a reliable and growing profession; demand for those with accounting skills is expected to increase at least 10 percent through 2026.<sup>2</sup>

The School of Accounting seeks to provide outstanding new talent to the profession and to help those already working as accountants increase their competencies and enhance their potential for success.

### Relevant Education

The hallmark of the School of Accounting's programs is relevancy. Heeding the calls for accounting education reform coming from regulatory and standard-setting bodies such as the Securities and Exchange Commission and the Financial Accounting Standards Board, legislators, major public accounting firms and distinguished academics, the School of Accounting has curricular and programmatic relevancy as its core value. Its programs not only provide solid technical skills, they also ensure that graduates understand the context in which accountants operate, from economics and finance, to law and public policy, to the implications of globalization, to the systems by which goods and services are created and distributed.

In addition, essential skills in oral and written communication, quantitative methods, critical thinking and teamwork and leadership are developed. Ethics and professional responsibility underlies all of our coursework and other activities. Professionalism is stressed and expected. Students learn how to engage in financial accounting, auditing, tax, forensic accounting, internal auditing and other research. They become proficient with the book of accounts.

Our purpose is to develop the full potential of each student as an accounting professional and future leader in the discipline.

For further information about the School of Accounting, please contact:

School of Accounting  
Golden Gate University  
536 Mission Street  
San Francisco, CA 94105-2968  
Phone: 415-442-6559  
Fax: 415-543-2607  
E-mail: [accounting@ggu.edu](mailto:accounting@ggu.edu)  
Website: [www.ggu.edu](http://www.ggu.edu)

<sup>1</sup> "The Professional Services Industry in the United States." Select USA. Web. 28 August 2018. <http://selectusa.commerce.gov/industry-snapshots/professional-services-industry-united-states>.

<sup>2</sup> "Occupational Outlook Handbook: Accountants and Auditors." U.S. Bureau of Labor Statistics. Web. 28 August 2018. <http://www.bls.gov/ooh/business-and-financial/accountants-and-auditors.htm#tab-1>.

## Master of Accountancy

### Accountancy, Financial Accounting & Reporting Concentration, MAc

#### Program Information

The Master of Accountancy (MAc) is intended to meet the needs of both career-changers and those already working in the profession who wish to further develop their expertise. For many students, the MAc will satisfy the education requirements to sit for the Certified Public Accountant (CPA) or Certified Management Accountant (CMA) examinations. In addition to studying several key accounting sub-disciplines, students will have the opportunity to customize their degrees by choosing 12 units from an extensive list of accounting, tax and business electives. Students also have the option to complete the MAc degree with a concentration in financial accounting and reporting, internal auditing, management accounting, forensic accounting or taxation. Eligible students may earn up to six units of electives through an internship for approved real world experience acquired during their degree programs.

The Master of Accountancy can be obtained in person through our evening program in San Francisco and online. The evening and online venues allow students to earn their degrees at their own pace. Online learning offers extraordinary flexibility to those whose obligations or physical location prohibit regular attendance at the San Francisco campus.

The Tax and Accounting Career Fair is held late in September, at which public accounting firms, government agencies and corporations meet and hire Golden Gate University students. Internship opportunities may be available for eligible students for up to six units of elective credit.

#### Student Learning Outcomes

Graduates of the master of accountancy program will:

- be able to identify accounting issues, research, and effectively communicate the results orally and in writing.
- have a defined body of knowledge of essential accounting principles and doctrines, including but not limited to the following, and be able to critically apply these principles to practical situations and to adapt to changing work environments: revenue recognition; IFRS; auditing; internal controls; control environment; materiality; ethics, both practical implementation and professional responsibility; and fraud.
- be prepared to be effective accounting decision makers in an increasingly international business environment.
- have an understanding of the business, legal, professional, and ethical context for a career as a professional

accountant, including the ability to identify and appropriately act when ethical dilemmas are encountered in the activities of a professional accountant.

- have experience and skill in accomplishing objectives by collaboration.

#### Requirements for the Master of Accountancy

The MAc program requires 45 units of graduate coursework. Courses listed carry three semester units of credit unless otherwise noted. For further information regarding graduation requirements, see Required Academic Progress and GPA Requirements.

#### Computer Proficiency Requirement

Applicants are expected to have access to current levels of computing, including the Internet, and to have a working familiarity with computers and the software applications appropriate for graduate study.

#### Math Proficiency Requirement

Applicants are expected to possess a level of mathematical skill at least equivalent to Intermediate Algebra (MATH 20). Students may meet this requirement by satisfying one of the screening criteria listed under the heading "Proficiency in Mathematics, English and Computer Skills Required for Certain Master's Degrees and Certain Graduate Certificates".

#### Economics Proficiency Requirement

Students are expected to possess a level of economic skill and knowledge at least equivalent to that attained in ECON 1 or ECON 2.

#### Finance Proficiency Requirement

Students are also expected to possess a level of financial analysis ability equivalent to FI 100.

#### Graduate Writing Proficiency Requirement

Students are expected to possess a level of writing skill and knowledge equivalent to ENGL 201. Students may meet this requirement by satisfying one of the screening criteria. For further information, refer to our website. <https://www.ggu.edu/shared-content/enrollment/proficiency-requirements/#graduate-writing-proficiency>



## Multiple Concentrations

Two or more concentrations may be earned in the Master of Accountancy program. In addition to the course requirements for the concentrations, students must complete the proficiency and advanced program requirements. Elective courses may apply to more than one concentration. All of the courses required for each concentration must be completed prior to graduation. Students may not request additional concentrations after their degrees have been conferred. The student's diploma will list all of the concentrations successfully completed prior to graduation.

The following concentrations are available:

- Financial Accounting & Reporting
- Forensic Accounting
- Internal Auditing
- Management Accounting
- Taxation

## Advanced Program - 45 units

In addition to the core courses, a 12 unit concentration must be completed.

### Core Courses - 33 units

- ACCTG 300 Accounting Research and Communication 3 unit(s)
- ACCTG 301 Introduction to Accounting Standards 3 unit(s)
- ACCTG 301A Intermediate Accounting I 3 unit(s)
- ACCTG 301B Intermediate Accounting II 3 unit(s)
- ACCTG 302 Accountants Professional Responsibilities and Ethics 3 unit(s)
- ACCTG 305 Advanced Financial Accounting Topics 3 unit(s)
- ACCTG 310 Auditing 3 unit(s)
- ACCTG 312 Internal Controls Over Financial Reporting 3 unit(s)
- ACCTG 351B Advanced Studies in Business Law 3 unit(s)
- ACCTG 351C Communication and Analysis of Financial Information for Accountants 3 unit(s)
- ACCTG 360 Federal Taxation 3 unit(s)

## Financial Accounting & Reporting Concentration - 12 units

The Financial Accounting and Reporting (FAR) concentration helps students master the theory and principles that from a wide range of problems and issues encountered in the accounting profession.

## Required Graduate Course - 6 units

- ACCTG 306 Advanced Issues in Financial and SEC Reporting 3 unit(s)
- ACCTG 320 Issues in Modern Management Accounting 3 unit(s)

## Electives - 6 units

- Any Accounting 300- level course not part of the degree's core course requirement. ACCTG 398 Internship: Accounting may be only 1-6 units.

## Accountancy, Forensic Accounting Concentration, MAC

### Program Information

The Master of Accountancy (MAC) is intended to meet the needs of both career-changers and those already working in the profession who wish to further develop their expertise. For many students, the MAC will satisfy the education requirements to sit for the Certified Public Accountant (CPA) or Certified Management Accountant (CMA) examinations. In addition to studying several key accounting sub-disciplines, students will have the opportunity to customize their degrees by choosing 12 units from an extensive list of accounting, tax and business electives. Students also have the option to complete the MAC degree with a concentration in financial accounting and reporting, internal auditing, management accounting, forensic accounting or taxation. Eligible students may earn up to six units of electives through an internship for approved real world experience acquired during their degree programs.

The Master of Accountancy can be obtained in person through our evening program in San Francisco and online. The evening and online venues allow students to earn their degrees at their own pace. Online learning offers extraordinary flexibility to those whose obligations or physical location prohibit regular attendance at the San Francisco campus.

The Tax and Accounting Career Fair is held late in September, at which public accounting firms, government agencies and corporations meet and hire Golden Gate University students. Internship opportunities may be available for eligible students for up to six units of elective credit.

## Student Learning Outcomes

Graduates of the master of accountancy program will:

- be able to identify accounting issues, research, and effectively communicate the results orally and in writing.

- have a defined body of knowledge of essential accounting principles and doctrines, including but not limited to the following, and be able to critically apply these principles to practical situations and to adapt to changing work environments: revenue recognition; IFRS; auditing; internal controls; control environment; materiality; ethics, both practical implementation and professional responsibility; and fraud.
- be prepared to be effective accounting decision makers in an increasingly international business environment.
- have an understanding of the business, legal, professional, and ethical context for a career as a professional accountant, including the ability to identify and appropriately act when ethical dilemmas are encountered in the activities of a professional accountant.
- have experience and skill in accomplishing objectives by collaboration.

## Requirements for the Master of Accountancy

The MAc program requires 45 units of graduate coursework. Courses listed carry three semester units of credit unless otherwise noted. For further information regarding graduation requirements, see Required Academic Progress and GPA Requirements.

### Computer Proficiency Requirement

Applicants are expected to have access to current levels of computing, including the Internet, and to have a working familiarity with computers and the software applications appropriate for graduate study.

### Math Proficiency Requirement

Applicants are expected to possess a level of mathematical skill at least equivalent to Intermediate Algebra (MATH 20). Students may meet this requirement by satisfying one of the screening criteria listed under the heading "Proficiency in Mathematics, English and Computer Skills Required for Certain Master's Degrees and Certain Graduate Certificates".

### Economics Proficiency Requirement

Students are expected to possess a level of economic skill and knowledge at least equivalent to that attained in ECON 1 or ECON 2.

### Finance Proficiency Requirement

Students are also expected to possess a level of financial analysis ability equivalent to FI 100.

## Graduate Writing Proficiency Requirement

Students are expected to possess a level of writing skill and knowledge equivalent to ENGL 201. Students may meet this requirement by satisfying one of the screening criteria. For further information, refer to our website. <https://www.ggu.edu/shared-content/enrollment/proficiency-requirements/#graduate-writing-proficiency>

## Multiple Concentrations

Two or more concentrations may be earned in the Master of Accountancy program. In addition to the course requirements for the concentrations, students must complete the proficiency and advanced program requirements. Elective courses may apply to more than one concentration. All of the courses required for each concentration must be completed prior to graduation. Students may not request additional concentrations after their degrees have been conferred. The student's diploma will list all of the concentrations successfully completed prior to graduation.

The following concentrations are available:

- |                                    |                         |
|------------------------------------|-------------------------|
| • Financial Accounting & Reporting | • Management Accounting |
| • Forensic Accounting              | • Taxation              |
| • Internal Auditing                |                         |

## Advanced Program - 45 units

In addition to the core courses, a 12 unit concentration must be completed.

## Core Courses - 33 units

- ACCTG 300 Accounting Research and Communication 3 unit(s)
- ACCTG 301 Introduction to Accounting Standards 3 unit(s)
- ACCTG 301A Intermediate Accounting I 3 unit(s)
- ACCTG 301B Intermediate Accounting II 3 unit(s)
- ACCTG 302 Accountants Professional Responsibilities and Ethics 3 unit(s)
- ACCTG 305 Advanced Financial Accounting Topics 3 unit(s)
- ACCTG 310 Auditing 3 unit(s)
- ACCTG 312 Internal Controls Over Financial Reporting 3 unit(s)
- ACCTG 351B Advanced Studies in Business Law 3 unit(s)
- ACCTG 351C Communication and Analysis of Financial Information for Accountants 3 unit(s)
- ACCTG 360 Federal Taxation 3 unit(s)

## Forensic Accounting Concentration - 12 units

The School of Accounting's MAc forensic accounting concentration is for both career changers and those already working in the profession who wish to develop specialized forensic accounting expertise. It includes courses in fraud examination, financial statement investigations, complex discovery and data management, the role of the expert and expert report, bankruptcy and insolvency, economic damages, valuation and lost profits.

The MAc can be obtained in person through our evening programs in San Francisco and online. The evening and online venues allow students to earn their degrees at their own pace. Online learning offers extraordinary flexibility to those whose obligations or physical location prohibit regular attendance at the San Francisco campus.

The MAc forensic accounting concentration requires 45 units of graduate coursework. The requirements are the core courses described above (33 units) plus 12 units of concentration courses described below.

### Required Concentration Courses - 9 units

- ACCTG 311 Fraud Examination 3 unit(s)
- ACCTG 372 Introduction to Financial Forensic Accounting 3 unit(s) (Must be completed with C- or better)
- ACCTG 374 Damages 3 unit(s)

### Electives - 3 units

- ACCTG 375A Economic Damages 1 unit(s)
- ACCTG 375C Forensic Valuation 1 unit(s)
- ACCTG 375D Bankruptcy and Insolvency 1 unit(s)
- ACCTG 375G Construction Claims 1 unit(s)
- ACCTG 375I Lost Wages and Employment Litigation 1 unit(s)
- ACCTG 375J Disputes in Mergers & Acquisitions 1 unit(s)
- ACCTG 375K Intellectual Property 1 unit(s)
- ACCTG 375L Financial Statement Investigations 1 unit(s)
- ACCTG 375N Complex Discovery and Data Management 1 unit(s)
- ACCTG 375O Expert Testimony 1 unit(s)
- ACCTG 375P Role of the Expert and the Expert Report 1 unit(s)
- ACCTG 375R Allegations of Audit Failure 1 unit(s)
- ACCTG 376A-ZZ Selected Topics in Forensic Accounting 1-3 unit(s)
- ACCTG 398 Internship: Accounting 1-6 unit(s)

## Accountancy, Internal Auditing Concentration, MAc

### Program Information

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### Student Learning Outcomes

Graduates of the master of accountancy program will:

- be able to identify accounting issues, research, and effectively communicate the results orally and in writing.
- have a defined body of knowledge of essential accounting principles and doctrines, including but not limited to the following, and be able to critically apply these principles to practical situations and to adapt to changing work environments: revenue recognition; IFRS; auditing; internal controls; control environment; materiality; ethics, both practical implementation and professional responsibility; and fraud.
- be prepared to be effective accounting decision makers in an increasingly international business environment.
- have an understanding of the business, legal, professional, and ethical context for a career as a professional accountant, including the ability to identify and appropriately act when ethical dilemmas are encountered in the activities of a professional accountant.

- have experience and skill in accomplishing objectives by collaboration.

## Requirements for the Master of Accountancy

The MAc program requires 45 units of graduate coursework. Courses listed carry three semester units of credit unless otherwise noted. For further information regarding graduation requirements, see Required Academic Progress and GPA Requirements.

### Computer Proficiency Requirement

Applicants are expected to have access to current levels of computing, including the Internet, and to have a working familiarity with computers and the software applications appropriate for graduate study.

### Math Proficiency Requirement

Applicants are expected to possess a level of mathematical skill at least equivalent to Intermediate Algebra (MATH 20). Students may meet this requirement by satisfying one of the screening criteria listed under the heading "Proficiency in Mathematics, English and Computer Skills Required for Certain Master's Degrees and Certain Graduate Certificates".

### Economics Proficiency Requirement

Students are expected to possess a level of economic skill and knowledge at least equivalent to that attained in ECON 1 or ECON 2.

### Finance Proficiency Requirement

Students are also expected to possess a level of financial analysis ability equivalent to FI 100.

### Graduate Writing Proficiency Requirement

Students are expected to possess a level of writing skill and knowledge equivalent to ENGL 201. Students may meet this requirement by satisfying one of the screening criteria. For further information, refer to our website. <https://www.ggu.edu/shared-content/enrollment/proficiency-requirements/#graduate-writing-proficiency>

### Multiple Concentrations

Two or more concentrations may be earned in the Master of Accountancy program. In addition to the course requirements for the concentrations, students must complete the proficiency and advanced

program requirements. Elective courses may apply to more than one concentration. All of the courses required for each concentration must be completed prior to graduation. Students may not request additional concentrations after their degrees have been conferred. The student's diploma will list all of the concentrations successfully completed prior to graduation.

The following concentrations are available:

- |                                    |                         |
|------------------------------------|-------------------------|
| • Financial Accounting & Reporting | • Management Accounting |
| • Forensic Accounting              | • Taxation              |
| • Internal Auditing                |                         |

### Advanced Program - 45 units

In addition to the core courses, a 12 unit concentration must be completed.

### Core Courses - 33 units

- ACCTG 300 Accounting Research and Communication 3 unit(s)
- ACCTG 301 Introduction to Accounting Standards 3 unit(s)
- ACCTG 301A Intermediate Accounting I 3 unit(s)
- ACCTG 301B Intermediate Accounting II 3 unit(s)
- ACCTG 302 Accountants Professional Responsibilities and Ethics 3 unit(s)
- ACCTG 305 Advanced Financial Accounting Topics 3 unit(s)
- ACCTG 310 Auditing 3 unit(s)
- ACCTG 312 Internal Controls Over Financial Reporting 3 unit(s)
- ACCTG 351B Advanced Studies in Business Law 3 unit(s)
- ACCTG 351C Communication and Analysis of Financial Information for Accountants 3 unit(s)
- ACCTG 360 Federal Taxation 3 unit(s)

### Internal Auditing Concentration - 12 units

The internal auditing concentration targets those individuals who work or have an interest in the field of internal auditing. Students in this concentration will find that it will assist them in becoming a Certified Internal Auditor (CIA), a professional designation given by the Institute of Internal Auditors (IIA). The concentration is offered through the School of Accounting and reflects what the IIA regards as the common body of knowledge for internal auditors.

### Required Graduate Course - 6 units

- ACCTG 315 Principles of Internal Auditing 3 unit(s)

- ACCTG 319 Accounting Information Systems 3 unit(s)

## Electives - 6 units

- Any Accounting, Business Analytics or Information Technology Management 300- level course not part of the degree's core course requirement. ACCTG 398 Internship: Accounting may be only 1-6 units.

## Accountancy, Management Accounting Concentration, MAc

### Program Information

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### Student Learning Outcomes

Graduates of the master of accountancy program will:

- be able to identify accounting issues, research, and effectively communicate the results orally and in writing.
- have a defined body of knowledge of essential accounting principles and doctrines, including but not limited to the following, and be able to critically apply these principles to practical situations and to adapt to changing work environments: revenue recognition; IFRS; auditing; internal

controls; control environment; materiality; ethics, both practical implementation and professional responsibility; and fraud.

- be prepared to be effective accounting decision makers in an increasingly international business environment.
- have an understanding of the business, legal, professional, and ethical context for a career as a professional accountant, including the ability to identify and appropriately act when ethical dilemmas are encountered in the activities of a professional accountant.
- have experience and skill in accomplishing objectives by collaboration.

### Requirements for the Master of Accountancy

The MAc program requires 45 units of graduate coursework. Courses listed carry three semester units of credit unless otherwise noted. For further information regarding graduation requirements, see Required Academic Progress and GPA Requirements.

### Computer Proficiency Requirement

Applicants are expected to have access to current levels of computing, including the Internet, and to have a working familiarity with computers and the software applications appropriate for graduate study.

### Math Proficiency Requirement

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### Economics Proficiency Requirement

Students are expected to possess a level of economic skill and knowledge at least equivalent to that attained in ECON 1 or ECON 2.

### Finance Proficiency Requirement

Students are also expected to possess a level of financial analysis ability equivalent to FI 100.

### Graduate Writing Proficiency Requirement

Students are expected to possess a level of writing skill and knowledge equivalent to ENGL 201. Students may meet this requirement by satisfying one of the screening criteria. For further

information, refer to our website. <https://www.ggu.edu/shared-content/enrollment/proficiency-requirements/#graduate-writing-proficiency>

## Multiple Concentrations

Two or more concentrations may be earned in the Master of Accountancy program. In addition to the course requirements for the concentrations, students must complete the proficiency and advanced program requirements. Elective courses may apply to more than one concentration. All of the courses required for each concentration must be completed prior to graduation. Students may not request additional concentrations after their degrees have been conferred. The student's diploma will list all of the concentrations successfully completed prior to graduation.

The following concentrations are available:

- Financial Accounting & Reporting
- Forensic Accounting
- Internal Auditing
- Management Accounting
- Taxation

## Advanced Program - 45 units

In addition to the core courses, a 12 unit concentration must be completed.

### Core Courses - 33 units

- ACCTG 300 Accounting Research and Communication 3 unit(s)
- ACCTG 301 Introduction to Accounting Standards 3 unit(s)
- ACCTG 301A Intermediate Accounting I 3 unit(s)
- ACCTG 301B Intermediate Accounting II 3 unit(s)
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- ACCTG 305 Advanced Financial Accounting Topics 3 unit(s)
- ACCTG 310 Auditing 3 unit(s)
- ACCTG 312 Internal Controls Over Financial Reporting 3 unit(s)
- ACCTG 351B Advanced Studies in Business Law 3 unit(s)
- ACCTG 351C Communication and Analysis of Financial Information for Accountants 3 unit(s)
- ACCTG 360 Federal Taxation 3 unit(s)

## Management Accounting Concentration - 12 units

Management accountants are trusted to guide critical business decisions and drive strong business performance. Their skills encompass a mix of operations, management and strategy.

Many accounting professionals are already leveraging their broad business acumen to drive sustainable business success. To fully understand the scope of their Impact and knowledge, many of these skills must be acquired.

The concentration will assist students to achieve the Chartered Global Management Accountant (CGMA) and/or the Certified Management Accountant (CMA).

### Required Graduate Course - 6 units

- ACCTG 320 Issues in Modern Management Accounting 3 unit(s)
- ACCTG 321 Strategic Cost and Management Control Systems 3 unit(s)

### Electives - 6 units

- Any Accounting or Finance 300- level course not part of the degree's core course requirement. ACCTG 398 Internship: Accounting may be only 1-6 units.

## Accountancy, Taxation Concentration, MAc

### Program Information

The Master of Accountancy (MAc) is intended to meet the needs of both career-changers and those already working in the profession who wish to further develop their expertise. For many students, the MAc will satisfy the education requirements to sit for the Certified Public Accountant (CPA) or Certified Management Accountant (CMA) examinations. In addition to studying several key accounting sub-disciplines, students will have the opportunity to customize their degrees by choosing 12 units from an extensive list of accounting, tax and business electives. Students also have the option to complete the MAc degree with a concentration in financial accounting and reporting, internal auditing, management accounting, forensic accounting or taxation. Eligible students may earn up to six units of electives through an internship for approved real world experience acquired during their degree programs.

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- be prepared to be effective accounting decision makers in an increasingly international business environment.
- have an understanding of the business, legal, professional, and ethical context for a career as a professional accountant, including the ability to identify and appropriately act when ethical dilemmas are encountered in the activities of a professional accountant.
- have experience and skill in accomplishing objectives by collaboration.

## Requirements for the Master of Accountancy

The MAc program requires 45 units of graduate coursework. Courses listed carry three semester units of credit unless otherwise noted. For further information regarding graduation requirements, see Required Academic Progress and GPA Requirements.

### Computer Proficiency Requirement

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Students are also expected to possess a level of financial analysis ability equivalent to FI 100.

## Graduate Writing Proficiency Requirement

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## Multiple Concentrations

Two or more concentrations may be earned in the Master of Accountancy program. In addition to the course requirements for the concentrations, students must complete the proficiency and advanced program requirements. Elective courses may apply to more than one concentration. All of the courses required for each concentration must be completed prior to graduation. Students may not request additional concentrations after their degrees have been conferred. The student's diploma will list all of the concentrations successfully completed prior to graduation.

The following concentrations are available:

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|------------------------------------|-------------------------|
| • Financial Accounting & Reporting | • Management Accounting |
| • Forensic Accounting              | • Taxation              |
| • Internal Auditing                |                         |

## Advanced Program - 45 units

In addition to the core courses, a 12 unit concentration must be completed.

## Core Courses - 33 units

- ACCTG 300 Accounting Research and Communication 3 unit(s)
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- ACCTG 302 Accountants Professional Responsibilities and Ethics 3 unit(s)
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- ACCTG 310 Auditing 3 unit(s)
- ACCTG 312 Internal Controls Over Financial Reporting 3 unit(s)
- ACCTG 351B Advanced Studies in Business Law 3 unit(s)
- ACCTG 351C Communication and Analysis of Financial Information for Accountants 3 unit(s)
- ACCTG 360 Federal Taxation 3 unit(s)

## Taxation Concentration - 12 units

The MAc's taxation concentration is intended to meet the needs of both career-changers and those already working in the profession who wish to further develop their expertise. By requiring an extensive focus on taxation, this concentration develops significant tax knowledge as part of a program that includes creation of a strong accounting foundation.

The MAc can be obtained in person through our evening programs in San Francisco and online. The evening and online venues allow students to earn their degrees at their own pace. Online learning offers extraordinary flexibility to those whose obligations or physical location prohibit regular attendance at the San Francisco campus.

The MAc taxation concentration requires completion of the master of accountancy proficiency and 45 units of graduate courses. The graduate course requirements are 33 units of core course described above and 12 units of taxation concentration courses described below.

## Required Concentration Courses - 9 units

- TA 318 Advanced Federal Income Taxation 3 unit(s)
- TA 329 Tax Research and Decision Making 3 unit(s)
- TA 330 Property Transactions 3 unit(s)

## Electives - 3 units

- ACCTG 361 Taxation of Corporations and Other Entities 3 unit(s)
- TA 322A Federal Income Taxation of Corporations and Shareholders I 3 unit(s)
- TA 328 Federal Income Taxation of Partners and Partnerships 3 unit(s)
- TA 338 Tax Timing 3 unit(s)
- TA 398 Internship: Taxation 3-6 unit(s)

## Master of Science

### Accounting, Financial Accounting & Reporting Concentration, MS

## Program Information

The Master of Science in Accounting (MSA) is intended to meet the needs of those who have studied accounting and wish to further develop their expertise. For many students, the MSA will satisfy the 150-hour education requirement to become a licensed Certified Public Accountant (CPA). Students have the option to complete the MSA degree with a concentration in financial accounting & reporting (FAR), forensic accounting, internal auditing or management accounting and taxation. Eligible students may earn up to six units of electives through an internship for approved, real-world experience acquired during their degree program.

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The Tax and Accounting Career Fair is held late in September, at which public accounting firms, government agencies and corporations meet and hire Golden Gate University students. Internship opportunities may be available for eligible students for up to six units of elective credit.

## Student Learning Outcomes

Graduates of the master of science in accounting program will:

- be able to identify accounting issues, research and effectively communicate the results orally and in writing.
- have a defined body of knowledge of essential accounting principles and doctrines, including but not limited to the following, and be able to critically apply these principles to practical situations and to adapt to changing work environments: revenue recognition; IFRS; auditing; internal controls; control environment; materiality; ethics, both practical implementation and professional responsibility; and fraud.
- be prepared to be effective accounting decision makers in an increasingly international business environment.
- have an understanding of the business, legal, professional, and ethical context for a career as a professional accountant, including the ability to identify and appropriately act when ethical dilemmas are encountered in the activities of a professional accountant.
- have experience and skill in accomplishing objectives by collaboration.



## Path2CPA

The *Path2CPA* option makes the journey to an advanced degree quicker and less expensive. Students can earn a Master of Science in Accounting (MSA) in as little as one year after completing GGU's Accounting, BS or Business, Accounting Concentration, BS. The *Path2CPA* option can also satisfy the 150-hour education requirement for CPA licensure. Pursuing this option eliminates the requirement to apply for the MSA program and no GMAT/GRE test score is required.

The *Path2CPA* includes the following graduate-level courses: ACCTG 351B Advanced Studies in Business Law and ACCTG 351C Communication and Analysis of Financial Information for Accountants. The graduate-level courses will be included in the unit totals and GPAs for both applicants' undergraduate Accounting and graduate-level Accounting degree programs. Students whose average GPA in the two graduate-level courses falls below a 3.00 GPA will be conditionally admitted to the Master's programs.

## Requirements for the Master of Science in Accounting

The Master of Science in Accounting program requires 30 units of graduate coursework. Courses listed carry three semester units of credit unless otherwise noted.

### Computer Proficiency Requirement

Applicants are expected to have access to current levels of computing and including the internet and to have a working familiarity with computers and the software applications appropriate for graduate study.

### Math Proficiency Requirement

Applicants are expected to possess a level of mathematical skill at least equivalent to Intermediate Algebra (MATH 20). Students may meet this requirement by satisfying one of the screening criteria. For further information refer to our website.

### Economics Proficiency Requirement

Students are expected to possess a level of economic skill and knowledge at least equivalent to that attained in ECON 1 or ECON 2.

### Finance Proficiency Requirement

Students are also expected to possess a level of economic skill and knowledge at least equivalent to that attained in FI 100.

### Graduate Writing Proficiency Requirement

Students are expected to possess a level of writing skill and knowledge equivalent to ENGL 201. Students may meet this requirement by satisfying one of the screening criteria. For further information, refer to our website. <https://www.ggu.edu/shared-content/enrollment/proficiency-requirements/#graduate-writing-proficiency>

## Multiple Concentrations

Two or more concentrations may be earned in the Master of Science in Accounting program. In addition to the course requirements for the concentrations, students must complete the proficiency and advanced program requirements. Elective courses may apply to more than one concentration. All of the courses required for each concentration must be completed prior to graduation. Students may not request additional concentrations after their degrees have been conferred. The student's diploma will list all of the concentrations successfully completed prior to graduation.

The following concentrations are available:

- Financial Accounting & Reporting
- Forensic Accounting
- Internal Auditing
- Management Accounting
- Taxation

## Accounting Proficiency Requirements - 15 units

Accounting proficiency requirements will be waived for those students who have passed the US CPA examination. Additionally, individual courses will be waived for students who completed them at GGU, or who completed comparable courses at other regionally accredited four-year degree granting institutions, with grades of "B" or better.

- ACCTG 100A Intermediate Accounting I 3 unit(s)
- ACCTG 100B Intermediate Accounting II 3 unit(s)
- ACCTG 105 Cost Management 3 unit(s)
- ACCTG 108A Federal Income Tax I 3 unit(s)
- ACCTG 111 Auditing 3 unit(s)

## Advanced Program - 30 units

### Core Courses - 18 units

- ACCTG 300 Accounting Research and Communication 3 unit(s)
- ACCTG 302 Accountants Professional Responsibilities and Ethics 3 unit(s)
- ACCTG 305 Advanced Financial Accounting Topics 3 unit(s)

- ACCTG 312 Internal Controls Over Financial Reporting 3 unit(s)
- ACCTG 351B Advanced Studies in Business Law 3 unit(s)
- ACCTG 351C Communication and Analysis of Financial Information for Accountants 3 unit(s)

## Financial Accounting & Reporting Concentration- 12 units

### Required Graduate Courses - 3 units

- ACCTG 306 Advanced Issues in Financial and SEC Reporting 3 unit(s)

### Electives - 9 units

- Any Accounting course 302 or higher not listed above, including ACCTG 398 Internship: Accounting (except: ACCTG 310, ACCTG 320, and ACCTG 360).

## Accounting, Forensic Accounting Concentration, MS

### Program Information

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### Student Learning Outcomes

Graduates of the master of science in accounting program will:

- be able to identify accounting issues, research and effectively communicate the results orally and in writing.
- have a defined body of knowledge of essential accounting principles and doctrines, including but not limited to the following, and be able to critically apply these principles to practical situations and to adapt to changing work environments: revenue recognition; IFRS; auditing; internal controls; control environment; materiality; ethics, both practical implementation and professional responsibility; and fraud.
- be prepared to be effective accounting decision makers in an increasingly international business environment.
- have an understanding of the business, legal, professional, and ethical context for a career as a professional accountant, including the ability to identify and appropriately act when ethical dilemmas are encountered in the activities of a professional accountant.
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## Finance Proficiency Requirement

Students are also expected to possess a level of economic skill and knowledge at least equivalent to that attained in FI 100.

## Graduate Writing Proficiency Requirement

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## Multiple Concentrations

Two or more concentrations may be earned in the Master of Science in Accounting program. In addition to the course requirements for the concentrations, students must complete the proficiency and advanced program requirements. Elective courses may apply to more than one concentration. All of the courses required for each concentration must be completed prior to graduation. Students may not request additional concentrations after their degrees have been conferred. The student's diploma will list all of the concentrations successfully completed prior to graduation.

The following concentrations are available:

- Financial Accounting & Reporting
- Forensic Accounting
- Internal Auditing
- Management Accounting
- Taxation

## Accounting Proficiency Requirements - 15 units

Accounting proficiency requirements will be waived for those students who have passed the US CPA examination. Additionally, individual courses will be waived for students who completed them at GGU, or who completed comparable courses at other regionally

accredited four-year degree granting institutions, with grades of "B" or better.

- ACCTG 100A Intermediate Accounting I 3 unit(s)
- ACCTG 100B Intermediate Accounting II 3 unit(s)
- ACCTG 105 Cost Management 3 unit(s)
- ACCTG 108A Federal Income Tax I 3 unit(s)
- ACCTG 111 Auditing 3 unit(s)

## Advanced Program - 30 units

### Core Courses - 18 units

- ACCTG 300 Accounting Research and Communication 3 unit(s)
- ACCTG 302 Accountants Professional Responsibilities and Ethics 3 unit(s)
- ACCTG 305 Advanced Financial Accounting Topics 3 unit(s)
- ACCTG 312 Internal Controls Over Financial Reporting 3 unit(s)
- ACCTG 351B Advanced Studies in Business Law 3 unit(s)
- ACCTG 351C Communication and Analysis of Financial Information for Accountants 3 unit(s)

## Forensic Accounting Concentration - 12 units

The MSA forensic accounting concentration is intended to meet the needs of those who have studied accounting and wish to develop specialized forensic accounting expertise. It includes courses in fraud auditing, financial statement investigations, complex discovery and data management, the role of the expert and expert report, bankruptcy and insolvency, economic damages, valuation and lost profits.

The concentration in forensic accounting requires completion of the master of science in accounting proficiency and prerequisite requirements, core courses, plus nine units of required courses, 12 units of limited electives chosen from the list, and three units of additional electives as described below.

### Required Courses - 9 units

- ACCTG 311 Fraud Examination 3 unit(s)
- ACCTG 372 Introduction to Financial Forensic Accounting 3 unit(s)
- ACCTG 374 Damages 3 unit(s)

### Limited Electives - 3 units

- ACCTG 375A Economic Damages 1 unit(s)

- ACCTG 375C Forensic Valuation 1 unit(s)
- ACCTG 375D Bankruptcy and Insolvency 1 unit(s)
- ACCTG 375G Construction Claims 1 unit(s)
- ACCTG 375I Lost Wages and Employment Litigation 1 unit(s)
- ACCTG 375J Disputes in Mergers & Acquisitions 1 unit(s)
- ACCTG 375K Intellectual Property 1 unit(s)
- ACCTG 375L Financial Statement Investigations 1 unit(s)
- ACCTG 375N Complex Discovery and Data Management 1 unit(s)
- ACCTG 375O Expert Testimony 1 unit(s)
- ACCTG 375P Role of the Expert and the Expert Report 1 unit(s)
- ACCTG 375R Allegations of Audit Failure 1 unit(s)
- ACCTG 376A-ZZ Selected Topics in Forensic Accounting 1-3 unit(s)
- ACCTG 398 Internship: Accounting 1-6 unit(s)

## Accounting, Internal Auditing Concentration, MS

### Program Information

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### Student Learning Outcomes

Graduates of the master of science in accounting program will:

- be able to identify accounting issues, research and effectively communicate the results orally and in writing.

- have a defined body of knowledge of essential accounting principles and doctrines, including but not limited to the following, and be able to critically apply these principles to practical situations and to adapt to changing work environments: revenue recognition; IFRS; auditing; internal controls; control environment; materiality; ethics, both practical implementation and professional responsibility; and fraud.
- be prepared to be effective accounting decision makers in an increasingly international business environment.
- have an understanding of the business, legal, professional, and ethical context for a career as a professional accountant, including the ability to identify and appropriately act when ethical dilemmas are encountered in the activities of a professional accountant.
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### Path2CPA

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The *Path2CPA* includes the following graduate-level courses: ACCTG 351B Advanced Studies in Business Law and ACCTG 351C Communication and Analysis of Financial Information for Accountants. The graduate-level courses will be included in the unit totals and GPAs for both applicants' undergraduate Accounting and graduate-level Accounting degree programs. Students whose average GPA in the two graduate-level courses falls below a 3.00 GPA will be conditionally admitted to the Master's programs.

### Requirements for the Master of Science in Accounting

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## Economics Proficiency Requirement

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## Finance Proficiency Requirement

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## Multiple Concentrations

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The following concentrations are available:

- Financial Accounting & Reporting
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- Internal Auditing
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## Accounting Proficiency Requirements - 15 units

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accredited four-year degree granting institutions, with grades of "B" or better.

- ACCTG 100A Intermediate Accounting I 3 unit(s)
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## Advanced Program - 30 units

### Core Courses - 18 units

- ACCTG 300 Accounting Research and Communication 3 unit(s)
- ACCTG 302 Accountants Professional Responsibilities and Ethics 3 unit(s)
- ACCTG 305 Advanced Financial Accounting Topics 3 unit(s)
- ACCTG 312 Internal Controls Over Financial Reporting 3 unit(s)
- ACCTG 351B Advanced Studies in Business Law 3 unit(s)
- ACCTG 351C Communication and Analysis of Financial Information for Accountants 3 unit(s)

## Internal Auditing Concentration - 12 units

The internal auditing concentration targets those individuals who work or have an interest in the field of internal auditing. Students in this concentration will find that it will assist them in becoming a Certified Internal Auditor (CIA), a professional designation given by the Institute of Internal Auditors (IIA). The concentration is offered through the School of Accounting and reflects what the IIA regards as the common body of knowledge for internal auditors.

### Required Graduate Courses - 6 units

- ACCTG 315 Principles of Internal Auditing 3 unit(s)
- ACCTG 319 Accounting Information Systems 3 unit(s)

### Electives - 6 units

- Any Accounting course 302 or higher not listed above (except: ACCTG 310, ACCTG 320, and ACCTG 360), or any Business Analytics (MSBA) or Information Technology Management (ITM) 300-level course, or ACCTG 398 Internship: Accounting.

## Accounting, Management Accounting Concentration, MS

### Program Information

The Master of Science in Accounting (MSA) is intended to meet the needs of those who have studied accounting and wish to further develop their expertise. For many students, the MSA will satisfy the 150-hour education requirement to become a licensed Certified Public Accountant (CPA). Students have the option to complete the MSA degree with a concentration in financial accounting & reporting (FAR), forensic accounting, internal auditing or management accounting and taxation. Eligible students may earn up to six units of electives through an internship for approved, real-world experience acquired during their degree program.

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### Student Learning Outcomes

Graduates of the master of science in accounting program will:

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- have a defined body of knowledge of essential accounting principles and doctrines, including but not limited to the following, and be able to critically apply these principles to practical situations and to adapt to changing work environments: revenue recognition; IFRS; auditing; internal controls; control environment; materiality; ethics, both practical implementation and professional responsibility; and fraud.
- be prepared to be effective accounting decision makers in an increasingly international business environment.
- have an understanding of the business, legal, professional, and ethical context for a career as a professional accountant, including the ability to identify and appropriately act when ethical dilemmas are encountered in the activities of a professional accountant.
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## Path2CPA

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### Requirements for the Master of Science in Accounting

The Master of Science in Accounting program requires 30 units of graduate coursework. Courses listed carry three semester units of credit unless otherwise noted.

### Computer Proficiency Requirement

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## Graduate Writing Proficiency Requirement

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## Multiple Concentrations

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- Financial Accounting & Reporting
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## Accounting Proficiency Requirements - 15 units

Accounting proficiency requirements will be waived for those students who have passed the US CPA examination. Additionally, individual courses will be waived for students who completed them at GGU, or who completed comparable courses at other regionally accredited four-year degree granting institutions, with grades of "B" or better.

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## Advanced Program - 30 units

### Core Courses - 18 units

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- ACCTG 351C Communication and Analysis of Financial Information for Accountants 3 unit(s)

## Management Accounting Concentration - 12 units

Management accountants are trusted to guide critical business decisions and drive strong business performance. Their skills encompass a mix of operations, management and strategy.

Many accounting professionals are already leveraging their broad business acumen to drive sustainable business success. To fully understand the scope of their Impact and knowledge, many of these skills must be acquired.

The concentration will assist students to achieve the Chartered Global Management Accountant (CGMA) and/or the Certified Management Accountant (CMA).

## Required Graduate Courses - 6 units

- ACCTG 320 Issues in Modern Management Accounting 3 unit(s)
- ACCTG 321 Strategic Cost and Management Control Systems 3 unit(s)

## Electives - 6 units

- Any Accounting course 302 or higher not listed above (except: ACCTG 310, ACCTG 320, and ACCTG 360), or Finance (FI) 300-level course, or ACCTG 398 Internship: Accounting.

## Accounting, Taxation Concentration, MS

### Program Information

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- ACCTG 312 Internal Controls Over Financial Reporting 3 unit(s)
- ACCTG 351B Advanced Studies in Business Law 3 unit(s)
- ACCTG 351C Communication and Analysis of Financial Information for Accountants 3 unit(s)

## Taxation Concentration - 12 units

The taxation concentration is intended to meet the needs of those who have studied accounting and wish to further specialize in the field of taxation. By requiring an extensive focus on taxation, this concentration develops significant tax knowledge as part of a

program that includes creation of a strong accounting foundation. The concentration courses are in tax research, federal income taxation, and property transactions.

## Required Graduate Courses - 9 units

- TA 318 Advanced Federal Income Taxation 3 unit(s)
- TA 329 Tax Research and Decision Making 3 unit(s)
- TA 330 Property Transactions 3 unit(s)

## Electives - 3 units

One of the following:

- ACCTG 361 Taxation of Corporations and Other Entities 3 unit(s)
- TA 322A Federal Income Taxation of Corporations and Shareholders I 3 unit(s)
- TA 328 Federal Income Taxation of Partners and Partnerships 3 unit(s)
- TA 338 Tax Timing 3 unit(s)
- TA 398 Internship: Taxation 3-6 unit(s)

## Graduate Certificate

### Financial Accounting & Reporting Graduate Certificate

#### Program Information

The Certificate in Financial Accounting & Reporting is ideal for those wanting a fast track to take the CPA exam, or for working professionals who want to maximize the return on their education investment. The certificate may fulfill the education requirements to sit for the Certified Public Accountant (CPA) exam. The certificate provides fundamental accounting knowledge that can provide a competitive edge and increased career potential. Students who complete the certificate and choose to pursue a Master of Accountancy(MAc) degree may have certain graduate requirements waived upon review by the School of Accounting. A total of 15 units of required accounting courses must be completed at Golden Gate University with an overall B average (3.0 grade-point average) or better to earn the certificate.

Please refer to the Required Academic Progress and GPA Requirements for Graduation for Graduate Students. Please note that some courses taken as part of certificate programs will have prerequisites. These prerequisites must be satisfied (through transfer of equivalent coursework or through taking the courses at Golden Gate) before enrolling in the certificate courses. For further

information, refer to Admission to Certificate Programs and Registering for Open Enrollment.

- ACCTG 310 Auditing 3 unit(s)
- ACCTG 360 Federal Taxation 3 unit(s)

## Accounting Certificate Program Proficiency Requirements

### Graduate Writing Proficiency Requirement

Students admitted to this graduate certificate program must meet the graduate writing proficiency requirement within their first term in the program by successfully passing the Graduate Writing Proficiency Exam or by completing ENGL 201 Graduate Writing with a grade of "B" or better. See Graduate Writing Proficiency Requirement for more information.

### Accounting Proficiency Requirements

#### Computer Proficiency Requirement

Applicants are expected to have access to current levels of computing, including the Internet, and to have a working familiarity with computers and the software applications appropriate for graduate study.

#### Math Proficiency Requirement

Applicants are expected to possess a level of mathematical skill at least equivalent to Intermediate Algebra (MATH 20). Students may meet this requirement by satisfying one of the screening criteria listed under the heading "Proficiency in Mathematics, English and Computer Skills Required for Certain Master's Degrees and Certain Graduate Certificates".

#### Economics Proficiency Requirement

Students are expected to possess a level of economic skill and knowledge at least equivalent to that attained in ECON 1 or ECON 2.

#### Finance Proficiency Requirement

Students are also expected to possess a level of financial analysis ability equivalent to FI 100.

### Required Courses - 15 units

- ACCTG 301 Introduction to Accounting Standards 3 unit(s)
- ACCTG 301A Intermediate Accounting I 3 unit(s)
- ACCTG 301B Intermediate Accounting II 3 unit(s)

## Forensic Accounting Graduate Certificate

### Program Information

The School of Accounting's certificate in forensic accounting includes courses in fraud examination, financial statement investigations, complex discovery and data management, the role of the expert and expert report, bankruptcy and insolvency, economic damages, valuation and lost profits. Students expected in this certificate program include CPAs looking for forensic accounting expertise and attorneys who need to know the vocabulary of forensics, as well as what questions to ask during complex discovery and litigation. Forensic courses will be eligible for CPE and MCLE credit. A total of 15 units of forensic accounting courses must be completed at Golden Gate University with an overall B average (3.0 grade-point average) or better to earn the certificate.

Please refer to the Required Academic Progress and GPA Requirements for Graduation for Graduate Students. Please note that some courses taken as part of certificate programs will have prerequisites. These prerequisites must be satisfied (through transfer of equivalent coursework or through taking the courses at Golden Gate) before enrolling in the certificate courses. For further information, refer to Admission to Certificate Programs and Registering for Open Enrollment.

Students should meet with a School of Accounting adviser at the beginning of their studies to ensure that the certificate courses taken best meet their objectives.

### Accounting Certificate Program Proficiency Requirements

#### Graduate Writing Proficiency Requirement

Students admitted to this graduate certificate program must meet the graduate writing proficiency requirement within their first term in the program by successfully passing the Graduate Writing Proficiency Exam or by completing ENGL 201 Graduate Writing with a grade of "B" or better. See Graduate Writing Proficiency Requirement for more information.

## Accounting Proficiency Requirements

### Computer Proficiency Requirement

Applicants are expected to have access to current levels of computing, including the Internet, and to have a working familiarity with computers and the software applications appropriate for graduate study.

### Math Proficiency Requirement

Applicants are expected to possess a level of mathematical skill at least equivalent to Intermediate Algebra (MATH 20). Students may meet this requirement by satisfying one of the screening criteria listed under the heading "Proficiency in Mathematics, English and Computer Skills Required for Certain Master's Degrees and Certain Graduate Certificates".

### Economics Proficiency Requirement

Students are expected to possess a level of economic skill and knowledge at least equivalent to that attained in ECON 1 or ECON 2.

### Finance Proficiency Requirement

Students are also expected to possess a level of financial analysis ability equivalent to FI 100.

### Required Courses - 9 units

- ACCTG 372 Introduction to Financial Forensic Accounting 3 unit(s)
- ACCTG 311 Fraud Examination 3 unit(s)
- ACCTG 374 Damages 3 unit(s)

### Elective Courses - 6 units

- ACCTG 375A Economic Damages 1 unit(s)
- ACCTG 375C Forensic Valuation 1 unit(s)
- ACCTG 375D Bankruptcy and Insolvency 1 unit(s)
- ACCTG 375G Construction Claims 1 unit(s)
- ACCTG 375I Lost Wages and Employment Litigation 1 unit(s)
- ACCTG 375J Disputes in Mergers & Acquisitions 1 unit(s)
- ACCTG 375K Intellectual Property 1 unit(s)
- ACCTG 375L Financial Statement Investigations 1 unit(s)
- ACCTG 375N Complex Discovery and Data Management 1 unit(s)
- ACCTG 375O Expert Testimony 1 unit(s)

- ACCTG 375P Role of the Expert and the Expert Report 1 unit(s)
- ACCTG 375R Allegations of Audit Failure 1 unit(s)
- ACCTG 376A-ZZ Selected Topics in Forensic Accounting 1-3 unit(s)
- ACCTG 398 Internship: Accounting 1-6 unit(s)

## Internal Auditing Graduate Certificate

### Program Information

The Internal Auditing Certificate is designed to meet the market demand for qualified internal auditors and the desire by financial professionals and students to increase their internal auditing knowledge and skills. The program is ideal for internal auditing managers and staff who want to expand their current career prospects, as well as, for individuals who are considering a career transition into the field. The program's curriculum provides the educational coursework needed to fully prepare for the globally recognized Certified Internal Auditor (CIA) certification. In addition, this program provides relevant curriculum for individuals considering the CFE, CISA, and CGAP® credentials. A total of 12 units of required accounting courses must be completed at Golden Gate University with an overall B average (3.0 grade-point average) or better to earn the certificate.

Please refer to the Required Academic Progress and GPA Requirements for Graduation for Graduate Students. Please note that some courses taken as part of certificate programs will have prerequisites. These prerequisites must be satisfied (through transfer of equivalent coursework or through taking the courses at Golden Gate) before enrolling in the certificate courses. For further information, refer to Admission to Certificate Programs and Registering for Open Enrollment.

Students should meet with an academic program advisor at the beginning of their studies to ensure that the certificate courses taken best meet their objectives.

### Accounting Certificate Program Proficiency Requirements

### Graduate Writing Proficiency Requirement

Students admitted to this graduate certificate program must meet the graduate writing proficiency requirement within their first term in the program by successfully passing the Graduate Writing Proficiency Exam or by completing ENGL 201 Graduate Writing with a grade of "B" or better. See Graduate Writing Proficiency Requirement for more information.

## **Accounting Proficiency Requirements**

### **Computer Proficiency Requirement**

Applicants are expected to have access to current levels of computing, including the Internet, and to have a working familiarity with computers and the software applications appropriate for graduate study.

### **Math Proficiency Requirement**

Applicants are expected to possess a level of mathematical skill at least equivalent to Intermediate Algebra (MATH 20). Students may meet this requirement by satisfying one of the screening criteria listed under the heading "Proficiency in Mathematics, English and Computer Skills Required for Certain Master's Degrees and Certain Graduate Certificates".

### **Economics Proficiency Requirement**

Students are expected to possess a level of economic skill and knowledge at least equivalent to that attained in ECON 1 or ECON 2.

### **Finance Proficiency Requirement**

Students are also expected to possess a level of financial analysis ability equivalent to FI 100.

### **Required Courses - 12 units**

- ACCTG 311 Fraud Examination 3 unit(s)
- ACCTG 313 Performance Auditing 3 unit(s)
- ACCTG 315 Principles of Internal Auditing 3 unit(s)
- ACCTG 319 Accounting Information Systems 3 unit(s)

## Edward S. Ageno School of Business

The Ageno School of Business offers programs designed for working adults seeking to advance in their careers and achieve their life goals. We offer the widest range of master's degrees and certificates in business in the San Francisco Bay Area, in the most highly demanded business, technological, nonprofit and governmental areas, including business data analytics, finance, human resource management, leadership, information technology management, management, marketing, public relations, project management, supply chain management, psychology and public administration. Our programs open the door to new career opportunities, helping students achieve their life goals.

Through intensive case studies, business simulations in-depth study of business, nonprofit and public management concepts and practical application, the degree programs at the Ageno School of Business give students the hands-on knowledge and effective skills that can make an immediate difference on the job.

### Relevant Education

Business and governments evolve, and so do we. The programs we offer are constantly updated to reflect current trends and practices, providing students with the most relevant know-how.

GGU offers three programs designed to hone general managerial and leadership skills: our Master of Business Administration (MBA) programs, our Masters in Leadership and the Executive Master of Public Administration (EMPA).

The two different graduate business administration programs meet the needs of our busy, working students: our integrated MBA and executive MBA (EMBA). The integrated MBA program builds leadership skills throughout the program, provides an integrated perspective of management, and allows students to tailor the program to specific career interests and goals with one of 12 concentrations. Concentrations include business data analytics, entrepreneurship, project management and the option to design a concentration. The Executive MBA program provides mid-level managers and above with an opportunity to learn and develop the management skills that will enable them to excel in today's competitive environment. With the cohort structure, students learning is shared and enhanced by the experiences of peers. Engaged mentorship by faculty and the program director also provides the necessary support for student success.

The Masters in Leadership is designed to teach students leadership skills that are critical to harnessing and directing the talents of a diverse workforce - critical skills such as adaptive decision-making, designing and leading complex change, and leveraging business data - plus soft skills that help influence decisions, build emotional intelligence, and bring out the best performance in employees. Coursework is based on extensive input from corporate partners,

industry groups, leading scholars, and leverages the university's decades-long successes in developing high achieving leaders in the innovative crucible of the San Francisco Bay Area.

The EMPA is designed to support careers in the government and non-profit sectors, and has recently added a Law Enforcement & Security concentration in addition to the Judicial Administration concentration.

GGU offers a dedicated master's degree in counseling psychology and one in industrial-organizational psychology.

The information technology management and project management programs provide an integration of business and information technology to give professionals the flexibility to understand as well as manage the wide range of technology issues and tools that drive the contemporary enterprise.

The Master of Science in Business Analytics presents students with an understanding of the many possibilities for applying data analytics to business problems. Data analytics, and the implications of this strategic discipline, give practitioners new opportunities for discovering insights that can support the strategic goals and decision making of the organization. GGU's Masters in marketing degree features a concentration in digital and online marketing and includes core teamwork and critical thinking skills so that graduates not only develop an understanding of key marketing practices, but also learn the practical skills required to work in a marketing organization.

With the addition of a new final capstone course in the MS in financial planning degree, students in our financial planning program will work with live clients to develop and deliver comprehensive financial plans.

GGU encourages students to participate in appropriate internship programs as a way to bring more professionally focused practice into their educational experience. By graduation day, students will have the needed preparation and confidence to succeed.

Students are also encouraged to bring work projects into the classroom or online discussion rooms for in-depth analysis and exchange, for the opportunity to receive assistance from peers and a fresh perspective on the issues faced daily.

Consistent with the university's focus on business-professional education, GGU also offers the only doctoral program for working professionals in the Bay Area.

### Quality and Convenience

We recognize that for students juggling the responsibilities of work, family and school, time is very valuable. To meet the demanding schedules of working professionals, classes are conveniently offered online or in person in the evenings and on weekends. Students have the choice to complete their MBA or MS degree programs either all online, all in person, or a combination of the two. The Executive Master of Public Administration and MS in human resource

management programs can now also be completed at the Silicon Valley location.

## Benefits

- Faculty are practitioners who do what they teach.
- Wide selection of relevant, professionally oriented bachelor and master's degrees and certificate programs.
- Flexible programs for working professionals: in person and online.

For further information about the Edward S. Ageno School of Business, please contact:

Edward S. Ageno School of Business  
Golden Gate University  
536 Mission Street  
San Francisco, CA 94105-2968  
Phone: 415-442-6500  
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E-mail: biz@ggu.edu  
Website: [www.ggu.edu/graduate/overview/schools/ageno-school-of-business/](http://www.ggu.edu/graduate/overview/schools/ageno-school-of-business/)

## Graduate Business Programs

The Edward S. Ageno School of Business offers relevant programs in our continuing effort to help working adults prepare for today's competitive, rapidly changing global marketplace. With high-quality, in-depth instruction from practicing professionals, students will be able to apply what they learn today in the workplace tomorrow. We offer graduate degrees in business administration, business analytics, entrepreneurship, finance, human resource management, information technology management, leadership, marketing, psychology and public administration, as well as several graduate certificates. In addition, our Master of Business Administration degree allows students to focus on an area of special interest with a choice of 13 different concentrations.

## Degrees

### Business Administration

Because today's companies want managers who understand technology, know how to lead and can motivate their work forces, these abilities are regularly emphasized throughout GGU's business administration and management programs. To succeed, students will need skill sets that help them stay current over time in this rapidly changing arena. The evolving global marketplace of today is highly competitive; it demands a new kind of executive. Students will develop a deep grounding in business theory along with first-rate leadership skills, technological sophistication, a keen understanding of human behavior and the ability to motivate - not dominate - coworkers. GGU's business administration programs are designed to make our graduates leaders who stand out in a crowd.

### Business Analytics

The Master of Science in Business Analytics (MSBA) degree program presents students with an understanding of the many possibilities for applying data analytics to business problems. Data analytics, and the implications of this strategic discipline, give practitioners new opportunities for discovering insights that can support the strategic goals and decision making of the organization. The discipline has grown so fast that it is impossible to address all of its elements, so this degree should be viewed as a "toolkit" of statistical and analytic theory, processes, tools, and techniques, which can be integrated into the business depending on the discipline and needed outcomes.

### Finance

Finance experts are among the most valued employees in any corporation. Many CEOs trace their academic and professional roots back to finance, a reflection of the strategic perspective that this discipline provides. Whatever the student's intended destination in the rapidly changing world of finance, from investments and portfolio management to corporate strategy and financial services, GGU's finance curriculum delivers the tools necessary for success in his/her career. Today's financial experts increasingly depend on the sophisticated analytical techniques that are an integral part of our courses. Our goal is to help students develop the creative decision-making skills that they will need to move ahead in the global, technology-based world of finance. With our emphasis on professional-practice education, we offer an unwavering focus on how they can be better managers.

### Financial Planning

Those who are considering careers in financial planning will enjoy thinking about the extraordinary advantages of this profession. These include flexibility in hours and working conditions, excellent compensation, and strong and growing demand for planners' services (providing, as a result, outstanding employment opportunities). These advantages are widely acknowledged and help to ensure that financial planning always ranks near the top of surveys on the most desirable jobs. But the profession offers several other appealing qualities that are less often mentioned but perhaps even more significant to its practitioners: the opportunity to use their talent and education to make significant positive changes in their clients' lives; and the intellectual and emotional satisfaction that comes from blending technical, quantitative, and analytical abilities with highly developed skills in communication, psychology and human relations. GGU's graduate financial planning degrees and certificates will help them to cultivate those skills and abilities. Golden Gate offers one of the oldest and most highly regarded financial planning programs in the country. For those already in the profession, our program is designed to take their established careers to a higher level; and for those just entering the field, we will prepare them to launch a successful and rewarding new career.

### Human Resource Management

The effective, strategic use of human resources is critical to business success. Business profitability requires increasingly versatile skill sets that are regularly updated. Companies need more innovative and creative employees. Employees need companies that make effective

use of their talents and abilities. Global teams need to interact and work across cultures to attain competitive advantage. GGU's leading-edge human resource management program is carefully structured to give students the foundation and in-depth training they will need as a human resource or personnel manager. Through our innovative curriculum, students gain a thorough, hands-on understanding of what is happening in the marketplace; why it is happening; what the future trends may be; and how to positively affect the leading and managing of human resources in a changing, international business climate.

### **Information Technology Management**

The convergence of people, business processes and technology is the driving force in business today. In the 21st century, business and information technologies are increasingly interdependent in creating value across the enterprise. These realities put a premium on professionals whose education provides both theoretical and applied skills. The MS ITM curriculum is grounded in the four foundational components of IT: 1) software, 2) infrastructure, 3) network/communications, and 4) data. Instructors with extensive field experience at some of the Bay Area's top companies present courses that address strategic application of the foundation while integrating emerging technologies, e.g. unstructured data analytics, cloud services, virtualization, mobile platforms, and social media. By graduation, students will have an in-depth knowledge of IT systems and the skills to effectively manage their use in support of business objectives.

### **Marketing and Public Relations**

The increased pace of business today has changed the rules about how organizations communicate with their markets. GGU's Marketing and Public Relations Department monitors the developing trends in the marketplace and the concurrent changes in marketing education they make necessary. In that way, we provide students with a first-rate marketing education that's both cutting-edge and grounded in the strong foundation skills they must have to compete in today's business environment. Students will learn to identify issues relating to international marketing and technology, and create new solutions to them. We offer a range of courses so they can develop a deeper level of expertise in a number of marketing areas. Through case studies of real-life problems, students develop analytical and communication skills while learning marketing classes along with acquiring marketing concepts for business in the 21st century.

### **Psychology**

The study of psychology prepares individuals for some of today's top employment opportunities. As businesses have come to recognize the importance of teamwork, good leadership and organizational flexibility, the need for psychologically-trained professionals has increased. Throughout society, there is also a growing demand for counselors, therapists, mediators, consultants and other psychologically-oriented professionals. GGU's psychology degrees are unique in their flexibility and their emphasis on the real-world application of psychological theory. We offer combined concentrations and certificates that allow our student to customize their degree to match their existing experience and the future trends of the workplace.

### **Project Management**

The Master of Science in Project Management meets the need for focused graduate study in this growing discipline. Business leaders are becoming more aware that project alignment with organizational goals will increasingly drive business value. Students will graduate with project management skills that emphasize the need for an integrated relationship with business function areas. Our degrees and certificate in project management provide formal training that prepares graduates to manage local, outsourced, and global projects. Attention is paid to developing "soft skills," which are needed for success in working in and among the multiple and diverse communities within the business organization.

### **Public Administration**

The professional practice of public management is an art as well as a science. Today's successful leaders in the public or nonprofit sector need intuition, creative problem-solving abilities and self-confidence, knowledge of the discipline, and communication and analytical skills. Since the 1960s, GGU has offered a public administration degree program of exceptional quality and academic rigor for the working student. Our Executive Master of Public Administration program prepares the student for a leadership role in the management of government and nonprofit agencies. This program will provide an in-depth study of public administration and train students on the skills and tools they will need to become a successful contributor to local, state and federal government and public service agencies, nonprofit organizations and international institutions. Some executive MPA program students have won prestigious awards, such as the Presidential Management Fellowship. GGU has been a National Association of Schools of Public Affairs and Administration (NASPAA) institutional member since 1973 and has a chartered Pi Alpha Alpha (public administration national honors society) chapter.

## **Doctor of Business Administration**

### **Business Administration, DBA**

#### **Program Information**

The Doctor of Business Administration (DBA) program is designed for professionals who want to further their career with the most advanced business degree program GGU offers. The DBA program addresses the learning needs and objectives of senior business managers, consultants and university professors. Its primary objective is to produce graduates who can contribute to the advancement of their professions and to the expansion of knowledge and awareness of contemporary strategic issues and practices.

Our curriculum has a three-tiered focus. Students examine current theories, practices, and issues in business; train in research methods; and study the relationships between business and social and global issues. We believe doctoral students must be adept in all these areas to be successful contributors to the expansion of knowledge and improvement of business practices. For the dissertation, students conduct original research on a topic of current importance and

personal interest. The dissertation should impact and help illuminate the strategic issues they face in their professions.

The program encourages students to accept the added responsibility of a shared commitment to the advancement of their professions and to upholding the highest ethical standards in the private or public sector.

## Student Learning Outcomes

Graduates of the DBA program will achieve the program's primary objectives through the development of:

- A thorough knowledge of scientific and scholarly research methods and their applications in business settings
- Advanced critical thinking, conceptual and analytical skills
- A grasp of both the seminal theories and the latest practices in business and public sector management
- Intensive knowledge of theory and practice in a chosen field of business or public management
- The tools to perform original applied research that advances knowledge
- An appreciation of cultural, ethical, and global issues and their impact on business theory and practices
- The skills necessary for effective decision making in complex environments through integrating theoretic insights with practical knowledge

## DBA vs. PhD

The DBA program has been designed with a focus on the "practitioner educational model," which distinguishes Golden Gate University from other institutions. This focus is consistent with the position adopted by the Association of Business Schools, which can be summarized as follows:

- The DBA is a professional practice doctorate and is concerned with researching real business and managerial issues via the critical review and systematic application of appropriate theories and research to professional practice. This may be contrasted to the PhD, which places more emphasis on the development of new knowledge and theoretical perspectives.
- The DBA may often be interdisciplinary in approach and/or content.
- It is further intended to provide opportunity for considerable personal development, such that the participant achieves a greater level of effectiveness as a professional practitioner or manager.
- While the DBA, like the PhD, may have a program of complementary studies, it is not held to be a taught program as its primary mode of assessment is through the production of a dissertation/thesis.

Notwithstanding the above differences in orientation, the DBA is a true doctoral program designed to be equal in status and rigor to the PhD. It should thus share the same position as the PhD in any national postgraduate typology.

## Students

Our students are one of the program's greatest strengths. Typical doctoral students at GGU attend part time. Without exception, they come from successful careers in top positions in the private, nonprofit and government sectors. They bring their experiences and knowledge to the classroom and, in turn, demand incisive instruction and intelligent, well-developed classroom discussions.

## Faculty

Faculty members who teach in our DBA program have doctoral degrees from leading universities in their fields and possess extensive practical experience. They bring a theoretical as well as a real-world view to their teaching and a commitment to dynamic, progressive education.

## Format

Offered at the San Francisco campus, the DBA program offers a state-of-the-art curriculum delivered by experienced, highly qualified professors. In keeping with our commitment to working adult professionals, we have one of the few accredited doctoral programs in the Bay Area that allows students to complete doctoral studies on a part-time basis and accommodate their work schedules by attending evening and weekend classes.

## Admission

GGU seeks doctoral candidates with strong intellects, proper educational preparation, breadth and depth of managerial or professional experience and the capacity for disciplined scholarly investigation. While most applicants have a master's degree in a business-related field, applicants with academic preparation in other fields are welcome to apply.

Doctoral candidates must be fluent in English and are expected to write at a level that meets the standards of scholarly publications. They are expected to understand contemporary practices in business and the economic, social and political context in which they are conducted.

The admission decision is made by a faculty committee and is based on the applicant's total accomplishments and skills. Specifically, admission to the program requires:

- Educational preparation: A master's degree from a regionally accredited US institution or comparable foreign institution will usually meet this requirement. A minimum



grade-point average (GPA) of 3.5 in the master's degree is required. We will consider candidates who only have a bachelor's degree with a 3.5 GPA.

- Successful completion of ECON 202 Economics for Managers (or equivalent) and MATH 240 Data Analysis for Managers (or equivalent)
- Experience: Applicants with responsible managerial or professional work experience will be given preference. A professional resume is required.
- GMAT or GRE examination: applicants are required to take the GMAT or GRE examination (within 10 years prior to application to the program) and have the test score results forwarded to the university.
- English language proficiency: If the applicant's native language is not English, he/she must supply evidence of English language proficiency, such as a score of 550 or higher on the TOEFL or other evidence.
- Recommendations: Three written recommendations attesting to the applicant's ability to succeed in a doctoral program are required.
- Statement of purpose: A statement of purpose of approximately 1,000 words is required. This statement should address the applicant's goals and reasons for seeking the doctoral degree.

The admission decision is based on the full range of the skills and accomplishments as shown in the application materials. Strength in one of the above areas can offset weakness in another area.

## Application Procedure

The application for admission to doctoral studies should be submitted to the Office of Enrollment Services, 536 Mission Street, Golden Gate University, San Francisco, CA 94105-2968. The application must be accompanied by a nonrefundable application fee. All documents become the property of the University and are not returned. The initial screening of complete files is performed by the director of the DBA program. An interview, in person or by telephone, may be asked of prospective students who pass the initial screening. The admission decision is made by the faculty committee, which oversees the academic policies and standards of the DBA program.

Documents which must be submitted in support of the doctoral application include:

- Official transcripts, forwarded directly by all colleges and universities previously attended
- Official test score results (see above for requirements)
- A professional resume
- A statement of purpose (approximately 1,000 words)
- Three letters of recommendation

Applications are accepted at any time during the year and students begin the program in any trimester. Applicants must ensure that all documents are received by the University not less than two months

prior to the start of the trimester in which they want to begin the program.

## Transfer Credit

Acceptance of transfer credits is dependent on the approval of the Office of Enrollment Services and the director of the DBA program. Transfer of credit is limited to 12 semester units of doctoral-level work, subject to the following restrictions:

- The transfer credits must be pertinent to the work of the DBA program.
- All transfer credit must be a B (3.00 in a 4.00 grading system) or better (B- is not acceptable) and must be completed in a doctoral program at a regionally accredited institution or comparable foreign institution.
- Graduate credit will not be allowed for correspondence or extension work.
- Any transfer units completed after admission to the DBA program must be approved by the director.

## Requirements for the Doctor of Business Administration

To be awarded the degree students must successfully complete a minimum of 60 semester units beyond the preparatory graduate courses listed. Included are 12 semester units of foundation courses, 28 semester units of business core courses, 8 semester units of electives and a minimum of 12 units of dissertation research.

Although research papers, reports and examinations may be required in doctoral seminars, the major assessment points in the DBA program are the qualifying examination, taken after the foundation curriculum is completed, and the dissertation research. Students must receive a passing score on the qualifying examination and successfully complete all required courses before they are allowed to present a dissertation proposal and officially advance to candidacy. To fulfill the degree requirements, the student's dissertation must be completed and defended successfully within seven years of entry into the program.

## Graduate Writing Proficiency Requirement

Students admitted to the doctoral program must meet the graduate writing proficiency requirement within the first twelve units of the program by successfully passing the Graduate Writing Proficiency Exam or by completing ENGL 201 Graduate Writing with a grade of B or better. See "Proficiency in Mathematics, English and Computer Skills Required for Certain Master's Degrees and Certain Graduate Certificates".

## Foundation Curriculum - 12 units

- DBA 800 Doctoral Writing and Research Methods 4 unit(s)
- DBA 801 Quantitative Research and Analysis 4 unit(s)
- DBA 802 Qualitative Research and Analysis 4 unit(s)

## Qualifying Examination

After the foundation curriculum course work is completed, a qualifying examination is required. This integrative examination will test the student's mastery of the skills and disciplines of doctoral level research methods and analysis.

## Business Core Curriculum - 28 units

- DBA 803 Economic Theory and Policy 4 unit(s)
- DBA 804 Management and Organizational Theory 4 unit(s)
- DBA 806 Operations and Technology Systems 4 unit(s)
- DBA 807 Business, Government and Society 4 unit(s)
- DBA 820 Corporate Finance 4 unit(s)
- DBA 821 Marketing Management 4 unit(s)
- DBA 822 Strategy and International Business 4 unit(s)

## Electives - 8 units

Students must choose two of the following DBA seminars from business areas closely related to their dissertation research topics, in consultation with the DBA director:

- DBA 830 Financial Theory and Applications 4 unit(s)
- DBA 862 Project and Systems Management 4 unit(s)
- DBA 871 Buyer Behavior 4 unit(s)
- DBA 880 Leadership Theory, Research and Application 4 unit(s)
- DBA 891A-ZZ Special Topics in Business Administration 4 unit(s)
- DBA 895 Directed Study 4 unit(s)
- DBA 897 Independent Study 4 unit(s)

## Dissertation Research - Minimum of 12 units:

Students may register for DBA 899 Dissertation Research only after having first completed all required doctoral seminars and having passed the qualifying examination. Successful completion of the dissertation is the final step in the program.

## Master of Arts

### Counseling Psychology, MA

## Program Information

Golden Gate University offers a license-eligible Master of Arts in Counseling Psychology. This degree program provides students with the academic and clinical training required to practice relationally informed clinical work and to prepare alumni for employment in a variety of mental health settings, including community mental health agencies, hospitals, schools, and private practice. Our students learn to practice from a stance of cultural humility and to maintain ethical and best practice standards.

Traineeship is an integral part of our program, providing an opportunity for students to apply the skills learned in class to the clinical encounter. Students are required to complete 300 face-to-face clinical hours under clinical supervision and to concurrently attend our practicum seminar.

Our curriculum meets the MFT licensure requirements as set forth by section 4980.36(a) of the Business and Professions (B&P) code. The program satisfies all the educational requirements set by the California Board of Behavioral Science Examiners and may provide some hours of supervised experience fulfilling part of the practical experience requirements. Our curriculum also meets the educational requirements for Licensed Professional Clinical counselor (LPCC) licensure as required by section 4999.54 of the Business and Professions (B&P) code.

## Student Learning Outcomes

Graduates of the Master of Arts in Counseling Psychology will possess the skills and knowledge to:

- Demonstrate comprehensive and integrative knowledge of the field of counseling psychology relevant to mental health professionals, including human development, psychopathology, and group, family, couple, and individual dynamics.
- Demonstrate knowledge of ethical and best practice standards that exist for professionals in their field.
- Demonstrate the capacity and willingness to practice psychotherapy from a stance of cultural humility.
- Demonstrate the capacity to practice individual, couple, family, and group psychotherapy from a relational and systemic lens.
- Demonstrate knowledge of research designs and parameters of psychological research, particularly within the field of counseling psychology, and the capacity to critically assess psychological research.

## Personal Psychotherapy Requirement

Students entering the counseling profession benefit professionally, personally, and academically from personal psychotherapy. During the program, students must complete 50 hours of psychotherapy with a licensed clinician or a therapist under supervision by a licensed clinician (Psychiatrist, Psychologist, MFT, LPCC, or LCSW). Students may select individual, couple, family or group psychotherapy.

## Traineeship Readiness Requirement

Before accepting a traineeship, a student must advance to Traineeship Candidate status. A student should apply for candidacy by completing the Traineeship Candidate Form, which must be submitted to the department chair. This form requires that students have completed at least PSYCH 320 and PSYCH 326 and have made substantial progress toward completing their courses on psychotherapy theory (PSYCH 321, PSYCH 323, PSYCH 324, PSYCH 325, and PSYCH 339). In addition, the form requires that students verify that they have begun the process of accruing personal psychotherapy hours as required by the program and have confirmed a path to completion of their remaining courses through meeting with their academic advisor. The department chair's evaluation of the student's application for candidacy will emphasize both the academic and personal characteristics consistent with the requirements of a practicing professional. International students in F-1 or J-1 visa status must also have their employment authorization eligibility confirmed by their academic advisor/DSO. In the event that a student is not advanced to candidacy status, the student will be notified in writing, and a meeting will be scheduled with the chair to discuss the student's performance. Whenever possible, a plan will be developed with the student to address gaps in academic performance or professional preparation. However, in some cases, students who are not advanced to candidacy status may be required to leave the program at this juncture. Similarly, if a student's traineeship placement is terminated for any reason, their readiness to participate in another traineeship will be evaluated by the chair according to candidacy guidelines.

## Requirements for the Master of Arts in Counseling Psychology

The Master of Arts in Counseling Psychology degree requires the completion of 60 semester units in the graduate program. Courses listed carry three semester units of credit unless otherwise noted.

## Graduate Writing Proficiency Requirement

Students admitted to the Master of Arts in Counseling Psychology must meet the graduate writing proficiency requirement within the first nine units of the program by successfully passing the Graduate

Writing Proficiency Exam or by completing ENGL 201 Graduate Writing, with a grade of B or better.. Students may meet this requirement by satisfying one of the screening criteria. For further information, refer to our website. <https://www.ggu.edu/shared-content/enrollment/proficiency-requirements/#graduate-writing-proficiency>

## Math Proficiency Requirement

Students admitted to this program are expected to possess a level of mathematical skill at least equivalent to MATH 40 Statistics. The math proficiency requirement may be waived if the student has previously completed comparable courses at another accredited college or university, or passed the appropriate CLEP Exam or MATH 40 Proficiency Exam with an acceptable score. Students may be admitted to advanced program courses before completion of the writing and math proficiencies requirements, but must complete them both by the time that 12 units have been earned in the advanced program.

## Undergraduate Psychology Pathway Programs

As a pathway to the graduate-level counseling programs, students who complete certain undergraduate-level courses at Golden Gate University as a part of completing the Bachelor of Arts in Psychology or a Psychology concentration with either the Bachelor of Arts in Management or Bachelor of Science in Business may have the comparable graduate-level required courses waived from their Master of Arts in Counseling Psychology, Graduate Certificate in Counseling Skills, or Graduate Certificate in Conflict Resolution program requirements.

The following courses are eligible for this waiver option: PSYCH 102 Lifespan Development: Theories and Applications satisfies the PSYCH 302 Lifespan Development: Theories and Applications for Therapists requirement. PSYCH 120 Principles and Methods of Counseling satisfies the PSYCH 320 Therapeutic Communication and Counseling Skills requirement. As a consequence of having these courses waived, the total number of units required to complete the program will be reduced accordingly. Note: Students who have not completed (or are expected to complete) one of the Bachelor programs listed above are not eligible for this waiver.

## Required Courses - 60 units

- PSYCH 302 Lifespan Development: Theories and Applications for Therapists 3 unit(s)
- PSYCH 304 Cross-Cultural Aspects of Psychology 3 unit(s)
- PSYCH 306 Group Models of Counseling 3 unit(s)
- PSYCH 308 Applied Psychological Research 3 unit(s)
- PSYCH 320 Therapeutic Communication and Counseling Skills 3 unit(s)

- PSYCH 321 Psychopathology 3 unit(s)
  - PSYCH 322 Psychological Assessment 3 unit(s)
  - PSYCH 323 Psychodynamic Models of Counseling 3 unit(s)
  - PSYCH 324 Child/Adolescent Psychology, Assessment and Treatment 3 unit(s)
  - PSYCH 325 Principles of Couple and Family Counseling 3 unit(s)
  - PSYCH 326 Legal and Ethical Responsibility for Counselors 3 unit(s)
  - PSYCH 329 The Neuroscience of Counseling and Psychopharmacology 3 unit(s)
  - PSYCH 331 Human Sexuality 1 unit(s)
  - PSYCH 333 Substance Use, Co-Occurring Disorders and Addiction 1 unit(s)
  - PSYCH 334 Relational Abuse: Assessment, Treatment and Reporting 1 unit(s)
  - PSYCH 335 Special Issues in the Treatment of Families 2 unit(s)
  - PSYCH 336 Evidence-Based Practice Treatment 1 unit(s)
  - PSYCH 337 Community Mental Health 3 unit(s)
  - PSYCH 339 Cognitive-Behavioral and Short-Term Models of Counseling 3 unit(s)
  - PSYCH 351 Career Counseling and Development 3 unit(s)
  - PSYCH 394 Practicum: Counseling Psychology 3 unit(s)
- Must complete a total of 9 units.

psychology, as well as human resources, executive coaching, and management consulting.

- Learn assessment tools to measure and diagnose individual, team, and organizational performance.
- Explore contemporary challenges such as diversity in organizations, managing generational differences, and the growing role of human resources technology.

## Requirements for the Master of Arts in Industrial-Organizational Psychology

The Master of Arts in Industrial-Organizational Psychology degree requires the completion of 42 semester units in the advanced graduate program.

## Graduate Writing Proficiency Requirement

Students admitted to the Master of Arts in Industrial Organizational Psychology must meet the graduate writing proficiency requirement within the first nine units of the program by successfully passing the Graduate Writing Proficiency Exam or by completing ENGL 201 Graduate Writing, with a grade of B or better. Students may meet this requirement by satisfying one of the screening criteria. For further information, refer to our website.

<https://www.ggu.edu/shared-content/enrollment/proficiency-requirements/#graduate-writing-proficiency>

## Math Proficiency Requirement

Students admitted to this program are expected to possess a level of mathematical skill at least equivalent to MATH 40 Statistics. The math proficiency requirement may be waived if the student has previously completed comparable courses at another accredited college or university, or passed the appropriate CLEP Exam or MATH 40 Proficiency Exam with an acceptable score. Students may be admitted to advanced program courses before completion of the writing and math proficiencies requirements, but must complete them both by the time that 12 units have been earned in the advanced program.

## Undergraduate Psychology Pathway Programs

As a pathway to the graduate-level industrial organizational programs, students who complete certain undergraduate-level courses at Golden Gate University as a part of completing the Bachelor of Arts in Psychology or a Psychology concentration with either the Bachelor of Arts in Management or Bachelor of Science in Business may have the comparable graduate-level required courses waived from their Master of Arts in Industrial Organizational Psychology, Graduate Certificate in Industrial-Organizational

## Industrial-Organizational Psychology, MA

### Program Information

This graduate program prepares students to enter or advance in the field of industrial-organizational psychology and allied disciplines. Students will receive thorough grounding in the field's major theoretical frameworks, consulting and other professional practice models, and individual, team and organizational research methods. Graduates of the program assume leadership roles in industrial-organizational psychology in small, medium, and large organizations in a variety of fields such as technology, pharmaceuticals, medical devices, entertainment, or work in global consulting firms servicing US and international clients

### Student Learning Outcomes

- Understand the main theoretical frameworks of industrial-organizational psychology with emphasis on organizational behavior, team and individual functioning, and leadership in a global context.
- Examine the dynamic and evolving nature of professional practice with focus on careers in industrial-organizational

Psychology, or Graduate Certificate in Conflict Resolution program requirements.

The following courses are eligible for this waiver option: PSYCH 143 Psychology of Leadership satisfies the PSYCH 343 Leadership and the Development of Managerial Excellence requirement. MGT 141 Organizational Leadership satisfies the PSYCH 341 Organizational Behavior and Process requirement. As a consequence of having these courses waived, the total number of units required to complete the program will be reduced accordingly. Note: Students who have not completed (or are expected to complete) one of the Bachelor programs listed above are not eligible for this waiver.

## Advanced Program - 42 units

### Core Courses - 33 units

- HRM 307 International HRM 3 unit(s)
- PSYCH 308 Applied Psychological Research 3 unit(s)
- PSYCH 340 Group Dynamics in Organizations 3 unit(s)
- PSYCH 341 Organizational Behavior and Process 3 unit(s)
- PSYCH 342 Organizational Development, Assessment and Intervention 3 unit(s)
- PSYCH 343 Leadership and the Development of Managerial Excellence 3 unit(s)
- PSYCH 344 Tests and Measurements 3 unit(s)
- PSYCH 348 Organizational Change 3 unit(s)
- PSYCH 349 Executive Coaching Theory and Practice 3 unit(s)
- PSYCH 354 Consulting Skills 3 unit(s)
- PSYCH 355 Diversity in Organizations 3 unit(s)

### Electives- 9 units

Three of the following:

- HRM 301 Work and Workforce Trends 3 unit(s)
- HRM 302 Acquiring and Retaining Human Resources 3 unit(s)
- HRM 306 Learning and Development 3 unit(s)
- HRM 308 Ethics in Managing People At Work 3 unit(s)
- PSYCH 352 Structure, Theory and Ethics of Conflict Resolution 3 unit(s)
- PSYCH 353 Conflict Resolution: Skills and Techniques 3 unit(s)
- PSYCH 398 Internship: Applied Psychology 1-3 unit(s)

## Master of Business Administration

### Business Administration, Accounting Concentration, MBA

#### Program Information

The GGU Master of Business Administration (MBA) program will advance your leadership skills and business knowledge using an activity-based learning approach. Our faculty members are seasoned professionals in their respective fields and will prepare you to lead in today's complex business environment.

The GGU MBA builds leadership skills throughout the program, provides an integrated perspective of management and allows you to tailor your program with one of our 13 concentrations to meet your interests and goals. These concentrations include business data analytics, entrepreneurship, project management and even the option to design your own.

Since the founding of its MBA program over half a century ago, GGU has pioneered evening and online programs for working professionals to achieve their career objectives. You will proceed at your own pace in deciding how many courses to take in a given trimester and study fully in-person, completely online or a combination of both.

#### Student Learning Outcomes

By the end of the program, students should be able to:

- Demonstrate a general management "holistic" perspective
- Demonstrate managerial and leadership skills, such as teamwork, critical thinking and problem solving, communications and presentations, self-awareness
- Master and apply general management analytic processes and tools for decision making
- Integrate strategic business objectives within competitive industry dynamics
- Integrate strategic business objectives within the socio-political-economic-ecological-global context
- Understand functional areas' impact on business and departmental interaction issues
- Demonstrate integrated business level planning

## Requirements for the Master of Business Administration

### GMAT/GRE Requirement

The GMAT/GRE is NOT required if you have more than 5 years of professional work experience and hold an earned bachelor's degree from a regionally accredited US institution or the equivalent from a recognized foreign (outside the US) institution. If you have less than 5 years of work experience, you may need to take the GMAT or GRE. For all exceptions to the GMAT/GRE requirement, please view our Graduate Admission information.

### Business Proficiency Requirement

Students admitted to this program are required to possess an understanding of U.S. business practices equivalent to BUS 201. Completion of an undergraduate degree from a regionally accredited university automatically fulfills this requirement. Those with at least two years of full-time professional work experience in the United States also automatically satisfy this requirement. The dean or program director may waive this requirement after determining that students possess the requisite knowledge.

This requirement must be completed in your first term, and you must have completed this requirement no later than your first nine units at GGU. A grade of C- or better is required for BUS 201. However, graduate students must maintain a 3.00 (B) cumulative grade point average to remain in good standing.

### Graduate Writing Proficiency Requirement

Students are expected to possess a level of writing skill and knowledge equivalent to ENGL 201. Students may meet this requirement by satisfying one of the screening criteria. For further information, refer to our website. <https://www.ggu.edu/shared-content/enrollment/proficiency-requirements/#graduate-writing-proficiency>

### Computer Proficiency Requirement

Applicants are expected to demonstrate a working familiarity with computers and software applications appropriate for graduate studies. Knowledge of word processing, spreadsheet analysis and network access capabilities are included for evaluation. Deficiencies in computer proficiency may require additional work as determined by the faculty.

## Math Proficiency Requirement

Students admitted to this program are expected to possess a level of mathematical skill at least equivalent to College Algebra (MATH 30).

## Multiple Concentrations

Two or more concentrations may be taken in the MBA program. In addition to the course requirements for the concentrations, students must also complete the coursework for all the foundation and the advanced programs. All of the coursework for multiple concentrations must be completed prior to graduation; students may not request any additional concentrations after they have received their MBA. The diploma will list all of the concentrations that the student successfully completed by the date of graduation.

The following concentrations are available:

- Accounting
- Adaptive Leadership
- Business Analytics
- Entrepreneur
- Finance
- General
- Global Supply Chain Management
- Human Resource Management
- Information Technology Management
- International Business
- Law
- Marketing
- Project Management
- Public Administration

## Foundation Program - 9 Units

The three-course foundation program provides the groundwork for the advanced program core and concentration courses. Some, or all, of the foundation course requirements may be waived if they have previously completed comparable undergraduate courses at a regionally accredited college or university with a grade of "C" or better. Students may be admitted to advanced program courses before completion of the entire foundation program, but they must complete the foundation program by the time twelve units have been earned in the advanced program.

- ACCTG 201 Accounting for Managers 3 unit(s)
- ECON 202 Economics for Managers 3 unit(s)
- MATH 240 Data Analysis for Managers 3 unit(s)

## Advanced Program - 45 Units

The core courses in the advanced program are taken by all MBA students. This ensures that all MBA graduates have an understanding of the important skills for effective management and an integrative knowledge of the core area of business, regardless of their area of concentration. Although they are required to choose either a concentration or a general concentration when they apply for

admission, the common core allows students to rethink their concentration (or general concentration) decision, and to change it with minimum course penalty.

## Core Courses - 33 Units

### Skills Courses - 12 units

- MBA 300 Management and Leadership 3 unit(s)
- MBA 301 Personal Leadership 3 unit(s)
- MBA 302 Communications and Presentations 3 unit(s)
- MBA 303 Teams in Organizations 3 unit(s)

### Contextual Courses - 6 units

- MBA 310 Context of Business 3 unit(s)
- MBA 311 Strategic Analysis and Design 3 unit(s)

### Functional Courses - 12 units

- MBA 320 Marketing 3 unit(s)
- MBA 321 Finance 3 unit(s)
- MBA 322 Operations 3 unit(s)
- MBA 323 Information Technology 3 unit(s)

### Capstone Course - 3 Units

- MBA 350 Business Planning 3 unit(s)

## Concentration - 12 units

The four concentration courses in the advanced program allow the student to develop expertise in a specialized area of business. The concentrations may include required and elective courses. Currently, GGU offers 13 MBA concentrations, including a general concentration. Courses listed carry three semester units of credit unless otherwise noted.

For those students who wish to develop on-the-job experience in the program, they can develop hands-on experience through an internship program by taking three units of an internship course in the student's field of interest. For three months, under the supervision of GGU faculty, students will work for a business or nonprofit organization, applying their Golden Gate education to real-life circumstances.

## Accounting Concentration - 12 units

The accounting concentration prepares the student for a career in public accounting as an auditor, tax professional or consultant; in private industry as a controller, treasurer or chief financial officer; in

not-for-profit accounting; or in banking and other positions where strong integration of finance and accounting is required.

## Required Courses - 12 units

- ACCTG 301 Introduction to Accounting Standards 3 unit(s)
- ACCTG 301A Intermediate Accounting I 3 unit(s)
- ACCTG 301B Intermediate Accounting II 3 unit(s)
- Any other 300-level or higher course with the ACCTG prefix (which may NOT include ACCTG 398 Internship: Accounting)

## Business Administration, Adaptive Leadership Concentration, MBA

### Program Information

The GGU Master of Business Administration (MBA) program will advance your leadership skills and business knowledge using an activity-based learning approach. Our faculty members are seasoned professionals in their respective fields and will prepare you to lead in today's complex business environment.

The GGU MBA builds leadership skills throughout the program, provides an integrated perspective of management and allows you to tailor your program with one of our 13 concentrations to meet your interests and goals. These concentrations include business data analytics, entrepreneurship, project management and even the option to design your own.

Since the founding of its MBA program over half a century ago, GGU has pioneered evening and online programs for working professionals to achieve their career objectives. You will proceed at your own pace in deciding how many courses to take in a given trimester and study fully in-person, completely online or a combination of both.

## Student Learning Outcomes

By the end of the program, students should be able to:

- Demonstrate a general management "holistic" perspective
- Demonstrate managerial and leadership skills, such as teamwork, critical thinking and problem solving, communications and presentations, self-awareness
- Master and apply general management analytic processes and tools for decision making
- Integrate strategic business objectives within competitive industry dynamics
- Integrate strategic business objectives within the socio-political-economic-ecological-global context

- Understand functional areas' impact on business and departmental interaction issues
- Demonstrate integrated business level planning

## Requirements for the Master of Business Administration

### GMAT/GRE Requirement

The GMAT/GRE is NOT required if you have more than 5 years of professional work experience and hold an earned bachelor's degree from a regionally accredited US institution or the equivalent from a recognized foreign (outside the US) institution. If you have less than 5 years of work experience, you may need to take the GMAT or GRE. For all exceptions to the GMAT/GRE requirement, please view our Graduate Admission information.

### Business Proficiency Requirement

Students admitted to this program are required to possess an understanding of U.S. business practices equivalent to BUS 201. Completion of an undergraduate degree from a regionally accredited university automatically fulfills this requirement. Those with at least two years of full-time professional work experience in the United States also automatically satisfy this requirement. The dean or program director may waive this requirement after determining that students possess the requisite knowledge.

This requirement must be completed in your first term, and you must have completed this requirement no later than your first nine units at GGU. A grade of C- or better is required for BUS 201. However, graduate students must maintain a 3.00 (B) cumulative grade point average to remain in good standing.

### Graduate Writing Proficiency Requirement

Students are expected to possess a level of writing skill and knowledge equivalent to ENGL 201. Students may meet this requirement by satisfying one of the screening criteria. For further information, refer to our website. <https://www.ggu.edu/shared-content/enrollment/proficiency-requirements/#graduate-writing-proficiency>

### Computer Proficiency Requirement

Applicants are expected to demonstrate a working familiarity with computers and software applications appropriate for graduate studies. Knowledge of word processing, spreadsheet analysis and network access capabilities are included for evaluation. Deficiencies in computer proficiency may require additional work as determined by the faculty.

## Math Proficiency Requirement

Students admitted to this program are expected to possess a level of mathematical skill at least equivalent to College Algebra (MATH 30).

## Multiple Concentrations

Two or more concentrations may be taken in the MBA program. In addition to the course requirements for the concentrations, students must also complete the coursework for all the foundation and the advanced programs. All of the coursework for multiple concentrations must be completed prior to graduation; students may not request any additional concentrations after they have received their MBA. The diploma will list all of the concentrations that the student successfully completed by the date of graduation.

The following concentrations are available:

- |                                  |                                     |
|----------------------------------|-------------------------------------|
| • Accounting                     | • Human Resource Management         |
| • Adaptive Leadership            | • Information Technology Management |
| • Business Analytics             | • International Business            |
| • Entrepreneur                   | • Law                               |
| • Finance                        | • Marketing                         |
| • General                        | • Project Management                |
| • Global Supply Chain Management | • Public Administration             |

## Foundation Program - 9 Units

The three-course foundation program provides the groundwork for the advanced program core and concentration courses. Some, or all, of the foundation course requirements may be waived if they have previously completed comparable undergraduate courses at a regionally accredited college or university with a grade of "C" or better. Students may be admitted to advanced program courses before completion of the entire foundation program, but they must complete the foundation program by the time twelve units have been earned in the advanced program.

- ACCTG 201 Accounting for Managers 3 unit(s)
- ECON 202 Economics for Managers 3 unit(s)
- MATH 240 Data Analysis for Managers 3 unit(s)

## Advanced Program - 45 Units

The core courses in the advanced program are taken by all MBA students. This ensures that all MBA graduates have an understanding of the important skills for effective management and an integrative knowledge of the core area of business, regardless of their area of concentration. Although they are required to choose either a concentration or a general concentration when they apply for



admission, the common core allows students to rethink their concentration (or general concentration) decision, and to change it with minimum course penalty.

## Core Courses - 33 Units

### Skills Courses - 12 units

- MBA 300 Management and Leadership 3 unit(s)
- MBA 301 Personal Leadership 3 unit(s)
- MBA 302 Communications and Presentations 3 unit(s)
- MBA 303 Teams in Organizations 3 unit(s)

### Contextual Courses - 6 units

- MBA 310 Context of Business 3 unit(s)
- MBA 311 Strategic Analysis and Design 3 unit(s)

### Functional Courses - 12 units

- MBA 320 Marketing 3 unit(s)
- MBA 321 Finance 3 unit(s)
- MBA 322 Operations 3 unit(s)
- MBA 323 Information Technology 3 unit(s)

### Capstone Course - 3 Units

- MBA 350 Business Planning 3 unit(s)

## Concentration - 12 units

The four concentration courses in the advanced program allow the student to develop expertise in a specialized area of business. The concentrations may include required and elective courses. Currently, GGU offers 13 MBA concentrations, including a general concentration. Courses listed carry three semester units of credit unless otherwise noted.

For those students who wish to develop on-the-job experience in the program, they can develop hands-on experience through an internship program by taking three units of an internship course in the student's field of interest. For three months, under the supervision of GGU faculty, students will work for a business or nonprofit organization, applying their Golden Gate education to real-life circumstances.

## Adaptive Leadership Concentration - 12 units

This practice-based concentration educates students in an understanding of contemporary leadership and management theories with special emphasis on application and skill development. Students who take this concentration will be well prepared to manage, lead, and produce results in today's complex, global business environment.

## Required Courses - 9 units

- LEAD 304 Leading Complex Change 3 unit(s)
- LEAD 305 Adaptive Decision Making 3 unit(s)
- MGT 348 Negotiating in Business 3 unit(s)

### One of the following:

- MGT 301 Entrepreneurship and New Business Development 3 unit(s)
- MGT 304 International Business & Strategy 3 unit(s)
- MGT 312 Business Planning for Entrepreneurs 3 unit(s)
- MGT 320 Management Leadership: Theory and Practice 3 unit(s)
- MGT 324 Organizational Behavior and Process 3 unit(s)
- MGT 353 Organizational Development 3 unit(s)
- MGT 396CR Conflict Resolution 3 unit(s)
- MGT 398 Internship: Management 3 unit(s)

## Business Administration, Business Analytics Concentration, MBA

### Program Information

The GGU Master of Business Administration (MBA) program will advance your leadership skills and business knowledge using an activity-based learning approach. Our faculty members are seasoned professionals in their respective fields and will prepare you to lead in today's complex business environment.

The GGU MBA builds leadership skills throughout the program, provides an integrated perspective of management and allows you to tailor your program with one of our 13 concentrations to meet your interests and goals. These concentrations include business data analytics, entrepreneurship, project management and even the option to design your own.

Since the founding of its MBA program over half a century ago, GGU has pioneered evening and online programs for working professionals to achieve their career objectives. You will proceed at your own pace in deciding how many courses to take in a given trimester and study fully in-person, completely online or a combination of both.

## Student Learning Outcomes

By the end of the program, students should be able to:

- Demonstrate a general management "holistic" perspective
- Demonstrate managerial and leadership skills, such as teamwork, critical thinking and problem solving, communications and presentations, self-awareness
- Master and apply general management analytic processes and tools for decision making
- Integrate strategic business objectives within competitive industry dynamics
- Integrate strategic business objectives within the socio-political-economic-ecological-global context
- Understand functional areas' impact on business and departmental interaction issues
- Demonstrate integrated business level planning

## Requirements for the Master of Business Administration

### GMAT/GRE Requirement

The GMAT/GRE is NOT required if you have more than 5 years of professional work experience and hold an earned bachelor's degree from a regionally accredited US institution or the equivalent from a recognized foreign (outside the US) institution. If you have less than 5 years of work experience, you may need to take the GMAT or GRE. For all exceptions to the GMAT/GRE requirement, please view our Graduate Admission information.

### Business Proficiency Requirement

Students admitted to this program are required to possess an understanding of U.S. business practices equivalent to BUS 201. Completion of an undergraduate degree from a regionally accredited university automatically fulfills this requirement. Those with at least two years of full-time professional work experience in the United States also automatically satisfy this requirement. The dean or program director may waive this requirement after determining that students possess the requisite knowledge.

This requirement must be completed in your first term, and you must have completed this requirement no later than your first nine units at GGU. A grade of C- or better is required for BUS 201. However, graduate students must maintain a 3.00 (B) cumulative grade point average to remain in good standing.

### Graduate Writing Proficiency Requirement

Students are expected to possess a level of writing skill and knowledge equivalent to ENGL 201. Students may meet this

requirement by satisfying one of the screening criteria. For further information, refer to our website. <https://www.ggu.edu/shared-content/enrollment/proficiency-requirements/#graduate-writing-proficiency>

### Computer Proficiency Requirement

Applicants are expected to demonstrate a working familiarity with computers and software applications appropriate for graduate studies. Knowledge of word processing, spreadsheet analysis and network access capabilities are included for evaluation. Deficiencies in computer proficiency may require additional work as determined by the faculty.

### Math Proficiency Requirement

Students admitted to this program are expected to possess a level of mathematical skill at least equivalent to College Algebra (MATH 30).

### Multiple Concentrations

Two or more concentrations may be taken in the MBA program. In addition to the course requirements for the concentrations, students must also complete the coursework for all the foundation and the advanced programs. All of the coursework for multiple concentrations must be completed prior to graduation; students may not request any additional concentrations after they have received their MBA. The diploma will list all of the concentrations that the student successfully completed by the date of graduation.

The following concentrations are available:

- |                                  |                                     |
|----------------------------------|-------------------------------------|
| • Accounting                     | • Human Resource Management         |
| • Adaptive Leadership            | • Information Technology Management |
| • Business Analytics             | • International Business            |
| • Entrepreneur                   | • Law                               |
| • Finance                        | • Marketing                         |
| • General                        | • Project Management                |
| • Global Supply Chain Management | • Public Administration             |

### Foundation Program - 9 Units

The three-course foundation program provides the groundwork for the advanced program core and concentration courses. Some, or all, of the foundation course requirements may be waived if they have previously completed comparable undergraduate courses at a regionally accredited college or university with a grade of "C" or better. Students may be admitted to advanced program courses before completion of the entire foundation program, but they must complete

the foundation program by the time twelve units have been earned in the advanced program.

- ACCTG 201 Accounting for Managers 3 unit(s)
- ECON 202 Economics for Managers 3 unit(s)
- MATH 240 Data Analysis for Managers 3 unit(s)

## Advanced Program - 45 Units

The core courses in the advanced program are taken by all MBA students. This ensures that all MBA graduates have an understanding of the important skills for effective management and an integrative knowledge of the core area of business, regardless of their area of concentration. Although they are required to choose either a concentration or a general concentration when they apply for admission, the common core allows students to rethink their concentration (or general concentration) decision, and to change it with minimum course penalty.

### Core Courses - 33 Units

#### Skills Courses - 12 units

- MBA 300 Management and Leadership 3 unit(s)
- MBA 301 Personal Leadership 3 unit(s)
- MBA 302 Communications and Presentations 3 unit(s)
- MBA 303 Teams in Organizations 3 unit(s)

#### Contextual Courses - 6 units

- MBA 310 Context of Business 3 unit(s)
- MBA 311 Strategic Analysis and Design 3 unit(s)

#### Functional Courses - 12 units

- MBA 320 Marketing 3 unit(s)
- MBA 321 Finance 3 unit(s)
- MBA 322 Operations 3 unit(s)
- MBA 323 Information Technology 3 unit(s)

#### Capstone Course - 3 Units

- MBA 350 Business Planning 3 unit(s)

### Concentration - 12 units

The four concentration courses in the advanced program allow the student to develop expertise in a specialized area of business. The concentrations may include required and elective courses. Currently, GGU offers 13 MBA concentrations, including a general

concentration. Courses listed carry three semester units of credit unless otherwise noted.

For those students who wish to develop on-the-job experience in the program, they can develop hands-on experience through an internship program by taking three units of an internship course in the student's field of interest. For three months, under the supervision of GGU faculty, students will work for a business or nonprofit organization, applying their Golden Gate education to real-life circumstances.

## Business Analytics Concentration - 12 units

The business data analytics concentration is designed for the MBA student who must be able to apply data analytics tools and technique to both structured and unstructured data, extracting information that the organization can use for strategic decision-making.

### Required Course - 3 unit

- MSBA 300 Foundations of Business Analytics 3 unit(s)  
(This course must be completed first.)

### Electives - 9 units

#### Three of the following:

- MSBA 301 Enterprise Performance Management and Metrics 3 unit(s)
- MSBA 304 Managing Relational Structures 3 unit(s)
- MSBA 305 Business Intelligence and Decision Support 3 unit(s)
- MSBA 320 Advanced Statistical Analysis with R & Python 3 unit(s)
- MSBA 324 Web and Social Network Analytics 3 unit(s)
- MSBA 328 Data Visualization and Communication through Storytelling 3 unit(s) Students may substitute an approved Internship in the field for any of the courses with permission of the ITM department chair.

## Business Administration, Entrepreneur Concentration, MBA

### Program Information

The GGU Master of Business Administration (MBA) program will advance your leadership skills and business knowledge using an activity-based learning approach. Our faculty members are seasoned professionals in their respective fields and will prepare you to lead in today's complex business environment.

The GGU MBA builds leadership skills throughout the program, provides an integrated perspective of management and allows you to tailor your program with one of our 13 concentrations to meet your interests and goals. These concentrations include business data analytics, entrepreneurship, project management and even the option to design your own.

Since the founding of its MBA program over half a century ago, GGU has pioneered evening and online programs for working professionals to achieve their career objectives. You will proceed at your own pace in deciding how many courses to take in a given trimester and study fully in-person, completely online or a combination of both.

## Student Learning Outcomes

By the end of the program, students should be able to:

- Demonstrate a general management "holistic" perspective
- Demonstrate managerial and leadership skills, such as teamwork, critical thinking and problem solving, communications and presentations, self-awareness
- Master and apply general management analytic processes and tools for decision making
- Integrate strategic business objectives within competitive industry dynamics
- Integrate strategic business objectives within the socio-political-economic-ecological-global context
- Understand functional areas' impact on business and departmental interaction issues
- Demonstrate integrated business level planning

## Requirements for the Master of Business Administration

### GMAT/GRE Requirement

The GMAT/GRE is NOT required if you have more than 5 years of professional work experience and hold an earned bachelor's degree from a regionally accredited US institution or the equivalent from a recognized foreign (outside the US) institution. If you have less than 5 years of work experience, you may need to take the GMAT or GRE. For all exceptions to the GMAT/GRE requirement, please view our Graduate Admission information.

### Business Proficiency Requirement

Students admitted to this program are required to possess an understanding of U.S. business practices equivalent to BUS 201. Completion of an undergraduate degree from a regionally accredited university automatically fulfills this requirement. Those with at least two years of full-time professional work experience in the United States also automatically satisfy this requirement. The dean or program director may waive this requirement after determining that students possess the requisite knowledge.

This requirement must be completed in your first term, and you must have completed this requirement no later than your first nine units at GGU. A grade of C- or better is required for BUS 201. However, graduate students must maintain a 3.00 (B) cumulative grade point average to remain in good standing.

### Graduate Writing Proficiency Requirement

Students are expected to possess a level of writing skill and knowledge equivalent to ENGL 201. Students may meet this requirement by satisfying one of the screening criteria. For further information, refer to our website. <https://www.ggu.edu/shared-content/enrollment/proficiency-requirements/#graduate-writing-proficiency>

### Computer Proficiency Requirement

Applicants are expected to demonstrate a working familiarity with computers and software applications appropriate for graduate studies. Knowledge of word processing, spreadsheet analysis and network access capabilities are included for evaluation. Deficiencies in computer proficiency may require additional work as determined by the faculty.

### Math Proficiency Requirement

Students admitted to this program are expected to possess a level of mathematical skill at least equivalent to College Algebra (MATH 30).

### Multiple Concentrations

Two or more concentrations may be taken in the MBA program. In addition to the course requirements for the concentrations, students must also complete the coursework for all the foundation and the advanced programs. All of the coursework for multiple concentrations must be completed prior to graduation; students may not request any additional concentrations after they have received their MBA. The diploma will list all of the concentrations that the student successfully completed by the date of graduation.

The following concentrations are available:

- Accounting
- Adaptive Leadership
- Business Analytics
- Entrepreneur
- Finance
- General
- Global Supply Chain Management
- Human Resource Management
- Information Technology Management
- International Business
- Law
- Marketing
- Project Management
- Public Administration

## Foundation Program - 9 Units

The three-course foundation program provides the groundwork for the advanced program core and concentration courses. Some, or all, of the foundation course requirements may be waived if they have previously completed comparable undergraduate courses at a regionally accredited college or university with a grade of "C" or better. Students may be admitted to advanced program courses before completion of the entire foundation program, but they must complete the foundation program by the time twelve units have been earned in the advanced program.

- ACCTG 201 Accounting for Managers 3 unit(s)
- ECON 202 Economics for Managers 3 unit(s)
- MATH 240 Data Analysis for Managers 3 unit(s)

## Advanced Program - 45 Units

The core courses in the advanced program are taken by all MBA students. This ensures that all MBA graduates have an understanding of the important skills for effective management and an integrative knowledge of the core area of business, regardless of their area of concentration. Although they are required to choose either a concentration or a general concentration when they apply for admission, the common core allows students to rethink their concentration (or general concentration) decision, and to change it with minimum course penalty.

## Core Courses - 33 Units

### Skills Courses - 12 units

- MBA 300 Management and Leadership 3 unit(s)
- MBA 301 Personal Leadership 3 unit(s)
- MBA 302 Communications and Presentations 3 unit(s)
- MBA 303 Teams in Organizations 3 unit(s)

### Contextual Courses - 6 units

- MBA 310 Context of Business 3 unit(s)
- MBA 311 Strategic Analysis and Design 3 unit(s)

## Functional Courses - 12 units

- MBA 320 Marketing 3 unit(s)
- MBA 321 Finance 3 unit(s)
- MBA 322 Operations 3 unit(s)
- MBA 323 Information Technology 3 unit(s)

## Capstone Course - 3 Units

- MBA 350 Business Planning 3 unit(s)

## Concentration - 12 units

The four concentration courses in the advanced program allow the student to develop expertise in a specialized area of business. The concentrations may include required and elective courses. Currently, GGU offers 13 MBA concentrations, including a general concentration. Courses listed carry three semester units of credit unless otherwise noted.

For those students who wish to develop on-the-job experience in the program, they can develop hands-on experience through an internship program by taking three units of an internship course in the student's field of interest. For three months, under the supervision of GGU faculty, students will work for a business or nonprofit organization, applying their Golden Gate education to real-life circumstances.

## Entrepreneur Concentration - 12 units

The Entrepreneur concentration is for students who want to start and grow their own business, and/or manage innovation within a larger enterprise. This concentration offers the opportunity to learn how to design, finance and manage a new venture, whether a startup, small business, or within an organization in transition. Real world practical skills combined with the most current theory will provide a solid foundation. All students in this concentration will construct a business plan for their venture, and will also have the flexibility to choose additional courses to support their particular interests.

## Required Courses - 6 units

- MGT 301 Entrepreneurship and New Business Development 3 unit(s)
- MGT 312 Business Planning for Entrepreneurs 3 unit(s)

## Electives - 6 units

Two of the following:

- FI 318 Venture Capital and Start-Up Financing 3 unit(s)
- MGT 304 International Business & Strategy 3 unit(s)

- MGT 348 Negotiating in Business 3 unit(s)
  - MKT 335 New-Product Decisions 3 unit(s)
  - OP 303 Managing Innovation and Technology 3 unit(s)
- OR**
- Any 300 or above level course with permission of the Management Department Chair.

## **Business Administration, Finance Concentration, MBA**

### **Program Information**

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### **Student Learning Outcomes**

By the end of the program, students should be able to:

- Demonstrate a general management "holistic" perspective
- Demonstrate managerial and leadership skills, such as teamwork, critical thinking and problem solving, communications and presentations, self-awareness
- Master and apply general management analytic processes and tools for decision making
- Integrate strategic business objectives within competitive industry dynamics
- Integrate strategic business objectives within the socio-political-economic-ecological-global context
- Understand functional areas' impact on business and departmental interaction issues
- Demonstrate integrated business level planning

## **Requirements for the Master of Business Administration**

### **GMAT/GRE Requirement**

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### **Business Proficiency Requirement**

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## Math Proficiency Requirement

Students admitted to this program are expected to possess a level of mathematical skill at least equivalent to College Algebra (MATH 30).

## Multiple Concentrations

Two or more concentrations may be taken in the MBA program. In addition to the course requirements for the concentrations, students must also complete the coursework for all the foundation and the advanced programs. All of the coursework for multiple concentrations must be completed prior to graduation; students may not request any additional concentrations after they have received their MBA. The diploma will list all of the concentrations that the student successfully completed by the date of graduation.

The following concentrations are available:

- |                                  |                                     |
|----------------------------------|-------------------------------------|
| • Accounting                     | • Human Resource Management         |
| • Adaptive Leadership            | • Information Technology Management |
| • Business Analytics             | • International Business            |
| • Entrepreneur                   | • Law                               |
| • Finance                        | • Marketing                         |
| • General                        | • Project Management                |
| • Global Supply Chain Management | • Public Administration             |

## Foundation Program - 9 Units

The three-course foundation program provides the groundwork for the advanced program core and concentration courses. Some, or all, of the foundation course requirements may be waived if they have previously completed comparable undergraduate courses at a regionally accredited college or university with a grade of "C" or better. Students may be admitted to advanced program courses before completion of the entire foundation program, but they must complete the foundation program by the time twelve units have been earned in the advanced program.

- ACCTG 201 Accounting for Managers 3 unit(s)
- ECON 202 Economics for Managers 3 unit(s)
- MATH 240 Data Analysis for Managers 3 unit(s)

## Advanced Program - 45 Units

The core courses in the advanced program are taken by all MBA students. This ensures that all MBA graduates have an understanding of the important skills for effective management and an integrative knowledge of the core area of business, regardless of their area of concentration. Although they are required to choose either a concentration or a general concentration when they apply for

admission, the common core allows students to rethink their concentration (or general concentration) decision, and to change it with minimum course penalty.

## Core Courses - 33 Units

### Skills Courses - 12 units

- MBA 300 Management and Leadership 3 unit(s)
- MBA 301 Personal Leadership 3 unit(s)
- MBA 302 Communications and Presentations 3 unit(s)
- MBA 303 Teams in Organizations 3 unit(s)

### Contextual Courses - 6 units

- MBA 310 Context of Business 3 unit(s)
- MBA 311 Strategic Analysis and Design 3 unit(s)

### Functional Courses - 12 units

- MBA 320 Marketing 3 unit(s)
- MBA 321 Finance 3 unit(s)
- MBA 322 Operations 3 unit(s)
- MBA 323 Information Technology 3 unit(s)

### Capstone Course - 3 Units

- MBA 350 Business Planning 3 unit(s)

## Concentration - 12 units

The four concentration courses in the advanced program allow the student to develop expertise in a specialized area of business. The concentrations may include required and elective courses. Currently, GGU offers 13 MBA concentrations, including a general concentration. Courses listed carry three semester units of credit unless otherwise noted.

For those students who wish to develop on-the-job experience in the program, they can develop hands-on experience through an internship program by taking three units of an internship course in the student's field of interest. For three months, under the supervision of GGU faculty, students will work for a business or nonprofit organization, applying their Golden Gate education to real-life circumstances.

## Finance Concentration - 12 units

Whatever goal students have in the world of business, from corporate management to consulting and entrepreneurship, the study of finance gives them the grounding in decision-making techniques that will help ensure the financial health of their enterprise in the competitive

global market. Students learn capital budgeting, capital structure, investment management, and short-term capital management.

Our unique method; combining a theoretical knowledge of finance with extensive hands-on learning, using real-life case studies and our state-of-the art computer labs, gives students the abilities to be an effective and competent manager in any organization.

## Required Courses - 12 units

- FI 300 Corporate Finance 3 unit(s)

Three 300- or 400-level courses (9 units) with the FI or ECON prefix, which may include:

- FI 497 Internship: Finance 3 unit(s)

## Business Administration, General Concentration, MBA

### Program Information

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### Student Learning Outcomes

By the end of the program, students should be able to:

- Demonstrate a general management "holistic" perspective
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- Master and apply general management analytic processes and tools for decision making

- Integrate strategic business objectives within competitive industry dynamics
- Integrate strategic business objectives within the socio-political-economic-ecological-global context
- Understand functional areas' impact on business and departmental interaction issues
- Demonstrate integrated business level planning

## Requirements for the Master of Business Administration

### GMAT/GRE Requirement

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### Business Proficiency Requirement

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### Graduate Writing Proficiency Requirement

Students are expected to possess a level of writing skill and knowledge equivalent to ENGL 201. Students may meet this requirement by satisfying one of the screening criteria. For further information, refer to our website. <https://www.ggu.edu/shared-content/enrollment/proficiency-requirements/#graduate-writing-proficiency>

### Computer Proficiency Requirement

Applicants are expected to demonstrate a working familiarity with computers and software applications appropriate for graduate studies. Knowledge of word processing, spreadsheet analysis and network



access capabilities are included for evaluation. Deficiencies in computer proficiency may require additional work as determined by the faculty.

## Math Proficiency Requirement

Students admitted to this program are expected to possess a level of mathematical skill at least equivalent to College Algebra (MATH 30).

## Multiple Concentrations

Two or more concentrations may be taken in the MBA program. In addition to the course requirements for the concentrations, students must also complete the coursework for all the foundation and the advanced programs. All of the coursework for multiple concentrations must be completed prior to graduation; students may not request any additional concentrations after they have received their MBA. The diploma will list all of the concentrations that the student successfully completed by the date of graduation.

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- Entrepreneur
- Finance
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- Global Supply Chain Management
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- Information Technology Management
- International Business
- Law
- Marketing
- Project Management
- Public Administration

## Foundation Program - 9 Units

The three-course foundation program provides the groundwork for the advanced program core and concentration courses. Some, or all, of the foundation course requirements may be waived if they have previously completed comparable undergraduate courses at a regionally accredited college or university with a grade of "C" or better. Students may be admitted to advanced program courses before completion of the entire foundation program, but they must complete the foundation program by the time twelve units have been earned in the advanced program.

- ACCTG 201 Accounting for Managers 3 unit(s)
- ECON 202 Economics for Managers 3 unit(s)
- MATH 240 Data Analysis for Managers 3 unit(s)

## Advanced Program - 45 Units

The core courses in the advanced program are taken by all MBA students. This ensures that all MBA graduates have an understanding

of the important skills for effective management and an integrative knowledge of the core area of business, regardless of their area of concentration. Although they are required to choose either a concentration or a general concentration when they apply for admission, the common core allows students to rethink their concentration (or general concentration) decision, and to change it with minimum course penalty.

## Core Courses - 33 Units

### Skills Courses - 12 units

- MBA 300 Management and Leadership 3 unit(s)
- MBA 301 Personal Leadership 3 unit(s)
- MBA 302 Communications and Presentations 3 unit(s)
- MBA 303 Teams in Organizations 3 unit(s)

### Contextual Courses - 6 units

- MBA 310 Context of Business 3 unit(s)
- MBA 311 Strategic Analysis and Design 3 unit(s)

### Functional Courses - 12 units

- MBA 320 Marketing 3 unit(s)
- MBA 321 Finance 3 unit(s)
- MBA 322 Operations 3 unit(s)
- MBA 323 Information Technology 3 unit(s)

### Capstone Course - 3 Units

- MBA 350 Business Planning 3 unit(s)

## Concentration - 12 units

The four concentration courses in the advanced program allow the student to develop expertise in a specialized area of business. The concentrations may include required and elective courses. Currently, GGU offers 13 MBA concentrations, including a general concentration. Courses listed carry three semester units of credit unless otherwise noted.

For those students who wish to develop on-the-job experience in the program, they can develop hands-on experience through an internship program by taking three units of an internship course in the student's field of interest. For three months, under the supervision of GGU faculty, students will work for a business or nonprofit organization, applying their Golden Gate education to real-life circumstances.

## General Concentration - 12 units

Whatever the student's goal in the world of business, the general concentration allows the student to tailor the MBA program to his or her individual needs. Students may choose any four 3-unit courses from the GGU graduate catalog to build a custom course of study. With an array of electives to choose from, students can pick those courses that provide the set of knowledge and skills that they will need in their careers. Students may select courses from accounting, economics, entrepreneurship, finance, health services management, human resource management, information technology management, international business, management, marketing, operations and supply chain management, project management, public administration, public relations, psychology or taxation.

## Required Courses - 12 units

Four courses (12 units) from any 300- or 400-level courses with the following prefixes: ACCTG, ECON, EMPA, FI, HRM, ITM, MSBA, MGT, MKT, OP, PR, PM, PSYCH or TA. Note: any course prerequisites must be completed.

## Business Administration, Global Supply Chain Management Concentration, MBA

### Program Information

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## Student Learning Outcomes

By the end of the program, students should be able to:

- Demonstrate a general management "holistic" perspective
- Demonstrate managerial and leadership skills, such as teamwork, critical thinking and problem solving, communications and presentations, self-awareness
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- Integrate strategic business objectives within competitive industry dynamics
- Integrate strategic business objectives within the socio-political-economic-ecological-global context
- Understand functional areas' impact on business and departmental interaction issues
- Demonstrate integrated business level planning

## Requirements for the Master of Business Administration

### GMAT/GRE Requirement

The GMAT/GRE is NOT required if you have more than 5 years of professional work experience and hold an earned bachelor's degree from a regionally accredited US institution or the equivalent from a recognized foreign (outside the US) institution. If you have less than 5 years of work experience, you may need to take the GMAT or GRE. For all exceptions to the GMAT/GRE requirement, please view our Graduate Admission information.

### Business Proficiency Requirement

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### Graduate Writing Proficiency Requirement

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## Math Proficiency Requirement

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## Multiple Concentrations

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## Foundation Program - 9 Units

The three-course foundation program provides the groundwork for the advanced program core and concentration courses. Some, or all, of the foundation course requirements may be waived if they have previously completed comparable undergraduate courses at a regionally accredited college or university with a grade of "C" or better. Students may be admitted to advanced program courses before completion of the entire foundation program, but they must complete the foundation program by the time twelve units have been earned in the advanced program.

- ACCTG 201 Accounting for Managers 3 unit(s)
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## Advanced Program - 45 Units

The core courses in the advanced program are taken by all MBA students. This ensures that all MBA graduates have an understanding of the important skills for effective management and an integrative knowledge of the core area of business, regardless of their area of concentration. Although they are required to choose either a concentration or a general concentration when they apply for admission, the common core allows students to rethink their concentration (or general concentration) decision, and to change it with minimum course penalty.

## Core Courses - 33 Units

### Skills Courses - 12 units

- MBA 300 Management and Leadership 3 unit(s)
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- MBA 303 Teams in Organizations 3 unit(s)

### Contextual Courses - 6 units

- MBA 310 Context of Business 3 unit(s)
- MBA 311 Strategic Analysis and Design 3 unit(s)

### Functional Courses - 12 units

- MBA 320 Marketing 3 unit(s)
- MBA 321 Finance 3 unit(s)
- MBA 322 Operations 3 unit(s)
- MBA 323 Information Technology 3 unit(s)

### Capstone Course - 3 Units

- MBA 350 Business Planning 3 unit(s)

## Concentration - 12 units

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faculty, students will work for a business or nonprofit organization, applying their Golden Gate education to real-life circumstances.

## Global Supply Chain Management Concentration - 12 units

Global Supply Chain Management (GSCM) is a group of business processes involved in providing goods and services to customers including worldwide management of purchasing, production, logistics, inventory, order, technology, and international trade operations. The GSCM concentration provides students with the theories and practices to be successful in this area of modern business that is now critical for a competitive advantage. Students take two core and two elective courses that cover the key strategic, design, tactical, and execution management knowledge for advanced competency. The elective courses allow students to tailor their education in the most important areas of GSCM. This program uses real world application, key decision analytics, expert content, cases, and projects to prepare students to become change agents for GSCM evolution in their organizations. In addition to professional knowledge, each student will also have the opportunity to create a career plan to accomplish their goals with the support of academic, industry, and alumni advisors to create a regime of continuous learning and networking beyond the degree.

### Required Courses - 6 units

- OP 321 Supply Chain Planning and Control 3 unit(s)
- OP 329 Global Supply Chain Management Applications and Analytics 3 unit(s) (to be taken as last concentration course)

### Electives - 6 units

Two of the following:

- OP 301 Sustainable Supply Chain Operations 3 unit(s)
- OP 302 Quality Management and Process Improvement 3 unit(s)
- OP 303 Managing Innovation and Technology 3 unit(s)
- OP 305 Supply Chain Management Technology and Information Systems 3 unit(s)
- OP 320 Strategic Sourcing 3 unit(s)
- OP 323 Supply Chain Logistics Management 3 unit(s)
- OP 398 Internship: Supply Chain Management 3 unit(s)
- OP 399 Directed Study 1-3 unit(s)

## Business Administration, Human Resource Management Concentration, MBA

### Program Information

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By the end of the program, students should be able to:

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## Requirements for the Master of Business Administration

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## Business Proficiency Requirement

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## Graduate Writing Proficiency Requirement

Students are expected to possess a level of writing skill and knowledge equivalent to ENGL 201. Students may meet this requirement by satisfying one of the screening criteria. For further information, refer to our website. <https://www.ggu.edu/shared-content/enrollment/proficiency-requirements/#graduate-writing-proficiency>

## Computer Proficiency Requirement

Applicants are expected to demonstrate a working familiarity with computers and software applications appropriate for graduate studies. Knowledge of word processing, spreadsheet analysis and network access capabilities are included for evaluation. Deficiencies in computer proficiency may require additional work as determined by the faculty.

## Math Proficiency Requirement

Students admitted to this program are expected to possess a level of mathematical skill at least equivalent to College Algebra (MATH 30).

## Multiple Concentrations

Two or more concentrations may be taken in the MBA program. In addition to the course requirements for the concentrations, students

must also complete the coursework for all the foundation and the advanced programs. All of the coursework for multiple concentrations must be completed prior to graduation; students may not request any additional concentrations after they have received their MBA. The diploma will list all of the concentrations that the student successfully completed by the date of graduation.

The following concentrations are available:

- Accounting
- Adaptive Leadership
- Business Analytics
- Entrepreneur
- Finance
- General
- Global Supply Chain Management
- Human Resource Management
- Information Technology Management
- International Business
- Law
- Marketing
- Project Management
- Public Administration

## Foundation Program - 9 Units

The three-course foundation program provides the groundwork for the advanced program core and concentration courses. Some, or all, of the foundation course requirements may be waived if they have previously completed comparable undergraduate courses at a regionally accredited college or university with a grade of "C" or better. Students may be admitted to advanced program courses before completion of the entire foundation program, but they must complete the foundation program by the time twelve units have been earned in the advanced program.

- ACCTG 201 Accounting for Managers 3 unit(s)
- ECON 202 Economics for Managers 3 unit(s)
- MATH 240 Data Analysis for Managers 3 unit(s)

## Advanced Program - 45 Units

The core courses in the advanced program are taken by all MBA students. This ensures that all MBA graduates have an understanding of the important skills for effective management and an integrative knowledge of the core area of business, regardless of their area of concentration. Although they are required to choose either a concentration or a general concentration when they apply for admission, the common core allows students to rethink their concentration (or general concentration) decision, and to change it with minimum course penalty.

## Core Courses - 33 Units

### Skills Courses - 12 units

- MBA 300 Management and Leadership 3 unit(s)
- MBA 301 Personal Leadership 3 unit(s)

- MBA 302 Communications and Presentations 3 unit(s)
- MBA 303 Teams in Organizations 3 unit(s)

### Contextual Courses - 6 units

- MBA 310 Context of Business 3 unit(s)
- MBA 311 Strategic Analysis and Design 3 unit(s)

### Functional Courses - 12 units

- MBA 320 Marketing 3 unit(s)
- MBA 321 Finance 3 unit(s)
- MBA 322 Operations 3 unit(s)
- MBA 323 Information Technology 3 unit(s)

### Capstone Course - 3 Units

- MBA 350 Business Planning 3 unit(s)

### Concentration - 12 units

The four concentration courses in the advanced program allow the student to develop expertise in a specialized area of business. The concentrations may include required and elective courses. Currently, GGU offers 13 MBA concentrations, including a general concentration. Courses listed carry three semester units of credit unless otherwise noted.

For those students who wish to develop on-the-job experience in the program, they can develop hands-on experience through an internship program by taking three units of an internship course in the student's field of interest. For three months, under the supervision of GGU faculty, students will work for a business or nonprofit organization, applying their Golden Gate education to real-life circumstances.

### Human Resource Management Concentration - 12 units

In the competitive global marketplace, effective management of human resources is necessary for success. Students learn to understand the human resource issues brought about by technology and the international business environment, and how to strategically apply their knowledge as a human-resources professional in business and public organizations. Students will choose among courses to learn how to hire, train, develop, retain, compensate and ethically manage a workforce.

### Required Courses - 12 units

- HRM 301 Work and Workforce Trends 3 unit(s)

- HRM 302 Acquiring and Retaining Human Resources 3 unit(s)
- HRM 303 HR as Legal Partner 3 unit(s)
- HRM 305 Total Compensation 3 unit(s)
- HRM 306 Learning and Development 3 unit(s)
- HRM 307 International HRM 3 unit(s)
- HRM 308 Ethics in Managing People At Work 3 unit(s)
- HRM 398 Internship: Human Resources Management 3 unit(s)

## Business Administration, Information Technology Management Concentration, MBA

### Program Information

The GGU Master of Business Administration (MBA) program will advance your leadership skills and business knowledge using an activity-based learning approach. Our faculty members are seasoned professionals in their respective fields and will prepare you to lead in today's complex business environment.

The GGU MBA builds leadership skills throughout the program, provides an integrated perspective of management and allows you to tailor your program with one of our 13 concentrations to meet your interests and goals. These concentrations include business data analytics, entrepreneurship, project management and even the option to design your own.

Since the founding of its MBA program over half a century ago, GGU has pioneered evening and online programs for working professionals to achieve their career objectives. You will proceed at your own pace in deciding how many courses to take in a given trimester and study fully in-person, completely online or a combination of both.

### Student Learning Outcomes

By the end of the program, students should be able to:

- Demonstrate a general management "holistic" perspective
- Demonstrate managerial and leadership skills, such as teamwork, critical thinking and problem solving, communications and presentations, self-awareness
- Master and apply general management analytic processes and tools for decision making
- Integrate strategic business objectives within competitive industry dynamics
- Integrate strategic business objectives within the socio-political-economic-ecological-global context
- Understand functional areas' impact on business and departmental interaction issues

- Demonstrate integrated business level planning

## Requirements for the Master of Business Administration

### GMAT/GRE Requirement

The GMAT/GRE is NOT required if you have more than 5 years of professional work experience and hold an earned bachelor's degree from a regionally accredited US institution or the equivalent from a recognized foreign (outside the US) institution. If you have less than 5 years of work experience, you may need to take the GMAT or GRE. For all exceptions to the GMAT/GRE requirement, please view our Graduate Admission information.

### Business Proficiency Requirement

Students admitted to this program are required to possess an understanding of U.S. business practices equivalent to BUS 201. Completion of an undergraduate degree from a regionally accredited university automatically fulfills this requirement. Those with at least two years of full-time professional work experience in the United States also automatically satisfy this requirement. The dean or program director may waive this requirement after determining that students possess the requisite knowledge.

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| • Entrepreneur                   | • Law                               |
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## Foundation Program - 9 Units

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## Core Courses - 33 Units

### Skills Courses - 12 units

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- MBA 303 Teams in Organizations 3 unit(s)

### Contextual Courses - 6 units

- MBA 310 Context of Business 3 unit(s)
- MBA 311 Strategic Analysis and Design 3 unit(s)

### Functional Courses - 12 units

- MBA 320 Marketing 3 unit(s)
- MBA 321 Finance 3 unit(s)
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### Capstone Course - 3 Units

- MBA 350 Business Planning 3 unit(s)

## Concentration - 12 units

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## Information Technology Management Concentration - 12 units

The concentration in information technology introduces students to the capabilities made possible by IT, as well as the challenges associated with being an IT manager. Students learn about selecting

and planning IT initiatives, applying data analytics to business problems, and addressing issues of security and privacy within the business environment. Upon completion, students will also understand how to align IT with business needs and how IT enables business value.

## Required Courses - 12 units

- ITM 300 Managing Information Technologies in the Business Enterprise 3 unit(s)
- ITM 323 Security, Privacy and Compliance 3 unit(s)
- ITM 324 Data Analytics for Business
- ITM 344 Project Governance: Portfolio and Program Management 3 unit(s)

## Business Administration, Law Concentration, Joint MBA/JD

### Program Information

GGU provides students the opportunity to simultaneously pursue both the MBA and JD degrees. Students interested in the joint program should first apply to the School of Law. Matriculated JD students may apply to participate in this program after the completion of two semesters of law school, for full-time students, and after three terms for part-time students. Students' LSAT scores will be accepted in lieu of the GMAT and Writing Proficiency Requirement in order to gain admission to the MBA program. All the other admission requirements of our traditional MBA program apply. Students' Law School grades will also be considered in admission decisions. See the Juris Doctor (Joint Degree Program), JD/MBA for more information.

For the MBA program, students complete the same foundation program courses and advanced program courses as required in our traditional MBA program. However, joint program students complete the Law concentration with 12 units of their second and third year law classes. However, these 12 units are not formally applied to the MBA program until the student has successfully completed the JD program requirements.

Additionally, 12 units from the MBA program are used to satisfy the elective requirement of the JD program. In all, the program allows students to complete both the JD and MBA degrees in as few as 109 units, compared to 121 units if pursued separately. The total number of business units may be higher if students have not already completed the business subjects in the 18 unit MBA foundation program at an accredited undergraduate college or university (with a C- grade or better).

## Student Learning Outcomes

Graduates of the MBA program will be able to:



- Work effectively in teams.
- Sell their ideas.
- Apply theory to understand real practical situations.
- Think "outside the box" and develop novel solutions.
- Integrate the functional department issues into a coherent strategic whole.
- Analyze and synthesize problems.

And will be knowledgeable about:

- Current international and global issues.
- Ethical and diversity issues.
- Current technology and environmental issues.
- Leading change in an organization.
- Current management trends.

Graduates of the JD program will demonstrate knowledge of:

- Legal rules, principles, and theories in the core substantive areas of law (i.e., criminal law and procedure, constitutional law, tort law, contracts law, civil procedure, property law, wills and trusts, business law, evidence and professional responsibility).

And be proficient in the following:

- Problem solving
- Legal analysis and reasoning
- Legal research
- Factual investigation
- Oral and written communication
- Counseling
- Negotiation
- Litigation and alternative dispute resolution procedures
- Organization and management of legal work
- Recognizing and resolving ethical dilemmas

And demonstrate an awareness and appreciation of the value of:

- Provision of competent representation.
- Justice, fairness, and morality.
- Improving the legal profession.
- Engaging in professional self-development.

## Attention Law School JD Graduates

If a student has already earned his/her JD degree, he/she can use 12 units of course credit from the JD program toward the completion of the MBA degree with Law concentration. Plus, if the student has already completed the business subjects in the foundation program at an accredited undergraduate college or university (with a C- grade or better), he/she can transfer these courses to satisfy the foundation requirements, and reduce the course requirement to the eleven advanced program graduate core courses (33 units).

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By the end of the program, students should be able to:

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## Requirements for the Master of Business Administration

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## Multiple Concentrations

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## Foundation Program - 9 Units

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## Advanced Program - 45 Units

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## Core Courses - 33 Units

### Skills Courses - 12 units

- MBA 300 Management and Leadership 3 unit(s)
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- MBA 303 Teams in Organizations 3 unit(s)

### Contextual Courses - 6 units

- MBA 310 Context of Business 3 unit(s)
- MBA 311 Strategic Analysis and Design 3 unit(s)

## Functional Courses - 12 units

- MBA 320 Marketing 3 unit(s)
- MBA 321 Finance 3 unit(s)
- MBA 322 Operations 3 unit(s)
- MBA 323 Information Technology 3 unit(s)

## Capstone Course - 3 Units

- MBA 350 Business Planning 3 unit(s)

## Concentration - 12 units

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## Business Administration, Marketing Concentration, MBA

### Program Information

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## Requirements for the Master of Business Administration

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| • Finance                        | • Marketing                         |
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## Foundation Program - 9 Units

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## Marketing Concentration - 12 units

Often considered the central discipline of business, the challenges and practices of marketing are evolving along with the changes in the contemporary business environment. This concentration prepares students to manage the marketing function inside private or public sector business organizations. General management and marketing techniques, such as market research and market planning, are covered along with the current trends and techniques in the field like digital marketing, social media, and the increasing mobile marketing trends.

## Required Courses -12 units

Four of the following:

Any 300-level course with the MKT prefix, which may include

- MKT 398 Internship: Marketing 3 unit(s)
- MKT 320 Contemporary Public Relations 3 unit(s)

## Business Administration, Project Management Concentration, MBA

### Program Information

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The three-course foundation program provides the groundwork for the advanced program core and concentration courses. Some, or all, of the foundation course requirements may be waived if they have previously completed comparable undergraduate courses at a regionally accredited college or university with a grade of "C" or better. Students may be admitted to advanced program courses before

completion of the entire foundation program, but they must complete the foundation program by the time twelve units have been earned in the advanced program.

- ACCTG 201 Accounting for Managers 3 unit(s)
- ECON 202 Economics for Managers 3 unit(s)
- MATH 240 Data Analysis for Managers 3 unit(s)

## Advanced Program - 45 Units

The core courses in the advanced program are taken by all MBA students. This ensures that all MBA graduates have an understanding of the important skills for effective management and an integrative knowledge of the core area of business, regardless of their area of concentration. Although they are required to choose either a concentration or a general concentration when they apply for admission, the common core allows students to rethink their concentration (or general concentration) decision, and to change it with minimum course penalty.

## Core Courses - 33 Units

### Skills Courses - 12 units

- MBA 300 Management and Leadership 3 unit(s)
- MBA 301 Personal Leadership 3 unit(s)
- MBA 302 Communications and Presentations 3 unit(s)
- MBA 303 Teams in Organizations 3 unit(s)

### Contextual Courses - 6 units

- MBA 310 Context of Business 3 unit(s)
- MBA 311 Strategic Analysis and Design 3 unit(s)

### Functional Courses - 12 units

- MBA 320 Marketing 3 unit(s)
- MBA 321 Finance 3 unit(s)
- MBA 322 Operations 3 unit(s)
- MBA 323 Information Technology 3 unit(s)

### Capstone Course - 3 Units

- MBA 350 Business Planning 3 unit(s)

## Concentration - 12 units

The four concentration courses in the advanced program allow the student to develop expertise in a specialized area of business. The concentrations may include required and elective courses. Currently, GGU offers 13 MBA concentrations, including a general

concentration. Courses listed carry three semester units of credit unless otherwise noted.

For those students who wish to develop on-the-job experience in the program, they can develop hands-on experience through an internship program by taking three units of an internship course in the student's field of interest. For three months, under the supervision of GGU faculty, students will work for a business or nonprofit organization, applying their Golden Gate education to real-life circumstances.

## Project Management Concentration - 12 units

The concentration in Project Management gives students grounding in multiple skills including budgeting, conflict resolution, communication, project scope, developing and using resources, leadership, and team building. Students gain knowledge from faculty who are certificated by PMI®. The content of courses is integrated with the Project Management Institute, A Guide to the Project Management Body of Knowledge (PMBOK®, Guide), Project Management Institute, Inc. As students progress through their courses, they are preparing themselves for the Certified Associate in Project Management (CAPM®) or the Project Management Professional (PMP®) certification exam. The PM concentration provides an opportunity for those who wish to build on their MBA degree work by obtaining project management skills. The certificate is for those who may be working and intend to apply project management skills in their present and future professional endeavors.

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### Required Courses - 12 units

- PM 340 Introduction to Project Management 3 unit(s)
- PM 342 Agile Management for Project Managers 3 unit(s)
- PM 343 Advanced Concepts: Project Planning and Control 3 unit(s)
- PM 345 Project Administration, Leadership and Team Dynamics 3 unit(s)

## Business Administration, Public Administration Concentration, MBA

### Program Information

The GGU Master of Business Administration (MBA) program will advance your leadership skills and business knowledge using an activity-based learning approach. Our faculty members are seasoned professionals in their respective fields and will prepare you to lead in today's complex business environment.

The GGU MBA builds leadership skills throughout the program, provides an integrated perspective of management and allows you to tailor your program with one of our 13 concentrations to meet your interests and goals. These concentrations include business data analytics, entrepreneurship, project management and even the option to design your own.

Since the founding of its MBA program over half a century ago, GGU has pioneered evening and online programs for working professionals to achieve their career objectives. You will proceed at your own pace in deciding how many courses to take in a given trimester and study fully in-person, completely online or a combination of both.

## Student Learning Outcomes

By the end of the program, students should be able to:

- Demonstrate a general management "holistic" perspective
- Demonstrate managerial and leadership skills, such as teamwork, critical thinking and problem solving, communications and presentations, self-awareness
- Master and apply general management analytic processes and tools for decision making
- Integrate strategic business objectives within competitive industry dynamics
- Integrate strategic business objectives within the socio-political-economic-ecological-global context
- Understand functional areas' impact on business and departmental interaction issues
- Demonstrate integrated business level planning

## Requirements for the Master of Business Administration

### GMAT/GRE Requirement

The GMAT/GRE is NOT required if you have more than 5 years of professional work experience and hold an earned bachelor's degree from a regionally accredited US institution or the equivalent from a recognized foreign (outside the US) institution. If you have less than 5 years of work experience, you may need to take the GMAT or GRE. For all exceptions to the GMAT/GRE requirement, please view our Graduate Admission information.

### Business Proficiency Requirement

Students admitted to this program are required to possess an understanding of U.S. business practices equivalent to BUS 201. Completion of an undergraduate degree from a regionally accredited university automatically fulfills this requirement. Those with at least two years of full-time professional work experience in the United States also automatically satisfy this requirement. The dean or

program director may waive this requirement after determining that students possess the requisite knowledge.

This requirement must be completed in your first term, and you must have completed this requirement no later than your first nine units at GGU. A grade of C- or better is required for BUS 201. However, graduate students must maintain a 3.00 (B) cumulative grade point average to remain in good standing.

## Graduate Writing Proficiency Requirement

Students are expected to possess a level of writing skill and knowledge equivalent to ENGL 201. Students may meet this requirement by satisfying one of the screening criteria. For further information, refer to our website. <https://www.ggu.edu/shared-content/enrollment/proficiency-requirements/#graduate-writing-proficiency>

## Computer Proficiency Requirement

Applicants are expected to demonstrate a working familiarity with computers and software applications appropriate for graduate studies. Knowledge of word processing, spreadsheet analysis and network access capabilities are included for evaluation. Deficiencies in computer proficiency may require additional work as determined by the faculty.

## Math Proficiency Requirement

Students admitted to this program are expected to possess a level of mathematical skill at least equivalent to College Algebra (MATH 30).

## Multiple Concentrations

Two or more concentrations may be taken in the MBA program. In addition to the course requirements for the concentrations, students must also complete the coursework for all the foundation and the advanced programs. All of the coursework for multiple concentrations must be completed prior to graduation; students may not request any additional concentrations after they have received their MBA. The diploma will list all of the concentrations that the student successfully completed by the date of graduation.

The following concentrations are available:

- |                       |                                     |
|-----------------------|-------------------------------------|
| • Accounting          | • Human Resource Management         |
| • Adaptive Leadership | • Information Technology Management |
| • Business Analytics  | • International Business            |
| • Entrepreneur        | • Law                               |
| • Finance             | • Marketing                         |
| • General             |                                     |
| • Global Supply Chain |                                     |

Management

- Project Management
- Public Administration

## Foundation Program - 9 Units

The three-course foundation program provides the groundwork for the advanced program core and concentration courses. Some, or all, of the foundation course requirements may be waived if they have previously completed comparable undergraduate courses at a regionally accredited college or university with a grade of "C" or better. Students may be admitted to advanced program courses before completion of the entire foundation program, but they must complete the foundation program by the time twelve units have been earned in the advanced program.

- ACCTG 201 Accounting for Managers 3 unit(s)
- ECON 202 Economics for Managers 3 unit(s)
- MATH 240 Data Analysis for Managers 3 unit(s)

## Advanced Program - 45 Units

The core courses in the advanced program are taken by all MBA students. This ensures that all MBA graduates have an understanding of the important skills for effective management and an integrative knowledge of the core area of business, regardless of their area of concentration. Although they are required to choose either a concentration or a general concentration when they apply for admission, the common core allows students to rethink their concentration (or general concentration) decision, and to change it with minimum course penalty.

## Core Courses - 33 Units

### Skills Courses - 12 units

- MBA 300 Management and Leadership 3 unit(s)
- MBA 301 Personal Leadership 3 unit(s)
- MBA 302 Communications and Presentations 3 unit(s)
- MBA 303 Teams in Organizations 3 unit(s)

### Contextual Courses - 6 units

- MBA 310 Context of Business 3 unit(s)
- MBA 311 Strategic Analysis and Design 3 unit(s)

### Functional Courses - 12 units

- MBA 320 Marketing 3 unit(s)
- MBA 321 Finance 3 unit(s)
- MBA 322 Operations 3 unit(s)
- MBA 323 Information Technology 3 unit(s)



## Capstone Course - 3 Units

- MBA 350 Business Planning 3 unit(s)

## Concentration - 12 units

The four concentration courses in the advanced program allow the student to develop expertise in a specialized area of business. The concentrations may include required and elective courses. Currently, GGU offers 13 MBA concentrations, including a general concentration. Courses listed carry three semester units of credit unless otherwise noted.

For those students who wish to develop on-the-job experience in the program, they can develop hands-on experience through an internship program by taking three units of an internship course in the student's field of interest. For three months, under the supervision of GGU faculty, students will work for a business or nonprofit organization, applying their Golden Gate education to real-life circumstances.

## Public Administration Concentration - 12 units

Outsourcing of public services to business and nonprofit organizations has increased the need for private sector managers who understand how the government bureaucracy works. This concentration provides students with the necessary skills and knowledge to be successful at public management, applying what they learned to approach the public sector with the mindset of a private sector manager. Also, be able to liaise and lobby effectively on behalf of business interests. Students will learn to manage public service finances, labor practices in the public sector, and running a business amid all the legalities, ethics, politics, and policies that can come along with public administration.

## Required Courses - 4 units

- EMPA 300 Theory, Ethics and Practice in Public Service 4 unit(s)

## Electives - 8 units

Two of the following:

- EMPA 302 Public Policy Analysis and Program Evaluation 4 unit(s)
- EMPA 304 Public Enterprise Management and Public Sector Business Relations 4 unit(s)
- EMPA 305 Budgeting and Financial Management 4 unit(s)
- EMPA 306 Public Service and the Law 4 unit(s)
- EMPA 307 Personnel Management and Labor Relations 4 unit(s)

## Custom Master of Business Administration (Corporate Sponsored)

## Business Administration, Custom Curriculum, MBA

### Program Information

The GGU Custom Master of Business Administration (MBA) program will advance students' leadership skills and business knowledge using an activity-based learning approach. A custom MBA is developed in conjunction with senior management and talent development professionals at each Corporate Sponsor organization, tailored to meet the needs of the organization and its employees via an appropriate mix of Golden Gate University graduate courses. Enrollment is restricted to students admitted to the specific Corporate Sponsor custom program.

### Student Learning Outcomes

By the end of the program, students should be able to:

- Demonstrate a general management "holistic" perspective
- Demonstrate managerial and leadership skills, such as teamwork, critical thinking and problem solving, communications and presentations, self-awareness
- Master and apply general management analytic processes and tools for decision making
- Integrate strategic business objectives within competitive industry dynamics
- Integrate strategic business objectives within the socio-political-economic-ecological-global context
- Understand functional areas' impact on business and departmental interaction issues
- Demonstrate integrated business level planning
- Additional learning outcomes may be developed based on the corporate sponsor's needs

### Admission Process

Admission decisions will be made in consultation between the sponsoring organization, GGU's Admission Office, and the MBA program director. Admission decisions will be based upon information contained in the following documents:

- Prior academic history reflected on their academic transcripts
- Statement of Purpose
- Letter of recommendation from sponsoring organization

- CV/Resume

## Foundation Program - 9 Units

- ACCTG 201 Accounting for Managers 3 unit(s)
- ECON 202 Economics for Managers 3 unit(s)
- MATH 240 Data Analysis for Managers 3 unit(s)

## Advanced Program - 30-33 units

### Managerial and Leadership Courses 9-12 units

- MBA 300 Management and Leadership 3 unit(s)
- MBA 301 Personal Leadership 3 unit(s)
- MBA 303 Teams in Organizations 3 unit(s)
- MBA 302 Communications and Presentations 3 unit(s)  
(May be waived for entire cohort depending on sponsor's needs.)

### Contextual Courses - 6 units

- MBA 310 Context of Business 3 unit(s)
- MBA 311 Strategic Analysis and Design 3 unit(s)

### Functional Courses - 12 units

- MBA 320 Marketing 3 unit(s)
- MBA 321 Finance 3 unit(s)
- MBA 322 Operations 3 unit(s)
- MBA 323 Information Technology 3 unit(s)
- OR**
- MSBA 300 Foundations of Business Analytics 3 unit(s)

### Capstone Course - 3 Units

- EMBA 312 Formulating and Implementing Business Strategy 3 unit(s)

### Optional Custom Cohort Elective Courses

Any two 300 or 400-level courses, as agreed upon by the corporate sponsor.

## Executive Master of Business Administration

## Executive Business Administration, EMBA

### Program Information

The executive MBA program provides mid-level managers with an opportunity to learn and develop the management skills that will enable them to excel in today's competitive environment. Courses are taught by an enthusiastic faculty who have as their goal the students' growth and success. Our professors are academically qualified professionals involved in the field, providing students with the best of two worlds: they comprise full-time professors with an in-depth knowledge of business theory and philosophy, and adjunct professors, all with advanced degrees, who work in the field and share their knowledge and experience in the classroom.

### Student Learning Outcomes

Graduates of the executive MBA program will be able to:

- Work effectively in teams
- Sell their ideas
- Apply theory to understand real practical situations
- Think "outside the box" and develop novel solutions
- Integrate the functional department issues into a coherent strategic whole
- Analyze and synthesize problems
- Manage the development of their own careers

Graduates will be knowledgeable about:

- Current international and global issues
- Ethical and diversity issues
- Current technology and environmental issues
- Leading change in an organization
- Current management trends

### Admission to the Executive MBA Program

Admission to this cohort program is limited to individuals with managerial and practical experience from a variety of industries. Applicants are encouraged to submit all application materials simultaneously to ensure an admissions decision can be made before the start of the cohort. To be considered for the program, students must complete and submit the following, in addition to the admission materials for all degree programs:

- A written statement of purpose that explains the applicant's interests in how the executive MBA program will benefit his/her career
- A writing sample
- A detailed resume showing at least five years of full-time work experience with three years at the managerial or professional level
- A letter of recommendation from an officer of the applicant's employing organization

Candidates will be contacted by the program director to schedule an interview upon receipt of all applications documents.

## Requirements for the Executive Master of Business Administration

The executive MBA degree requires successful completion of 39 trimester units, to be earned in 13 three-unit seminars. To ensure maximum opportunity for shared learning and in-depth peer interaction, the participants in each entering class take all seminars as a group and in the sequence outlined below.

### Business Proficiency Requirement

Candidates must submit a resume and a letter of recommendation from his/her current employer to verify that the candidate possesses the necessary business proficiency to succeed in the program.

### Graduate Writing Proficiency Requirement

Candidate will demonstrate his/her writing and English language proficiency by:

- Submitting a statement of purpose
- Submitting an additional writing sample
- Participating in an interview with the Program Director as part of the application process

### Math Proficiency Requirement

Students admitted to this program are expected to possess a level of mathematical skill at least equivalent to College Algebra (MATH 30).

## Sequence of Courses

### First Trimester

- EMBA 300 Accounting Essentials for Executives 3 unit(s)
- EMBA 301 Economics of Marketplace Transformation and Disruption 3 unit(s)
- EMBA 303 Management and Teamwork 3 unit(s)

- EMBA 305 Personal Leadership 3 unit(s)

### Second Trimester

- EMBA 302 Data Analysis for Managers 3 unit(s)
- EMBA 304 Foundations of Business Analytics 3 unit(s)
- EMBA 306 Finance for Executive Decision Making 3 unit(s)

### Third Trimester

- EMBA 307 Marketing for Executives 3 unit(s)
- EMBA 308 Operations and Supply Chain Management 3 unit(s)
- EMBA 309 Innovation and Technology Management 3 unit(s)

### Fourth Trimester

- EMBA 310 Context and Legal Aspects of Business 3 unit(s)
- EMBA 311 Managing in a Global Environment 3 unit(s)
- EMBA 312 Formulating and Implementing Business Strategy 3 unit(s) (Capstone Course)

## Master of Public Administration

### Executive Public Administration, General Concentration, MPA

#### Program Information

Offered by the oldest public administration department in the San Francisco Bay Area, the Executive Master of Public Administration (EMPA) is for students interested in a thorough understanding of the advanced processes, issues, and practices associated with the management of high-performing public service and nonprofit organizations at the municipal, regional, state, federal and international levels of governance. The EMPA will introduce students to the relevant set of real-world knowledge and skills required to function effectively in a managerial or executive role within such organizational settings. In addition to intergovernmental relations, the program will expose students to the latest best practices in succession planning, benchmarking, privatization, anti-corruption and ethics, as well as government, business and community partnerships.

Unlike the traditional MPA, the EMPA program is accelerated, more rigorous, and taught by professors who have all worked in public service. These seasoned professor-practitioners provide in-depth, real-time exposure to executive and managerial skills and knowledge

common to middle and upper-level management in all public and nonprofit organizations. This includes planning; process management; financial management; human resources and labor relations; organizational development and change; law and administrative process; public policy formulation, analysis and implementation; accountability and ethics.

The goal of the EMPA program is to provide students with the leadership, organizational, analytical and communication skills, problem-solving techniques and subject-based knowledge required to manage effectively complex organizations in the public and nonprofit sectors. In addition, the program provides a critical understanding of the major political, social, economic and environmental problems confronted by contemporary public and nonprofit organizations. A strong sense of professional commitment to the highest standards of legal and ethical behavior as well as respect for the values upon which the profession of public administration is founded on are important goals of GGU's EMPA program. For the opportunity to socialize and network within their fields, students are encouraged to join the American Society for Public Administration (ASPA) and the International City/County Management Association (ICMA). GGU also has a chapter of the national public administration honor society, Pi Alpha Alpha and has been an institutional member of the Network of Schools of Public Policy, Affairs, and Administration (NASPAA) since 1973.

## Student Learning Outcomes

Graduates will be able to demonstrate knowledge of the theory and practice of:

1. Ethics, accountability, and governance in public service;
2. Policymaking and intergovernmental relations;
3. Leadership and organizational reform;
4. Government, business, and civil society partnerships;
5. Public finance and budgeting;
6. Law and justice in public service;
7. Law enforcement and security;
8. Public personnel, labor relations, succession planning; and
9. Policy research, analysis, and presentation.

## Multiple Concentrations

Two or more concentrations may be taken in the EMPA program. In addition to the course requirements for the concentrations, students must also complete the coursework for all required courses. All of the coursework for multiple concentrations must be completed prior to graduation; students may not request any additional concentrations after they have received their EMPA. The diploma will list all of the concentrations that the student successfully completed by the date of graduation.

The following concentrations are available:

- General
- Law Enforcement and

- Judicial Administration
- Security
- Urban Innovations

## Requirements for the Executive Master of Public Administration

The executive MPA is composed of nine four-semester-hour courses, a total of 36 units to receive the degree.

## Graduate Writing Proficiency Requirement

Students are expected to possess a level of writing skill and knowledge equivalent to ENGL 201. Students may meet this requirement by satisfying one of the screening criteria. For further information, refer to our website. <https://www.ggu.edu/shared-content/enrollment/proficiency-requirements/#graduate-writing-proficiency>

## Advanced Program - 36 units

### Core Courses - 24 units

- EMPA 301 Research Methods and Analysis 4 unit(s)
- EMPA 302 Public Policy Analysis and Program Evaluation 4 unit(s)
- EMPA 304 Public Enterprise Management and Public Sector Business Relations 4 unit(s)
- EMPA 305 Budgeting and Financial Management 4 unit(s)
- EMPA 307 Personnel Management and Labor Relations 4 unit(s)
- EMPA 396 Graduate Research Project in Public Management 4 unit(s)

## General Concentration - 12 units

- EMPA 300 Theory, Ethics and Practice in Public Service 4 unit(s)
- EMPA 303 Organizational Development and Leadership 4 unit(s)
- EMPA 306 Public Service and the Law 4 unit(s)

## Executive Public Administration, Judicial Administration Concentration, MPA

### Program Information

Offered by the oldest public administration department in the San Francisco Bay Area, the Executive Master of Public Administration (EMPA) is for students interested in a thorough understanding of the advanced processes, issues, and practices associated with the management of high-performing public service and nonprofit organizations at the municipal, regional, state, federal and international levels of governance. The EMPA will introduce students to the relevant set of real-world knowledge and skills required to function effectively in a managerial or executive role within such organizational settings. In addition to intergovernmental relations, the program will expose students to the latest best practices in succession planning, benchmarking, privatization, anti-corruption and ethics, as well as government, business and community partnerships.

Unlike the traditional MPA, the EMPA program is accelerated, more rigorous, and taught by professors who have all worked in public service. These seasoned professor-practitioners provide in-depth, real-time exposure to executive and managerial skills and knowledge common to middle and upper-level management in all public and nonprofit organizations. This includes planning; process management; financial management; human resources and labor relations; organizational development and change; law and administrative process; public policy formulation, analysis and implementation; accountability and ethics.

The goal of the EMPA program is to provide students with the leadership, organizational, analytical and communication skills, problem-solving techniques and subject-based knowledge required to manage effectively complex organizations in the public and nonprofit sectors. In addition, the program provides a critical understanding of the major political, social, economic and environmental problems confronted by contemporary public and nonprofit organizations. A strong sense of professional commitment to the highest standards of legal and ethical behavior as well as respect for the values upon which the profession of public administration is founded on are important goals of GGU's EMPA program. For the opportunity to socialize and network within their fields, students are encouraged to join the American Society for Public Administration (ASPA) and the International City/County Management Association (ICMA). GGU also has a chapter of the national public administration honor society, Pi Alpha Alpha and has been an institutional member of the Network of Schools of Public Policy, Affairs, and Administration (NASPAA) since 1973.

## Student Learning Outcomes

Graduates will be able to demonstrate knowledge of the theory and practice of:

1. Ethics, accountability, and governance in public service;
2. Policymaking and intergovernmental relations;
3. Leadership and organizational reform;
4. Government, business, and civil society partnerships;
5. Public finance and budgeting;
6. Law and justice in public service;
7. Law enforcement and security;
8. Public personnel, labor relations, succession planning; and
9. Policy research, analysis, and presentation.

## Multiple Concentrations

Two or more concentrations may be taken in the EMPA program. In addition to the course requirements for the concentrations, students must also complete the coursework for all required courses. All of the coursework for multiple concentrations must be completed prior to graduation; students may not request any additional concentrations after they have received their EMPA. The diploma will list all of the concentrations that the student successfully completed by the date of graduation.

The following concentrations are available:

- General
- Judicial Administration
- Law Enforcement and Security
- Urban Innovations

## Requirements for the Executive Master of Public Administration

The executive MPA is composed of nine four-semester-hour courses, a total of 36 units to receive the degree.

## Graduate Writing Proficiency Requirement

Students are expected to possess a level of writing skill and knowledge equivalent to ENGL 201. Students may meet this requirement by satisfying one of the screening criteria. For further information, refer to our website. <https://www.ggu.edu/shared-content/enrollment/proficiency-requirements/#graduate-writing-proficiency>

## Advanced Program - 36 units

### Core Courses - 24 units

- EMPA 301 Research Methods and Analysis 4 unit(s)
- EMPA 302 Public Policy Analysis and Program Evaluation 4 unit(s)
- EMPA 304 Public Enterprise Management and Public Sector Business Relations 4 unit(s)
- EMPA 305 Budgeting and Financial Management 4 unit(s)
- EMPA 307 Personnel Management and Labor Relations 4 unit(s)
- EMPA 396 Graduate Research Project in Public Management 4 unit(s)

## Judicial Administration Concentration (EMPA-JA) - 12 units

As the work of our nation's local, state and federal courts becomes more and more complex, court managers and managing judges must keep abreast of modern public administration techniques and practices hence the need for an EMPA-JA.

### Required Courses - 12 units

- EMPA 308 Judicial History and Governance 4 unit(s)
- EMPA 309 Trends and Challenges in Judicial Administration 4 unit(s)
- EMPA 310 Judicial Management and Leadership 4 unit(s)

## Executive Public Administration, Law Enforcement and Security Concentration, MPA

### Program Information

Offered by the oldest public administration department in the San Francisco Bay Area, the Executive Master of Public Administration (EMPA) is for students interested in a thorough understanding of the advanced processes, issues, and practices associated with the management of high-performing public service and nonprofit organizations at the municipal, regional, state, federal and international levels of governance. The EMPA will introduce students to the relevant set of real-world knowledge and skills required to function effectively in a managerial or executive role within such organizational settings. In addition to intergovernmental relations, the program will expose students to the latest best practices in succession planning, benchmarking, privatization, anti-corruption and ethics, as well as government, business and community partnerships.

Unlike the traditional MPA, the EMPA program is accelerated, more rigorous, and taught by professors who have all worked in public service. These seasoned professor-practitioners provide in-depth, real-time exposure to executive and managerial skills and knowledge common to middle and upper-level management in all public and nonprofit organizations. This includes planning; process management; financial management; human resources and labor relations; organizational development and change; law and administrative process; public policy formulation, analysis and implementation; accountability and ethics.

The goal of the EMPA program is to provide students with the leadership, organizational, analytical and communication skills, problem-solving techniques and subject-based knowledge required to manage effectively complex organizations in the public and nonprofit sectors. In addition, the program provides a critical understanding of the major political, social, economic and environmental problems confronted by contemporary public and nonprofit organizations. A strong sense of professional commitment to the highest standards of legal and ethical behavior as well as respect for the values upon which the profession of public administration is founded on are important goals of GGU's EMPA program. For the opportunity to socialize and network within their fields, students are encouraged to join the American Society for Public Administration (ASPA) and the International City/County Management Association (ICMA). GGU also has a chapter of the national public administration honor society, Pi Alpha Alpha and has been an institutional member of the Network of Schools of Public Policy, Affairs, and Administration (NASPAA) since 1973.

## Student Learning Outcomes

Graduates will be able to demonstrate knowledge of the theory and practice of:

1. Ethics, accountability, and governance in public service;
2. Policymaking and intergovernmental relations;
3. Leadership and organizational reform;
4. Government, business, and civil society partnerships;
5. Public finance and budgeting;
6. Law and justice in public service;
7. Law enforcement and security;
8. Public personnel, labor relations, succession planning; and
9. Policy research, analysis, and presentation.

## Multiple Concentrations

Two or more concentrations may be taken in the EMPA program. In addition to the course requirements for the concentrations, students must also complete the coursework for all required courses. All of the coursework for multiple concentrations must be completed prior to graduation; students may not request any additional concentrations after they have received their EMPA. The diploma will list all of the concentrations that the student successfully completed by the date of graduation.

The following concentrations are available:

- General
- Judicial Administration
- Law Enforcement and Security
- Urban Innovations

## Requirements for the Executive Master of Public Administration

The executive MPA is composed of nine four-semester-hour courses, a total of 36 units to receive the degree.

## Graduate Writing Proficiency Requirement

Students are expected to possess a level of writing skill and knowledge equivalent to ENGL 201. Students may meet this requirement by satisfying one of the screening criteria. For further information, refer to our website. <https://www.ggu.edu/shared-content/enrollment/proficiency-requirements/#graduate-writing-proficiency>

## Advanced Program - 36 units

### Core Courses - 24 units

- EMPA 301 Research Methods and Analysis 4 unit(s)
- EMPA 302 Public Policy Analysis and Program Evaluation 4 unit(s)
- EMPA 304 Public Enterprise Management and Public Sector Business Relations 4 unit(s)
- EMPA 305 Budgeting and Financial Management 4 unit(s)
- EMPA 307 Personnel Management and Labor Relations 4 unit(s)
- EMPA 396 Graduate Research Project in Public Management 4 unit(s)

## Law Enforcement and Security Concentration (EMPA-LES) -12 units

Designed for law enforcement, public and private security professionals, probation and correctional officers, military police and first responders who seek to gain advanced knowledge, critical thinking, as well as operational and managerial skills in their dynamic field. Practitioners will benefit from the core EMPA courses in leadership, organizational development, law budgeting, and research. The specialization courses in law enforcement, emergency, and security address issues and cases facing administration and operations in federal, state, municipal, and private agencies.

## Required Courses - 12 units

- EMPA 311 Current Issues in Law Enforcement 4 unit(s)
- EMPA 312 Disaster, Emergency and Security 4 unit(s)
- EMPA 313 Law Enforcement Ethics, Training and Accountability 4 unit(s)

## Executive Public Administration, Urban Innovations Concentration, MPA

### Program Information

Offered by the oldest public administration department in the San Francisco Bay Area, the Executive Master of Public Administration (EMPA) is for students interested in a thorough understanding of the advanced processes, issues, and practices associated with the management of high-performing public service and nonprofit organizations at the municipal, regional, state, federal and international levels of governance. The EMPA will introduce students to the relevant set of real-world knowledge and skills required to function effectively in a managerial or executive role within such organizational settings. In addition to intergovernmental relations, the program will expose students to the latest best practices in succession planning, benchmarking, privatization, anti-corruption and ethics, as well as government, business and community partnerships.

Unlike the traditional MPA, the EMPA program is accelerated, more rigorous, and taught by professors who have all worked in public service. These seasoned professor-practitioners provide in-depth, real-time exposure to executive and managerial skills and knowledge common to middle and upper-level management in all public and nonprofit organizations. This includes planning; process management; financial management; human resources and labor relations; organizational development and change; law and administrative process; public policy formulation, analysis and implementation; accountability and ethics.

The goal of the EMPA program is to provide students with the leadership, organizational, analytical and communication skills, problem-solving techniques and subject-based knowledge required to manage effectively complex organizations in the public and nonprofit sectors. In addition, the program provides a critical understanding of the major political, social, economic and environmental problems confronted by contemporary public and nonprofit organizations. A strong sense of professional commitment to the highest standards of legal and ethical behavior as well as respect for the values upon which the profession of public administration is founded are important goals of GGU's EMPA program. For the opportunity to socialize and network within their fields, students are encouraged to join the American Society for Public Administration (ASPA) and the International City/County Management Association (ICMA). GGU

also has a chapter of the national public administration honor society, Pi Alpha Alpha and has been an institutional member of the Network of Schools of Public Policy, Affairs, and Administration (NASPAA) since 1973.

## Student Learning Outcomes

Graduates will be able to demonstrate knowledge of the theory and practice of:

1. Ethics, accountability, and governance in public service;
2. Policymaking and intergovernmental relations;
3. Leadership and organizational reform;
4. Government, business, and civil society partnerships;
5. Public finance and budgeting;
6. Law and justice in public service;
7. Law enforcement and security;
8. Public personnel, labor relations, succession planning; and
9. Policy research, analysis, and presentation.

## Multiple Concentrations

Two or more concentrations may be taken in the EMPA program. In addition to the course requirements for the concentrations, students must also complete the coursework for all required courses. All of the coursework for multiple concentrations must be completed prior to graduation; students may not request any additional concentrations after they have received their EMPA. The diploma will list all of the concentrations that the student successfully completed by the date of graduation.

The following concentrations are available:

- General
- Judicial Administration
- Law Enforcement and Security
- Urban Innovations

## Requirements for the Executive Master of Public Administration

The executive MPA is composed of nine four-semester-hour courses, a total of 36 units to receive the degree.

## Graduate Writing Proficiency Requirement

Students are expected to possess a level of writing skill and knowledge equivalent to ENGL 201. Students may meet this requirement by satisfying one of the screening criteria. For further information, refer to our website. <https://www.ggu.edu/shared-content/enrollment/proficiency-requirements/#graduate-writing-proficiency>

## Advanced Program - 36 units

### Core Courses - 24 units

- EMPA 301 Research Methods and Analysis 4 unit(s)
- EMPA 302 Public Policy Analysis and Program Evaluation 4 unit(s)
- EMPA 304 Public Enterprise Management and Public Sector Business Relations 4 unit(s)
- EMPA 305 Budgeting and Financial Management 4 unit(s)
- EMPA 307 Personnel Management and Labor Relations 4 unit(s)
- EMPA 396 Graduate Research Project in Public Management 4 unit(s)

## Urban Innovations Concentration (EMPA-URBAN) - 12 units

Designed for city, town, county, regional, and urban managers, planners, analysts, and consultants who seek to gain advanced knowledge, critical thinking, as well as operational and managerial skills in this rapidly evolving and dynamic field. Practitioners will benefit from the core EMPA courses in leadership, organizational development, law, budgeting, and research. The specialization courses on urban growth, inclusiveness, and resilience address economic, social, and environmental issues and cases facing administration and operations in business, government, and nonprofit organizations.

### Required Courses - 12 units

- EMPA 320 Growth, Technology, and Competitiveness 4 unit(s)
- EMPA 321 Inclusion, Diversity, Equity, and Accessibility 4 unit(s)
- EMPA 322 Resilience, Livability, and Sustainability 4 unit(s)

## Master of Science

## Advanced Financial Planning, Estate Planning Concentration, MS

### Program Information

The Master of Science in Advanced Financial Planning and Taxation is an innovative degree designed for financial planners who have already passed the CFP® examination and who wish to reinforce key planning skills, increase their expertise in the critical areas of taxation or estate planning, and add the academic weight of a graduate



certificate and a master's degree to their professional credentials. Partnering with the nationally known Golden Gate Bruce F. Braden School of Taxation, GGU's financial planning program permits students to build on their CFP® background and move directly into advanced study in the field. This degree program is particularly well-suited for new or more experienced planners who aim to take their careers to a higher level.

## Student Learning Outcomes

Graduates of the MS in advanced financial planning program will demonstrate the following skills and capabilities:

- Interpersonal skills necessary to maintain successful client relationship and to work effectively with colleagues, individually or in teams
- The quantitative, analytical, and technical skills needed to address complex financial situations
- The ability to apply their knowledge to real-world problems in financial planning
- Knowledge of the principles of managing a financial planning practice
- Knowledge of the legal and regulatory environment in which financial planning occurs and familiarity with relevant licensing, reporting and compliance requirements

Graduates with a concentration in Financial Life Planning will demonstrate the following skills and capabilities:

- Advanced interviewing skills for uncovering client history, vision, and values.
- Identify specific client behavioral biases and heuristics and adapt advice accordingly.
- Advanced coaching skills for helping clients affect positive change and achieve goals.
- Apply research on client trust and relationship commitment to develop and sustain highly-functional client relationships.
- Apply research on the impact of money scripts to facilitate better financial health for clients.

Graduates with a concentration in Taxation or Estate Planning will demonstrate the following skills and capabilities:

- Knowledge of essential tax principles and doctrines, including, but not limited to the following; and be able to critically apply these principles to practical situations:
  - Common law
  - Claim of right
  - Assignment of income
  - Realization
  - Constructive receipt
  - Related party transactions
  - Gross income
  - Tax benefit rule

- The ability to identify tax issues, to research these issues, and to communicate effectively the results orally and in writing

## Requirements for the Master of Science in Advanced Financial Planning

The MS in advanced financial planning and taxation (MS FPT) is a 10-course degree built around the Graduate Certificate in Taxation or the Graduate Certificate in Estate Planning, depending on the student's concentration. The degree requires completion of 30 units of advanced program coursework, with a cumulative grade-point average of 3.00 (B) or better in courses taken at Golden Gate. Courses carry three semester units of credit unless otherwise noted. All course prerequisites must be satisfied prior to enrolling in a given course; prerequisites are indicated in the section "Course Descriptions." Applicants to this program must possess an undergraduate degree from an accredited college or university and have passed the Certified Financial Planner® examination at the time of admission. No foundation courses are required for this degree; passage of the CFP® examination provides adequate evidence of appropriate preparation for advanced study in financial planning and taxation.

### Business Proficiency Requirement

Students admitted to this program are required to possess an understanding of U.S. business practices equivalent to BUS 201 Economic and Regulatory Essentials of U.S. Business. This requirement must be completed in your first term, and you must have completed this requirement no later than your first nine units at GGU. A grade of C- or better is required for BUS 201. However, graduate students must maintain a 3.00 (B) cumulative grade point average to remain in good standing.

### Graduate Writing Proficiency Requirement

Students are expected to possess a level of writing skill and knowledge equivalent to ENGL 201. Students may meet this requirement by satisfying one of the screening criteria. For further information, refer to our website. <https://www.ggu.edu/shared-content/enrollment/proficiency-requirements/#graduate-writing-proficiency>

### Advanced Program - 30 units

#### Core Courses - 6 units

- FI 430 Business Development in Financial Services 3 unit(s)
- FI 434 Cases in Financial Planning 3 unit(s)

## Estate Planning Concentration - 24 units

### Required Courses - 18 units

- TA 318 Advanced Federal Income Taxation 3 unit(s)
- TA 325 Estate and Gift Taxation 3 unit(s)
- TA 329 Tax Research and Decision Making 3 unit(s)
- TA 334 Estate Planning 3 unit(s)
- TA 337 Individual Retirement Plans and Distributions 3 unit(s)
- TA 344 Federal Income Taxation of Trusts and Estates 3 unit(s)

### Electives - 6 units

- Take two courses (6 units) of 300- or 400-level FI prefix courses.

## Advanced Financial Planning, Financial Life Planning Concentration, MS

### Program Information

The Master of Science in Advanced Financial Planning and Taxation is an innovative degree designed for financial planners who have already passed the CFP® examination and who wish to reinforce key planning skills, increase their expertise in the critical areas of taxation or estate planning, and add the academic weight of a graduate certificate and a master's degree to their professional credentials. Partnering with the nationally known Golden Gate Bruce F. Braden School of Taxation, GGU's financial planning program permits students to build on their CFP® background and move directly into advanced study in the field. This degree program is particularly well-suited for new or more experienced planners who aim to take their careers to a higher level.

### Student Learning Outcomes

Graduates of the MS in advanced financial planning program will demonstrate the following skills and capabilities:

- Interpersonal skills necessary to maintain successful client relationship and to work effectively with colleagues, individually or in teams
- The quantitative, analytical, and technical skills needed to address complex financial situations
- The ability to apply their knowledge to real-world problems in financial planning

- Knowledge of the principles of managing a financial planning practice
- Knowledge of the legal and regulatory environment in which financial planning occurs and familiarity with relevant licensing, reporting and compliance requirements

Graduates with a concentration in Financial Life Planning will demonstrate the following skills and capabilities:

- Advanced interviewing skills for uncovering client history, vision, and values.
- Identify specific client behavioral biases and heuristics and adapt advice accordingly.
- Advanced coaching skills for helping clients affect positive change and achieve goals.
- Apply research on client trust and relationship commitment to develop and sustain highly-functional client relationships.
- Apply research on the impact of money scripts to facilitate better financial health for clients.

Graduates with a concentration in Taxation or Estate Planning will demonstrate the following skills and capabilities:

- Knowledge of essential tax principles and doctrines, including, but not limited to the following; and be able to critically apply these principles to practical situations:
  - Common law
  - Claim of right
  - Assignment of income
  - Realization
  - Constructive receipt
  - Related party transactions
  - Gross income
  - Tax benefit rule
- The ability to identify tax issues, to research these issues, and to communicate effectively the results orally and in writing

### Requirements for the Master of Science in Advanced Financial Planning

The MS in advanced financial planning and taxation (MS FPT) is a 10-course degree built around the Graduate Certificate in Taxation or the Graduate Certificate in Estate Planning, depending on the student's concentration. The degree requires completion of 30 units of advanced program coursework, with a cumulative grade-point average of 3.00 (B) or better in courses taken at Golden Gate. Courses carry three semester units of credit unless otherwise noted. All course prerequisites must be satisfied prior to enrolling in a given course; prerequisites are indicated in the section "Course Descriptions." Applicants to this program must possess an undergraduate degree from an accredited college or university and have passed the Certified Financial Planner® examination at the time of admission. No foundation courses are required for this degree;

passage of the CFP® examination provides adequate evidence of appropriate preparation for advanced study in financial planning and taxation.

## Business Proficiency Requirement

Students admitted to this program are required to possess an understanding of U.S. business practices equivalent to BUS 201 Economic and Regulatory Essentials of U.S. Business. This requirement must be completed in your first term, and you must have completed this requirement no later than your first nine units at GGU. A grade of C- or better is required for BUS 201. However, graduate students must maintain a 3.00 (B) cumulative grade point average to remain in good standing.

## Graduate Writing Proficiency Requirement

Students are expected to possess a level of writing skill and knowledge equivalent to ENGL 201. Students may meet this requirement by satisfying one of the screening criteria. For further information, refer to our website. <https://www.ggu.edu/shared-content/enrollment/proficiency-requirements/#graduate-writing-proficiency>

## Advanced Program - 30 units

### Core Courses - 6 units

- FI 430 Business Development in Financial Services 3 unit(s)
- FI 434 Cases in Financial Planning 3 unit(s)

## Financial Life Planning Concentration - 24 Units

### Required Courses - 15 units

- FI 360 Behavioral Finance 3 unit(s)
- FI 424 Facilitating Financial Health 3 unit(s)
- FI 448 Introduction to Financial Life Planning 3 unit(s)
- FI 449 Coaching Skills for Financial Planners 3 unit(s)
- PSYCH 320 Therapeutic Communication and Counseling Skills 3 unit(s)

### Electives - 9 units

- Take three courses (9 units) of 300- or 400-level FI or PSYCH prefix courses.

## Advanced Financial Planning, Taxation Concentration, MS

### Program Information

The Master of Science in Advanced Financial Planning and Taxation is an innovative degree designed for financial planners who have already passed the CFP® examination and who wish to reinforce key planning skills, increase their expertise in the critical areas of taxation or estate planning, and add the academic weight of a graduate certificate and a master's degree to their professional credentials. Partnering with the nationally known Golden Gate Bruce F. Braden School of Taxation, GGU's financial planning program permits students to build on their CFP® background and move directly into advanced study in the field. This degree program is particularly well-suited for new or more experienced planners who aim to take their careers to a higher level.

### Student Learning Outcomes

Graduates of the MS in advanced financial planning program will demonstrate the following skills and capabilities:

- Interpersonal skills necessary to maintain successful client relationship and to work effectively with colleagues, individually or in teams
- The quantitative, analytical, and technical skills needed to address complex financial situations
- The ability to apply their knowledge to real-world problems in financial planning
- Knowledge of the principles of managing a financial planning practice
- Knowledge of the legal and regulatory environment in which financial planning occurs and familiarity with relevant licensing, reporting and compliance requirements

Graduates with a concentration in Financial Life Planning will demonstrate the following skills and capabilities:

- Advanced interviewing skills for uncovering client history, vision, and values.
- Identify specific client behavioral biases and heuristics and adapt advice accordingly.
- Advanced coaching skills for helping clients affect positive change and achieve goals.
- Apply research on client trust and relationship commitment to develop and sustain highly-functional client relationships.
- Apply research on the impact of money scripts to facilitate better financial health for clients.

Graduates with a concentration in Taxation or Estate Planning will demonstrate the following skills and capabilities:

- Knowledge of essential tax principles and doctrines, including, but not limited to the following; and be able to critically apply these principles to practical situations:
  - Common law
  - Claim of right
  - Assignment of income
  - Realization
  - Constructive receipt
  - Related party transactions
  - Gross income
  - Tax benefit rule
- The ability to identify tax issues, to research these issues, and to communicate effectively the results orally and in writing

## Requirements for the Master of Science in Advanced Financial Planning

The MS in advanced financial planning and taxation (MS FPT) is a 10-course degree built around the Graduate Certificate in Taxation or the Graduate Certificate in Estate Planning, depending on the student's concentration. The degree requires completion of 30 units of advanced program coursework, with a cumulative grade-point average of 3.00 (B) or better in courses taken at Golden Gate. Courses carry three semester units of credit unless otherwise noted. All course prerequisites must be satisfied prior to enrolling in a given course; prerequisites are indicated in the section "Course Descriptions." Applicants to this program must possess an undergraduate degree from an accredited college or university and have passed the Certified Financial Planner® examination at the time of admission. No foundation courses are required for this degree; passage of the CFP® examination provides adequate evidence of appropriate preparation for advanced study in financial planning and taxation.

## Business Proficiency Requirement

Students admitted to this program are required to possess an understanding of U.S. business practices equivalent to BUS 201 Economic and Regulatory Essentials of U.S. Business. This requirement must be completed in your first term, and you must have completed this requirement no later than your first nine units at GGU. A grade of C- or better is required for BUS 201. However, graduate students must maintain a 3.00 (B) cumulative grade point average to remain in good standing.

## Graduate Writing Proficiency Requirement

Students are expected to possess a level of writing skill and knowledge equivalent to ENGL 201. Students may meet this requirement by satisfying one of the screening criteria. For further information, refer to our website. <https://www.ggu.edu/shared->

[content/enrollment/proficiency-requirements/#graduate-writing-proficiency](#)

## Advanced Program - 30 units

### Core Courses - 6 units

- FI 430 Business Development in Financial Services 3 unit(s)
- FI 434 Cases in Financial Planning 3 unit(s)

## Taxation Concentration - 24 units

### Required Courses - 12 units

- TA 318 Advanced Federal Income Taxation 3 unit(s)
- TA 329 Tax Research and Decision Making 3 unit(s)
- TA 330 Property Transactions 3 unit(s)
- TA 338 Tax Timing 3 unit(s)

### Electives - 12 units

#### Finance Electives - 6 units

- Take any two courses (6 units) 300- or 400-level FI prefix courses.

#### Tax Elective - 3 units

- Any course (3 units) with a TA prefix

#### General Elective - 3 units

- Any 300- or 400- level course (3 units)

## Business Analytics, MS

### Program Information

The Master of Science in Business Analytics (MSBA) degree program is to present students with an understanding of the many possibilities for applying data analytics to business problems. Data analytics, and the implications of this strategic discipline, give practitioners new opportunities for discovering insights that can support the strategic goals and decision making of the organization. The discipline has grown so fast that it is impossible to address all of its elements, so this degree should be viewed as a "toolkit" of statistical and analytic theory, processes, tools, and techniques, which

can be integrated into the business depending on the discipline and needed outcomes.

The MSBA is relevant to multiple audiences, including: the business manager charged with using data analytics to derive value from data and/or leveraging analytics teams to get that value; the subject matter expert (SME) in a business discipline charged with using analytics on the job; the budding business analytics data scientist requiring understanding of a myriad of data analytics tools from which to draw, and the IT professional responsible for supporting the analytics infrastructure and addressing issues of data security, privacy and ethics. Students completing the MSBA will have earned 39 units including three units of graduate statistics.

## Student Learning Outcomes

Graduates of the Master of Science in Business Analytics will be able to:

- Explain the differences between structured and unstructured data, aligning each with appropriate business applications.
- Articulate and align with corporate performance, the complexities of data management, including organizational structures, data policy, data governance, data ownership, and data strategies.
- Explain and give examples of the three analytic disciplines of descriptive, predictive, and prescriptive (optimization).
- Identify and explain the steps of the CRISP-DM process model.
- Anticipate challenges to data security, privacy and ethics, recommending reasonable solutions to issues when they occur.
- Recognize the challenges of Big Data and describe the use of supporting technologies.
- Use visual outcomes of analytics to communicate effective messages to members of the business community.
- Describe the different approaches to machine learning, demonstrating application of the most common algorithms.
- Explain Natural Language Processing, identifying potential uses and challenges.
- Interpret and analyze individual business problems, selecting the best analytic approach and appropriate tools for extracting value from the data.
- Explain the differences between the R and Python programming languages and demonstrate proficiency in each.
- Promote data quality by effectively acquiring, cleansing, and organizing data for analysis.

## Requirement for the Master of Science in Business Analytics

The Master of Science in Business Analytics requires completion of 39 units in the graduate program. Foundation program courses may be waived in accordance with university policy regarding course waivers. The foundation program must be met before starting any degree courses, except MSBA 300.

## Business Proficiency Requirement

Students admitted to this program are required to possess an understanding of U.S. business practices equivalent to BUS 201 Economic and Regulatory Essentials of U.S. Business. This requirement must be completed in your first term, and you must have completed this requirement no later than your first nine units at GGU. A grade of C- or better is required for BUS 201. However, graduate students must maintain a 3.00 (B) cumulative grade point average to remain in good standing.

## Graduate Writing Proficiency Requirement

Students are expected to possess a level of writing skill and knowledge equivalent to ENGL 201. Students may meet this requirement by satisfying one of the screening criteria. For further information, refer to our website. <https://www.ggu.edu/shared-content/enrollment/proficiency-requirements/#graduate-writing-proficiency>

## Math Proficiency Requirement

Students admitted to this program are expected to possess a level of mathematical skill at least equivalent to Intermediate Algebra (MATH 20). Students may meet this requirement by satisfying one of the screening criteria listed under the heading "Proficiency in Mathematics, English and Computer Skills Required for Certain Master's Degrees and Certain Graduate Certificates".

## Foundation Program - 3 units

- MATH 240 Data Analysis for Managers 3 unit(s) (Must earn a "B" or better before starting advanced program courses.)

## Advanced Program - 36 units

## Core Courses - 15 units

- MSBA 300 Foundations of Business Analytics 3 unit(s)

- MSBA 301 Enterprise Performance Management and Metrics 3 unit(s)
- MSBA 304 Managing Relational Structures 3 unit(s)
- MSBA 305 Business Intelligence and Decision Support 3 unit(s)
- MSBA 320 Advanced Statistical Analysis with R & Python 3 unit(s)

#### Required Courses - 15 units

- MSBA 321 Big Data Ecosystems 3 unit(s)
- MSBA 324 Web and Social Network Analytics 3 unit(s)
- MSBA 326 Predictive Analytics and Machine Learning 3 unit(s)
- MSBA 327 Text Analytics 3 unit(s)
- MSBA 395 Business Analytics Capstone 3 unit(s)

#### Elective Courses - 6 units

Two of the following:

- MSBA 307 Analytics, Intelligence, Security & Privacy 3 unit(s)
- MSBA 322 Master Data Management 3 unit(s)
- MSBA 328 Data Visualization and Communication through Storytelling 3 unit(s)

The elective courses above may be taken concurrently with MSBA 395, the program capstone course.

## Finance, Corporate Finance Concentration, MS

### Program Information

The Master of Science in Finance is a specialized, technical degree program that provides in-depth exposure to the principles and practices of corporate finance and investment management. It is a primary objective of this program to ensure that, by the time they graduate, students will have acquired the specialized skills and knowledge needed to add immediate value to their organizations in their roles as financial managers or investment advisers. This degree is intended for students who have made a professional commitment to this key business discipline and who are interested in equipping themselves with the most comprehensive array of analytical tools and techniques. The MS in finance does not attempt to provide the broad overview of business that is typical of an MBA; instead, it focuses with great intensity on the specific areas of compelling interest to financial managers, security analysts, corporate bankers, and portfolio managers.

The four-course foundation of the MS in finance emphasizes practical skills essential for success in this field. It's a challenging beginning to the course of study (though it may be possible to waive

some or all of these courses on the basis of equivalent undergraduate work), but it prepares students for the sophisticated analysis that this degree and this professional discipline demand.

The five-course (15 unit) core of the MS in finance degree emphasizes critical fields of knowledge that are required of all financial professionals. Three courses in corporate finance, investments and capital markets represent the conceptual foundations of the discipline-the "three legs of the stool." Two courses in financial analysis and financial modeling build on and strengthen the student's background in accounting and computer applications, providing the tools to pursue the more advanced and specialized studies in the concentration.

The 18-unit concentration allows students to choose a general concentration to maximize the flexibility of their program or a more targeted concentration in corporate finance or investment management.

## Student Learning Outcomes

Graduates of the MS in finance program will have the knowledge and skills to:

- Evaluate and explain financial decisions regarding the firm's investment and long- and short-term financing strategies by applying financial theory, quantitative decision-making tools, and analytical methods.
- Apply economic analysis to the firm's decision-making, taking into account the impact of markets, institutions, and international trends on these decisions. Understand whether or to what extent a financial market satisfies the conditions of an efficient market.
- Define and measure business and financial risk. Describe the relationship between risk and return, and distinguish between expected and required returns. Explain how risk affects the valuation of real and financial assets, and describe techniques for managing risk.
- Evaluate the corporate governance structures of firms and examine the interactions, from a governance perspective, among firm management, financial markets, and stakeholders.
- Describe and evaluate the ethical implications of financial decision-making and financial practices, assess alternative recommendations for solutions to ethical financial problems, and offer appropriate resolutions to those problems.

## Requirements for the Master of Science in Finance

The Master of Science in Finance requires completion of 12 units in the foundation program and 33 units of advanced program coursework, with a cumulative grade-point average of 3.00 or better

in courses taken at Golden Gate University. Courses carry three semester units of credit unless otherwise noted. All course prerequisites must be satisfied prior to enrolling in a given course; prerequisites are indicated in the chapter on course descriptions in this catalog or at [www.ggu.edu/info](http://www.ggu.edu/info). Individual foundation program courses may be waived if the student has previously completed comparable courses at a regionally accredited college or university. Students may be admitted to advanced program courses before completion of the entire foundation program, but must complete the foundation program by the time that 12 units have been earned in the advanced program.

## Business Proficiency Requirement

Students admitted to this program are required to possess an understanding of U.S. business practices equivalent to BUS 201 Economic and Regulatory Essentials of U.S. Business. This requirement must be completed in your first term, and you must have completed this requirement no later than your first nine units at GGU. A grade of C- or better is required for BUS 201. However, graduate students must maintain a 3.00 (B) cumulative grade point average to remain in good standing.

## Computer Proficiency Requirement

Applicants are expected to have access to current levels of computing, including the internet, and to demonstrate a working familiarity and skill with computers and software applications appropriate for graduate studies. This includes knowledge of word processing, spreadsheet analysis, visual presentation software and network access capabilities. Faculty may require additional preparation for those students who have not achieved the needed proficiency.

## Graduate Writing Proficiency Requirement

Students are expected to possess a level of writing skill and knowledge equivalent to ENGL 201. Students may meet this requirement by satisfying one of the screening criteria. For further information refer to our website. <https://www.ggu.edu/shared-content/enrollment/proficiency-requirements/#graduate-writing-proficiency>

## Math Proficiency Requirement

Students admitted to this program are expected to possess a level of mathematical skill at least equivalent to college algebra (MATH 30). Students may meet this requirement by satisfying one of the screening criteria listed under the heading "Proficiency in Mathematics, English and Computer Skills Required for Certain Master's Degrees and Certain Graduate Certificates".

## Foundation Program - 12 units

- ACCTG 201 Accounting for Managers 3 unit(s)
- ECON 202 Economics for Managers 3 unit(s)
- FI 100 Financial Management 3 unit(s)
- MATH 240 Data Analysis for Managers 3 unit(s)

## Advanced Program - 33 units

### Core Courses - 15 units

- ECON 380 Financial Markets and Institutions 3 unit(s)
- FI 300 Corporate Finance 3 unit(s)
- FI 305 Financial Reporting and Analysis 3 unit(s)
- FI 307 Financial Modeling 3 unit(s)
- FI 340 Investments 3 unit(s)

## Corporate Finance Concentration - 18 units

The range of electives associated with the corporate finance concentration provides an opportunity for students to add a final, specialized emphasis to their program. In the 12 units of required courses for the corporate finance concentration, students develop the skills essential for careers in financial management, from financial analyst to CFO. These courses examine the tools and techniques of managing short-term assets and liabilities, fixed assets and capital investments, and long-term financing. In addition, courses in international finance and in financial strategy provide a high-level management perspective on the relationship between financial decisions, both domestic and global, and value creation. A list of recommended finance electives that corresponds to the particular demands of corporate finance careers is suggested, but students are free to select other finance or economics courses if desired.

### Required Courses - 9 units

- FI 312 Capital Budgeting and Long-Term Financing 3 unit(s)
- FI 320 Financial Strategy and Value Creation 3 unit(s)
- FI 343 International Corporate Finance 3 unit(s)

### Electives - 9 units

Select three courses from the recommended electives:

- ECON 340 International Trade and Finance 3 unit(s)
- FI 314 Working Capital Management 3 unit(s)
- FI 317 Mergers and Acquisitions 3 unit(s)
- FI 318 Venture Capital and Start-Up Financing 3 unit(s)
- FI 346 Derivative Markets 3 unit(s)
- FI 360 Behavioral Finance 3 unit(s)

- FI 382 Management of Banks and Financial Holding Companies 3 unit(s)
- FI 428 Business Valuation 3 unit(s)
- FI 497 Internship: Finance 3 unit(s)
- MSBA 301 Enterprise Performance Management and Metrics 3 unit(s)

## Finance, General Finance Concentration, MS

### Program Information

The Master of Science in Finance is a specialized, technical degree program that provides in-depth exposure to the principles and practices of corporate finance and investment management. It is a primary objective of this program to ensure that, by the time they graduate, students will have acquired the specialized skills and knowledge needed to add immediate value to their organizations in their roles as financial managers or investment advisers. This degree is intended for students who have made a professional commitment to this key business discipline and who are interested in equipping themselves with the most comprehensive array of analytical tools and techniques. The MS in finance does not attempt to provide the broad overview of business that is typical of an MBA; instead, it focuses with great intensity on the specific areas of compelling interest to financial managers, security analysts, corporate bankers, and portfolio managers.

The four-course foundation of the MS in finance emphasizes practical skills essential for success in this field. It's a challenging beginning to the course of study (though it may be possible to waive some or all of these courses on the basis of equivalent undergraduate work), but it prepares students for the sophisticated analysis that this degree and this professional discipline demand.

The five-course (15 unit) core of the MS in finance degree emphasizes critical fields of knowledge that are required of all financial professionals. Three courses in corporate finance, investments and capital markets represent the conceptual foundations of the discipline-the "three legs of the stool." Two courses in financial analysis and financial modeling build on and strengthen the student's background in accounting and computer applications, providing the tools to pursue the more advanced and specialized studies in the concentration.

The 18-unit concentration allows students to choose a general concentration to maximize the flexibility of their program or a more targeted concentration in corporate finance or investment management.

### Student Learning Outcomes

Graduates of the MS in finance program will have the knowledge and skills to:

- Evaluate and explain financial decisions regarding the firm's investment and long- and short-term financing strategies by applying financial theory, quantitative decision-making tools, and analytical methods.
- Apply economic analysis to the firm's decision-making, taking into account the impact of markets, institutions, and international trends on these decisions. Understand whether or to what extent a financial market satisfies the conditions of an efficient market.
- Define and measure business and financial risk. Describe the relationship between risk and return, and distinguish between expected and required returns. Explain how risk affects the valuation of real and financial assets, and describe techniques for managing risk.
- Evaluate the corporate governance structures of firms and examine the interactions, from a governance perspective, among firm management, financial markets, and stakeholders.
- Describe and evaluate the ethical implications of financial decision-making and financial practices, assess alternative recommendations for solutions to ethical financial problems, and offer appropriate resolutions to those problems.

### Requirements for the Master of Science in Finance

The Master of Science in Finance requires completion of 12 units in the foundation program and 33 units of advanced program coursework, with a cumulative grade-point average of 3.00 or better in courses taken at Golden Gate University. Courses carry three semester units of credit unless otherwise noted. All course prerequisites must be satisfied prior to enrolling in a given course; prerequisites are indicated in the chapter on course descriptions in this catalog or at [www.ggu.edu/info](http://www.ggu.edu/info). Individual foundation program courses may be waived if the student has previously completed comparable courses at a regionally accredited college or university. Students may be admitted to advanced program courses before completion of the entire foundation program, but must complete the foundation program by the time that 12 units have been earned in the advanced program.

### Business Proficiency Requirement

Students admitted to this program are required to possess an understanding of U.S. business practices equivalent to BUS 201 Economic and Regulatory Essentials of U.S. Business. This requirement must be completed in your first term, and you must have completed this requirement no later than your first nine units at GGU. A grade of C- or better is required for BUS 201. However, graduate students must maintain a 3.00 (B) cumulative grade point average to remain in good standing.



## Computer Proficiency Requirement

Applicants are expected to have access to current levels of computing, including the internet, and to demonstrate a working familiarity and skill with computers and software applications appropriate for graduate studies. This includes knowledge of word processing, spreadsheet analysis, visual presentation software and network access capabilities. Faculty may require additional preparation for those students who have not achieved the needed proficiency.

## Graduate Writing Proficiency Requirement

Students are expected to possess a level of writing skill and knowledge equivalent to ENGL 201. Students may meet this requirement by satisfying one of the screening criteria. For further information refer to our website. <https://www.ggu.edu/shared-content/enrollment/proficiency-requirements/#graduate-writing-proficiency>

## Math Proficiency Requirement

Students admitted to this program are expected to possess a level of mathematical skill at least equivalent to college algebra (MATH 30). Students may meet this requirement by satisfying one of the screening criteria listed under the heading "Proficiency in Mathematics, English and Computer Skills Required for Certain Master's Degrees and Certain Graduate Certificates".

## Foundation Program - 12 units

- ACCTG 201 Accounting for Managers 3 unit(s)
- ECON 202 Economics for Managers 3 unit(s)
- FI 100 Financial Management 3 unit(s)
- MATH 240 Data Analysis for Managers 3 unit(s)

## Advanced Program - 33 units

### Core Courses - 15 units

- ECON 380 Financial Markets and Institutions 3 unit(s)
- FI 300 Corporate Finance 3 unit(s)
- FI 305 Financial Reporting and Analysis 3 unit(s)
- FI 307 Financial Modeling 3 unit(s)
- FI 340 Investments 3 unit(s)

## General Finance Concentration - 18 units

The general concentration permits students to choose from the full array of finance and economics course offerings. The flexibility of this concentration will benefit students whose career objectives

inspire them to a broad sampling of the various specializations of the field, as well as those who are not yet ready to declare a specific career focus.

## Electives - 18 units

Select six courses (18 units) from the following:

- ECON 340 International Trade and Finance 3 unit(s)
- FI 314 Working Capital Management 3 unit(s)
- FI 317 Mergers and Acquisitions 3 unit(s)
- FI 318 Venture Capital and Start-Up Financing 3 unit(s)
- FI 346 Derivative Markets 3 unit(s)
- FI 347 Financial Engineering and Risk Management 3 unit(s)
- FI 352 Technical Analysis of Securities 3 unit(s)
- FI 356 Student Managed Investment Fund 3 unit(s)
- FI 360 Behavioral Finance 3 unit(s)
- FI 421 Personal Investment Management 3 unit(s)
- FI 463 Real Estate Finance and Investment 3 unit(s)
- FI 382 Management of Banks and Financial Holding Companies 3 unit(s)
- FI 428 Business Valuation 3 unit(s)
- FI 497 Internship: Finance 3 unit(s)
- MSBA 300 Foundations of Business Analytics 3 unit(s)
- MSBA 301 Enterprise Performance Management and Metrics 3 unit(s)

## Finance, Investment Management Concentration, MS

### Program Information

The Master of Science in Finance is a specialized, technical degree program that provides in-depth exposure to the principles and practices of corporate finance and investment management. It is a primary objective of this program to ensure that, by the time they graduate, students will have acquired the specialized skills and knowledge needed to add immediate value to their organizations in their roles as financial managers or investment advisers. This degree is intended for students who have made a professional commitment to this key business discipline and who are interested in equipping themselves with the most comprehensive array of analytical tools and techniques. The MS in finance does not attempt to provide the broad overview of business that is typical of an MBA; instead, it focuses with great intensity on the specific areas of compelling interest to financial managers, security analysts, corporate bankers, and portfolio managers.

The four-course foundation of the MS in finance emphasizes practical skills essential for success in this field. It's a challenging beginning to the course of study (though it may be possible to waive

some or all of these courses on the basis of equivalent undergraduate work), but it prepares students for the sophisticated analysis that this degree and this professional discipline demand.

The five-course (15 unit) core of the MS in finance degree emphasizes critical fields of knowledge that are required of all financial professionals. Three courses in corporate finance, investments and capital markets represent the conceptual foundations of the discipline-the "three legs of the stool." Two courses in financial analysis and financial modeling build on and strengthen the student's background in accounting and computer applications, providing the tools to pursue the more advanced and specialized studies in the concentration.

The 18-unit concentration allows students to choose a general concentration to maximize the flexibility of their program or a more targeted concentration in corporate finance or investment management.

## Student Learning Outcomes

Graduates of the MS in finance program will have the knowledge and skills to:

- Evaluate and explain financial decisions regarding the firm's investment and long- and short-term financing strategies by applying financial theory, quantitative decision-making tools, and analytical methods.
- Apply economic analysis to the firm's decision-making, taking into account the impact of markets, institutions, and international trends on these decisions. Understand whether or to what extent a financial market satisfies the conditions of an efficient market.
- Define and measure business and financial risk. Describe the relationship between risk and return, and distinguish between expected and required returns. Explain how risk affects the valuation of real and financial assets, and describe techniques for managing risk.
- Evaluate the corporate governance structures of firms and examine the interactions, from a governance perspective, among firm management, financial markets, and stakeholders.
- Describe and evaluate the ethical implications of financial decision-making and financial practices, assess alternative recommendations for solutions to ethical financial problems, and offer appropriate resolutions to those problems.

## Requirements for the Master of Science in Finance

The Master of Science in Finance requires completion of 12 units in the foundation program and 33 units of advanced program coursework, with a cumulative grade-point average of 3.00 or better

in courses taken at Golden Gate University. Courses carry three semester units of credit unless otherwise noted. All course prerequisites must be satisfied prior to enrolling in a given course; prerequisites are indicated in the chapter on course descriptions in this catalog or at [www.ggu.edu/info](http://www.ggu.edu/info). Individual foundation program courses may be waived if the student has previously completed comparable courses at a regionally accredited college or university. Students may be admitted to advanced program courses before completion of the entire foundation program, but must complete the foundation program by the time that 12 units have been earned in the advanced program.

## Business Proficiency Requirement

Students admitted to this program are required to possess an understanding of U.S. business practices equivalent to BUS 201 Economic and Regulatory Essentials of U.S. Business. This requirement must be completed in your first term, and you must have completed this requirement no later than your first nine units at GGU. A grade of C- or better is required for BUS 201. However, graduate students must maintain a 3.00 (B) cumulative grade point average to remain in good standing.

## Computer Proficiency Requirement

Applicants are expected to have access to current levels of computing, including the internet, and to demonstrate a working familiarity and skill with computers and software applications appropriate for graduate studies. This includes knowledge of word processing, spreadsheet analysis, visual presentation software and network access capabilities. Faculty may require additional preparation for those students who have not achieved the needed proficiency.

## Graduate Writing Proficiency Requirement

Students are expected to possess a level of writing skill and knowledge equivalent to ENGL 201. Students may meet this requirement by satisfying one of the screening criteria. For further information refer to our website. <https://www.ggu.edu/shared-content/enrollment/proficiency-requirements/#graduate-writing-proficiency>

## Math Proficiency Requirement

Students admitted to this program are expected to possess a level of mathematical skill at least equivalent to college algebra (MATH 30). Students may meet this requirement by satisfying one of the screening criteria listed under the heading "Proficiency in Mathematics, English and Computer Skills Required for Certain Master's Degrees and Certain Graduate Certificates".

## Foundation Program - 12 units

- ACCTG 201 Accounting for Managers 3 unit(s)
- ECON 202 Economics for Managers 3 unit(s)
- FI 100 Financial Management 3 unit(s)
- MATH 240 Data Analysis for Managers 3 unit(s)

## Advanced Program - 33 units

### Core Courses - 15 units

- ECON 380 Financial Markets and Institutions 3 unit(s)
- FI 300 Corporate Finance 3 unit(s)
- FI 305 Financial Reporting and Analysis 3 unit(s)
- FI 307 Financial Modeling 3 unit(s)
- FI 340 Investments 3 unit(s)

## Investment Management Concentration - 18 units

The range of electives associated with the investment management concentration provides an opportunity for students to add a final, specialized emphasis to their program. The nine units of required coursework for the investment management concentration are appropriate for students who are planning careers as security analysts, portfolio managers and investment advisors. Building on the principles students acquire in the core investments course, work in portfolio management and derivatives exposes students to the most advanced technologies of the field. As students begin to refine their approach to security valuation, they can choose between technical market analysis and fundamental analysis. A list of recommended finance electives that corresponds to the particular demands of investment management careers is suggested, but students are free to select other finance or economics courses if they wish.

### Required Courses - 12 units

- FI 344 Equity Analysis 3 unit(s)
- FI 346 Derivative Markets 3 unit(s)
- FI 348 Fixed Income Analysis 3 unit(s)
- FI 350 Portfolio Management 3 unit(s)

### Electives - 6 units

Select two courses from the recommended electives:

- ECON 340 International Trade and Finance 3 unit(s)
- FI 347 Financial Engineering and Risk Management 3 unit(s)
- FI 352 Technical Analysis of Securities 3 unit(s)
- FI 356 Student Managed Investment Fund 3 unit(s)
- FI 360 Behavioral Finance 3 unit(s)

- FI 421 Personal Investment Management 3 unit(s)
- FI 463 Real Estate Finance and Investment 3 unit(s)
- FI 497 Internship: Finance 3 unit(s)
- MSBA 300 Foundations of Business Analytics 3 unit(s)

## Financial Planning, MS

### Program Information

The Master of Science in Financial Planning is designed for students who aspire to become financial planners, investment advisers or money managers, or who may be interested in one of the many elements - estate planning, insurance, taxes, real estate, for example - of this broad and rapidly growing field. Golden Gate offers the oldest accredited Master of Science in Financial Planning degree in the country, having offered our first courses in 1980.

At the heart of this degree is a core of courses that examine the key functions of financial planning: financial planning principles, income tax planning, risk management, estate planning, investments, employee benefits and retirement planning. Not only do these courses provide the academic foundation of the discipline, they also satisfy the educational requirements necessary for the premier Certified Financial Planner™ designation; thus, students can prepare to sit for the CFP® exam while they are earning an advanced academic degree in financial planning.\*

### Student Learning Outcomes

Graduates of the MS in financial planning degree program will possess the following knowledge, skills, abilities, and values:

- The quantitative, analytical, and technical skills needed to address complex financial situations
- An appreciation of the role played by the emotional and psychological dimensions of the financial planning process, and the ability to integrate those elements into a comprehensive financial plan
- Interpersonal skills necessary to maintain successful client relationships and to work effectively with colleagues, individually or in teams
- The skills and knowledge of financial planning that are represented in the full range of topics covered by the CFP® examination
- The ability to apply their knowledge to real-world problems in financial planning
- Knowledge of the legal and regulatory environment in which financial planning occurs and familiarity with relevant licensing, reporting, and compliance requirements
- The ability to recognize the ethical dilemmas that may arise in financial planning practice, and familiarity with appropriate responses to those dilemmas

## Requirements for the Master of Science in Financial Planning

The Master of Science in Financial Planning degree requires completion of 30 units of advanced program coursework, with a cumulative grade-point average of 3.00 (B) or better in courses taken at Golden Gate. Courses carry three semester units of credit unless otherwise noted. All course prerequisites must be satisfied prior to enrolling in a given course; prerequisites are indicated in the section "Course Descriptions."

### Business Proficiency Requirement

Students admitted to this program are required to possess an understanding of U.S. business practices equivalent to BUS 201 Economic and Regulatory Essentials of U.S. Business. This requirement must be completed in your first term, and you must have completed this requirement no later than your first nine units at GGU. A grade of C- or better is required for BUS 201. However, graduate students must maintain a 3.00 (B) cumulative grade point average to remain in good standing.

### Computer Proficiency Requirement

Applicants are expected to have access to current levels of computing, including the internet, and to demonstrate a working familiarity with computers and software applications appropriate for graduate studies. Deficiencies in computer proficiency may require additional work as determined by the faculty.

### Graduate Writing Proficiency Requirement

Students are expected to possess a level of writing skill and knowledge equivalent to ENGL 201. Students may meet this requirement by satisfying one of the screening criteria. For further information, refer to our website. <https://www.ggu.edu/shared-content/enrollment/proficiency-requirements/#graduate-writing-proficiency>

### Math Proficiency Requirement

Students admitted to this program are expected to possess a level of mathematical skill at least equivalent to MATH 30 College Algebra. Students may meet this requirement by satisfying one of the screening criteria listed under the heading "Proficiency in Mathematics, English and Computer Skills Required for Certain Master's Degrees and Certain Graduate Certificates".

## Advanced Program - 30 units

### Core Courses - 21 units

- FI 420 Personal Financial Planning 3 unit(s)
- FI 421 Personal Investment Management 3 unit(s)
- FI 422 Retirement and Employee Benefits Planning 3 unit(s)
- FI 425 Income Tax Planning 3 unit(s)
- FI 426 Estate Planning 3 unit(s)
- FI 483 Risk Management and Insurance Planning 3 unit(s)

### One of the Following:

- FI 434 Cases in Financial Planning 3 unit(s)
- OR**
- FI 450 Practicum in Financial Planning 3 unit(s)

### Electives - 9 units

Take three 300- or 400-level graduate courses with FI prefixes.

- FI 305 Financial Reporting and Analysis 3 unit(s)
- FI 307 Financial Modeling 3 unit(s)
- FI 344 Equity Analysis 3 unit(s)
- FI 346 Derivative Markets 3 unit(s)
- FI 350 Portfolio Management 3 unit(s)
- FI 352 Technical Analysis of Securities 3 unit(s)
- FI 360 Behavioral Finance 3 unit(s)
- FI 424 Facilitating Financial Health 3 unit(s)
- FI 430 Business Development in Financial Services 3 unit(s)
- FI 448 Introduction to Financial Life Planning 3 unit(s)
- FI 449 Coaching Skills for Financial Planners 3 unit(s)
- FI 450 Practicum in Financial Planning 3 unit(s)
- FI 460 Real Estate 3 unit(s)
- FI 463 Real Estate Finance and Investment 3 unit(s)
- FI 497 Internship: Finance 3 unit(s)
- FI 498A-ZZ Selected Topics in Finance 1-3 unit(s)

### Note:

Students who satisfy their electives by taking FI 424, FI 448, and FI 449, will also satisfy the course requirements for the Graduate Certificate in Financial Life Planning.

\*Golden Gate University is a "Registered Program," which provides authorized coursework covering all of the knowledge requirements of the CFP.® Golden Gate University does not award the CFP® and Certified Financial Planner™ designations. The right to use the marks CFP® and Certified Financial Planner™ is granted by the

Certified Financial Planner Board of Standards to those persons who have met its rigorous educational standards, passed the CFP Board's certification examination, satisfied a work experience requirement and agreed to abide by the CFP Board's Code of Ethics and Professional Responsibility. Only persons registered with the CFP Board are permitted to sit for the certification examination. CFP® certificates and licenses are issued only by the CFP Board.

## Human Resource Management, MS

### Program Information

The Master of Science in Human Resource Management degree is designed for students interested in managing people at work and helping to solve business problems through the management of people. Students study the best practices in people management and learn how to consider the perspectives of both employees and employers. All students learn the principles of managing people both in the US and abroad; the U.S. laws and regulations pertaining to the employment relationship; information systems used to track workers and analyze their performance and placement in organizations; and how to manage human resources to aid in the attainment of organizational goals. Students also choose from a variety of electives to deepen their knowledge of specific human resource management specialties that match their own career interests.

### Student Learning Outcomes

The MS in human resource management student will be able to:

- Craft and carry out strategic solutions that align people, practices and business needs for successful organizational performance.
- Build ethical, sustainable and scalable partnerships with organizational business units that support enhanced employee satisfaction, efficiency and effectiveness.
- Identify and apply relevant federal, state and local laws and regulations to prevent and solve problems and ethically minimize risk.
- Facilitate the identification and execution of organizational change efforts as needed to meet organizational goals.
- Assimilate, manage and analyze demographic and business data and metrics using state-of-the-art Human Resource Management Systems (HRMS) to enable effective human capital recommendations and decision-making.
- Promote and facilitate inclusion and employee engagement as a means of expanding and improving people's contributions.

## Admission Requirements

### Applicants to the Master of Science in Human Resource Management program must:

- Provide a detailed resume reflecting all education, all work experience and relevant awards, certificates and other accomplishments; and
- Provide a written statement of purpose that addresses the following questions:
  - 1) Why the applicant believes the Master of Science in Human Resources Management is a good fit for their academic and professional development and goals
  - 2) What strengths and experiences the applicant has that demonstrate their likelihood to succeed in the program
  - 3) What circumstances or challenges in the applicant's background need additional explanation (if any)
- A personal interview may be required, and the interview may be conducted in-person or via web-meeting/video-conference.

### Requirements for the Master of Science in Human Resource Management

The MS degree in human resource management requires completion of 33 units in the graduate program. Each course listed carries three semester units of credit. The foundation program course may be waived if the student has previously completed comparable courses at a regionally accredited college or university. Students may be admitted to advanced program courses before completion of the foundation program course, but must complete the course by the time that 12 units have been earned in the advanced program.

### Business Proficiency Requirement

Students admitted to this program are required to possess an understanding of U.S. business practices equivalent to BUS 201 Economic and Regulatory Essentials of U.S. Business. This requirement must be completed in your first term, and you must have completed this requirement no later than your first nine units at GGU. A grade of C- or better is required for BUS 201. However, graduate students must maintain a 3.00 (B) cumulative grade point average to remain in good standing.

### Graduate Writing Proficiency Requirement

Students are expected to possess a level of writing skill and knowledge equivalent to ENGL 201. Students may meet this requirement by satisfying one of the screening criteria. For further information, refer to our website. <https://www.ggu.edu/shared->

content/enrollment/proficiency-requirements/#graduate-writing-proficiency

## Required Courses - 27 units

### Core Courses - 24 units

- HRM 301 Work and Workforce Trends 3 unit(s)
- HRM 302 Acquiring and Retaining Human Resources 3 unit(s)
- HRM 303 HR as Legal Partner 3 unit(s)
- HRM 304 HR Data and Performance Metrics 3 unit(s)
- HRM 305 Total Compensation 3 unit(s)
- HRM 306 Learning and Development 3 unit(s)
- HRM 308 Ethics in Managing People At Work 3 unit(s)
- HRM 309 HR as Strategic Business Partner 3 unit(s) (to be taken last)

### Electives - 3 units

One of the following:

- HRM 307 International HRM 3 unit(s)
- HRM 398 Internship: Human Resources Management 3 unit(s)

## Information Technology Management, Business Analytics Concentration, MS

### Program Information

Contemporary Information Technology (IT) managers are organizational leaders who bridge and integrate the worlds of business and IT. They engage business leaders in ongoing and innovative application of information technologies, and have the skill sets to function in a complex discipline with many facets.

The Master of Science in Information Technology Management (MS ITM) program is designed to develop professionals suited for the top positions in the IT management field. The degree meets the needs of the modern management-level technology professional responsible for the planning, budgeting, design, integration and deployment of strategic enterprise technologies and programs that contribute to the organization's success.

The MS ITM curriculum is grounded in the four foundational components of IT: 1) software, 2) infrastructure, 3) network/communications, and 4) data. The program addresses these foundations from both a contemporary and forward-looking perspective. Instructors with many years of field experience present

courses that address strategic application of the foundation while integrating emerging technologies, e.g. unstructured data analytics (Big Data), cloud services, virtualization, mobile platforms, and social media. Students with a special interest in Business Analytics may choose a concentration in that area.

## Student Learning Outcomes

Graduates of the MS in information technology management program will be able to:

- Explain the framework of the IT discipline, identifying both foundational and support organizations.
- Participate in management level discussions that cross IT departmental lines.
- Identify issues associated with each of the functional areas of IT and offer solutions.
- Engage in planning and budgeting processes for each of the foundational components of IT.
- Use their knowledge of IT organizations to break down barriers existing between IT silos in their work environment.
- Engage their business community in meaningful dialogue regarding possible solutions to IT/business problems.
- Integrate new and emerging technologies into each of the foundational components of IT.
- Apply knowledge gained in the program to the completion of a major capstone project.

## Requirements for the Master of Science in Information Technology Management

Students considered for admission to this program will have a minimum of 30 undergraduate credits in IT courses, or three years of substantial full time work experience in an IT department. A business/engineering manager with four years of experience whose job requires significant interaction with IT may also be considered.

The Master of Science in IT management requires completion of 33 units in the graduate program. Foundation program courses may be waived in accordance with university policy regarding course waivers. To facilitate scheduling, students may be admitted to advanced program courses before completion of the foundation program, but must complete the foundation courses by the time that nine units have been earned in the advanced program.

## Business Proficiency Requirement

Students admitted to this program are required to possess an understanding of U.S. business practices equivalent to BUS 201 Economic and Regulatory Essentials of U.S. Business. This requirement must be completed in your first term, and you must have completed this requirement no later than your first nine units at GGU.

A grade of C- or better is required for BUS 201. However, graduate students must maintain a 3.00 (B) cumulative grade point average to remain in good standing.

## Graduate Writing Proficiency Requirement

Students admitted to the Master of Science in IT management degree program must meet the graduate writing proficiency requirement within the first nine units of the program by successfully passing the Graduate Writing Placement Exam or by completing ENGL 201 Graduate Writing with a grade of B or better. Students may meet this requirement by satisfying one of the screening criteria. For further information, refer to our website. <https://www.ggu.edu/shared-content/enrollment/proficiency-requirements/#graduate-writing-proficiency>

## Math Proficiency Requirement

Students admitted to this program are expected to possess a level of mathematical skill at least equivalent to Intermediate Algebra (MATH 20). Students may meet this requirement by satisfying one of the screening criteria listed under the heading "Proficiency in Mathematics, English and Computer Skills Required for Certain Master's Degrees and Certain Graduate Certificates."

## Foundation Program - 3 units

The courses in the foundation program should all be completed or in process before any of the 300-level advanced program courses are taken.

- MATH 240 Data Analysis for Managers 3 unit(s)

## Advanced Program - 33 units

Students in the MS ITM program must complete ITM 300 in the first six units of the program. ITM 300 is a co-requisite of ITM 304, ITM 315, ITM 316, and ITM 317.

## Core Courses - 24 units

- ITM 300 Managing Information Technologies in the Business Enterprise 3 unit(s)
- ITM 304 Managing Relational Structures 3 unit(s)
- ITM 315 Infrastructure and Hosted Services 3 unit(s)
- ITM 316 Software Engineering 3 unit(s)
- ITM 317 Networks and Communications 3 unit(s)
- ITM 323 Security, Privacy and Compliance 3 unit(s)
- ITM 321 Big Data Ecosystems 3 unit(s)
- ITM 395 Strategic Information Technology Planning, Organization and Leadership 3 unit(s) (to be taken in last six units of the advanced program)

## Business Analytics Concentration - 9 units

The business analytics concentration is designed for the IT Management professional who must be able to apply data analytics tools and techniques to both structured and unstructured data, extracting information that the organization can use for strategic decision-making. Students taking this concentration will be introduced to specialized analytics tools and technologies.

## Required Courses - 9 units

Select three courses from the following:

- MSBA 300 Foundations of Business Analytics 3 unit(s)
- MSBA 305 Business Intelligence and Decision Support 3 unit(s)
- MSBA 320 Advanced Statistical Analysis with R & Python 3 unit(s)
- MSBA 324 Web and Social Network Analytics 3 unit(s)
- MSBA 328 Data Visualization and Communication through Storytelling 3 unit(s)

## Information Technology Management, General Concentration, MS

## Program Information

Contemporary Information Technology (IT) managers are organizational leaders who bridge and integrate the worlds of business and IT. They engage business leaders in ongoing and innovative application of information technologies, and have the skill sets to function in a complex discipline with many facets.

The Master of Science in Information Technology Management (MS ITM) program is designed to develop professionals suited for the top positions in the IT management field. The degree meets the needs of the modern management-level technology professional responsible for the planning, budgeting, design, integration and deployment of strategic enterprise technologies and programs that contribute to the organization's success.

The MS ITM curriculum is grounded in the four foundational components of IT: 1) software, 2) infrastructure, 3) network/communications, and 4) data. The program addresses these foundations from both a contemporary and forward-looking perspective. Instructors with many years of field experience present courses that address strategic application of the foundation while integrating emerging technologies, e.g. unstructured data analytics (Big Data), cloud services, virtualization, mobile platforms, and social media. Students with a special interest in Business Analytics may choose a concentration in that area.

## Student Learning Outcomes

Graduates of the MS in information technology management program will be able to:

- Explain the framework of the IT discipline, identifying both foundational and support organizations.
- Participate in management level discussions that cross IT departmental lines.
- Identify issues associated with each of the functional areas of IT and offer solutions.
- Engage in planning and budgeting processes for each of the foundational components of IT.
- Use their knowledge of IT organizations to break down barriers existing between IT silos in their work environment.
- Engage their business community in meaningful dialogue regarding possible solutions to IT/business problems.
- Integrate new and emerging technologies into each of the foundational components of IT.
- Apply knowledge gained in the program to the completion of a major capstone project.

## Requirements for the Master of Science in Information Technology Management

Students considered for admission to this program will have a minimum of 30 undergraduate credits in IT courses, or three years of substantial full time work experience in an IT department. A business/engineering manager with four years of experience whose job requires significant interaction with IT may also be considered.

The Master of Science in IT management requires completion of 33 units in the graduate program. Foundation program courses may be waived in accordance with university policy regarding course waivers. To facilitate scheduling, students may be admitted to advanced program courses before completion of the foundation program, but must complete the foundation courses by the time that nine units have been earned in the advanced program.

## Business Proficiency Requirement

Students admitted to this program are required to possess an understanding of U.S. business practices equivalent to BUS 201 Economic and Regulatory Essentials of U.S. Business. This requirement must be completed in your first term, and you must have completed this requirement no later than your first nine units at GGU. A grade of C- or better is required for BUS 201. However, graduate students must maintain a 3.00 (B) cumulative grade point average to remain in good standing.

## Graduate Writing Proficiency Requirement

Students admitted to the Master of Science in IT management degree program must meet the graduate writing proficiency requirement within the first nine units of the program by successfully passing the Graduate Writing Placement Exam or by completing ENGL 201 Graduate Writing with a grade of B or better. Students may meet this requirement by satisfying one of the screening criteria. For further information, refer to our website. <https://www.ggu.edu/shared-content/enrollment/proficiency-requirements/#graduate-writing-proficiency>

## Math Proficiency Requirement

Students admitted to this program are expected to possess a level of mathematical skill at least equivalent to Intermediate Algebra (MATH 20). Students may meet this requirement by satisfying one of the screening criteria listed under the heading "Proficiency in Mathematics, English and Computer Skills Required for Certain Master's Degrees and Certain Graduate Certificates."

## Foundation Program - 3 units

The courses in the foundation program should all be completed or in process before any of the 300-level advanced program courses are taken.

- MATH 240 Data Analysis for Managers 3 unit(s)

## Advanced Program - 33 units

Students in the MS ITM program must complete ITM 300 in the first six units of the program. ITM 300 is a co-requisite of ITM 304, ITM 315, ITM 316, and ITM 317.

## Core Courses - 24 units

- ITM 300 Managing Information Technologies in the Business Enterprise 3 unit(s)
- ITM 304 Managing Relational Structures 3 unit(s)
- ITM 315 Infrastructure and Hosted Services 3 unit(s)
- ITM 316 Software Engineering 3 unit(s)
- ITM 317 Networks and Communications 3 unit(s)
- ITM 323 Security, Privacy and Compliance 3 unit(s)
- ITM 321 Big Data Ecosystems 3 unit(s)
- ITM 395 Strategic Information Technology Planning, Organization and Leadership 3 unit(s) (to be taken in last six units of the advanced program)



## General Concentration - 9 units

Select three courses from the following:

- ITM 342 Enterprise Architecture Planning 3 unit(s)
- ITM 344 Project Governance: Portfolio and Program Management 3 unit(s)
- ITM 398 Internship: Information Technology Management 3 unit(s)
- MSBA 300 Foundations of Business Analytics 3 unit(s)
- MSBA 305 Business Intelligence and Decision Support 3 unit(s)
- MSBA 320 Advanced Statistical Analysis with R & Python 3 unit(s)
- MSBA 324 Web and Social Network Analytics 3 unit(s)
- MSBA 328 Data Visualization and Communication through Storytelling 3 unit(s)

## Full-time Cohort Program Admission Requirements

Admission to the Full-Time Global Master of Science in IT Management Cohort is selective and limited. Each application is carefully reviewed by the Cohort Admissions Committee of the Ageno School of Business.

All applicants must first be admitted to the Ageno School of Business. In addition to satisfying all the requirements for admission to the Ageno School of Business, applicants to the Global MS ITM Cohort program are required to demonstrate their readiness for this rigorous program. Applicants must:

- Successfully complete GGU's Graduate Writing Placement Exam with a score sufficient to waive Graduate Writing classes (or satisfy another waiver of GGU's Graduate Writing Placement Exam);
- Provide academic transcripts showing that he/she has completed mathematics courses equivalent to MATH 20 or above with a grade of "B" or better before enrollment;
- Provide a detailed resume reflecting all education, all work experience and relevant awards, certificates and other accomplishments; and
- Provide a written statement of purpose that addresses the following questions:
  1. why the applicant believes the Full-Time Global Master of Science in IT Management Cohort is a good fit for his/her academic and professional development?
  2. what strengths and experiences the applicant has that demonstrate his/her likelihood of success in the program? and
  3. what circumstances or challenges in the applicant's background need additional explanation (if any)?

A personal interview may be required, and the interview may be conducted in-person or via web-meeting/video-conference.

## Information Technology Management, Project Management Concentration, MS

### Program Information

Contemporary Information Technology (IT) managers are organizational leaders who bridge and integrate the worlds of business and IT. They engage business leaders in ongoing and innovative application of information technologies, and have the skill sets to function in a complex discipline with many facets.

The Master of Science in Information Technology Management (MS ITM) program is designed to develop professionals suited for the top positions in the IT management field. The degree meets the needs of the modern management-level technology professional responsible for the planning, budgeting, design, integration and deployment of strategic enterprise technologies and programs that contribute to the organization's success.

The MS ITM curriculum is grounded in the four foundational components of IT: 1) software, 2) infrastructure, 3) network/communications, and 4) data. The program addresses these foundations from both a contemporary and forward-looking perspective. Instructors with many years of field experience present courses that address strategic application of the foundation while integrating emerging technologies, e.g. unstructured data analytics (Big Data), cloud services, virtualization, mobile platforms, and social media. Students with a special interest in Business Analytics may choose a concentration in that area.

### Student Learning Outcomes

Graduates of the MS in information technology management program will be able to:

- Explain the framework of the IT discipline, identifying both foundational and support organizations.
- Participate in management level discussions that cross IT departmental lines.
- Identify issues associated with each of the functional areas of IT and offer solutions.
- Engage in planning and budgeting processes for each of the foundational components of IT.
- Use their knowledge of IT organizations to break down barriers existing between IT silos in their work environment.
- Engage their business community in meaningful dialogue regarding possible solutions to IT/business problems.
- Integrate new and emerging technologies into each of the foundational components of IT.
- Apply knowledge gained in the program to the completion of a major capstone project.

## Requirements for the Master of Science in Information Technology Management

Students considered for admission to this program will have a minimum of 30 undergraduate credits in IT courses, or three years of substantial full time work experience in an IT department. A business/engineering manager with four years of experience whose job requires significant interaction with IT may also be considered.

The Master of Science in IT management requires completion of 33 units in the graduate program. Foundation program courses may be waived in accordance with university policy regarding course waivers. To facilitate scheduling, students may be admitted to advanced program courses before completion of the foundation program, but must complete the foundation courses by the time that nine units have been earned in the advanced program.

### Business Proficiency Requirement

Students admitted to this program are required to possess an understanding of U.S. business practices equivalent to BUS 201 Economic and Regulatory Essentials of U.S. Business. This requirement must be completed in your first term, and you must have completed this requirement no later than your first nine units at GGU. A grade of C- or better is required for BUS 201. However, graduate students must maintain a 3.00 (B) cumulative grade point average to remain in good standing.

### Graduate Writing Proficiency Requirement

Students admitted to the Master of Science in IT management degree program must meet the graduate writing proficiency requirement within the first nine units of the program by successfully passing the Graduate Writing Placement Exam or by completing ENGL 201 Graduate Writing with a grade of B or better. Students may meet this requirement by satisfying one of the screening criteria. For further information, refer to our website. <https://www.ggu.edu/shared-content/enrollment/proficiency-requirements/#graduate-writing-proficiency>

### Math Proficiency Requirement

Students admitted to this program are expected to possess a level of mathematical skill at least equivalent to Intermediate Algebra (MATH 20). Students may meet this requirement by satisfying one of the screening criteria listed under the heading "Proficiency in Mathematics, English and Computer Skills Required for Certain Master's Degrees and Certain Graduate Certificates."

## Foundation Program - 3 units

The courses in the foundation program should all be completed or in process before any of the 300-level advanced program courses are taken.

- MATH 240 Data Analysis for Managers 3 unit(s)

## Advanced Program - 33 units

Students in the MS ITM program must complete ITM 300 in the first six units of the program. ITM 300 is a co-requisite of ITM 304, ITM 315, ITM 316, and ITM 317.

### Core Courses - 24 units

- ITM 300 Managing Information Technologies in the Business Enterprise 3 unit(s)
- ITM 304 Managing Relational Structures 3 unit(s)
- ITM 315 Infrastructure and Hosted Services 3 unit(s)
- ITM 316 Software Engineering 3 unit(s)
- ITM 317 Networks and Communications 3 unit(s)
- ITM 323 Security, Privacy and Compliance 3 unit(s)
- ITM 321 Big Data Ecosystems 3 unit(s)
- ITM 395 Strategic Information Technology Planning, Organization and Leadership 3 unit(s) (to be taken in last six units of the advanced program)

## Project Management Concentration - 9 units

A structured graduate concentration designed to provide ITM students with the project management skills they need to succeed when implementing IT changes and innovations.

The concentration provides beginning and advanced project management technical skills based on the PMBOK (Project Management Body of Knowledge), Agile management framework and tools, and an understanding of how projects are managed at the program and portfolio level within organizations. The completion of just one GGU class fulfills PMI's education requirement to apply for either the CAPM (Certified Associate in Project Management) or PMP (Project Management Professional) exams.

### Required Courses - 6 units

- PM 340 Introduction to Project Management 3 unit(s)
- PM 342 Agile Management for Project Managers 3 unit(s)

### Elective Course - 3 units

Select one of the following:

- ITM 344 Project Governance: Portfolio and Program Management 3 unit(s)
- PM 343 Advanced Concepts: Project Planning and Control 3 unit(s)

## Leadership, Specialized Concentration, MS

### Program Information

The need for strong organizational leadership skills has never been greater. Adaptive and nimble leadership is required to succeed in our rapidly changing global marketplace. Not only must leaders confidently get work done through others, they must work effectively in a team environment, and make effective, data-based decisions in the face of uncertainty. They must be strategic thinkers able to inspire and motivate others to a shared vision, and also able to quickly pivot and constantly drive innovation as market conditions change. Those who are unable to quickly adjust will be replaced by those with the tools, ability, and strategic mindset to thrive in a complex, uncertain environment.

This MS Leadership program is designed to equip individuals with the skills, knowledge, and mindset to manage and lead others in order to build high performing organizations, with the opportunity to specialize in an individualized set of courses to enhance one's career.

### Student Learning Outcomes

- Identify, understand and differentiate between management and leadership
- Build and lead high performing teams
- Facilitate effective collaboration in the selection and application of appropriate business methods and tools
- Exercise emotional intelligence and implement adaptive leadership capabilities in dealing with diverse audiences and rapidly changing, complex and chaotic organizational situations
- Identify ethical dilemmas and evaluate appropriate options using moral reasoning
- Identify and defend which decision making methods to use in a variety of common scenarios
- Generate a thoughtful and rigorous self-assessment of their team and organizational leadership strengths and areas of development
- Formulate a three- to five-year personal leadership/career/whole life goal
- Integrate leadership and management knowledge, skills, and mindsets into an individualized leadership philosophy and toolkit.

- Articulate benefits of their individualized specialization in a way that adds value to current and future employees

## Requirements for the Master of Science in Leadership

The MS in Leadership degree requires completion of 30 units in the advanced program.

### Business Proficiency Requirement

Students admitted to this program are required to possess an understanding of U.S. business practices equivalent to BUS 201 Economic and Regulatory Essentials of U.S. Business. This requirement must be completed in your first term, and you must have completed this requirement no later than your first nine units at GGU. A grade of C- or better is required for BUS 201. However, graduate students must maintain a 3.00 (B) cumulative grade point average to remain in good standing.

### Graduate Writing Proficiency Requirement

Students admitted to the master of science in marketing program must meet the graduate writing proficiency requirement within the first nine units of the program by successfully passing the Graduate Writing Proficiency Exam or by completing ENGL 201 Graduate Writing with a grade of B or better. Students may meet this requirement by satisfying one of the screening criteria. For further information, refer to our website. <https://www.ggu.edu/shared-content/enrollment/proficiency-requirements/#graduate-writing-proficiency>

### Advanced Program - 30 units

#### Core Courses - 18 units

- LEAD 300 Management and Leadership 3 unit(s)
- LEAD 301 Personal Leadership 3 unit(s)
- LEAD 303 Teamwork in Organizations 3 unit(s)
- LEAD 304 Leading Complex Change 3 unit(s)
- LEAD 305 Adaptive Decision Making 3 unit(s)
- LEAD 306 Integrated Leadership Mastery 3 unit(s)

### Specialized Concentration - 12 units

Any 300/400 level approved concentration or individualized specialization with approval of appropriate academic Program Director.

## Marketing, Digital Marketing Concentration, MS

### Program Information

The MS in Marketing integrates theory and practice to prepare students for a career in an ever-changing yet fundamental discipline of business. Given the breadth of the marketing field and its diverse professional tracks, the degree gives students a set of core marketing skills along with the flexibility to design a course of study based on their individual career goals. Students can work with an academic program advisor to tailor a program to meet their objectives or select one of the concentrations that provides depth in a specific area of marketing.

### Student Learning Outcomes

Upon completion of the MS in marketing, successful students will be able to:

- Obtain and apply insights into consumer behavior
- Use primary and secondary research for marketing purposes
- Define customer and market segments, identify specific target markets
- Create meaningful and credible messages for selected targets and select appropriate media and methods for cost-effective marketing communications
- Demonstrate analytical and problem-solving skills for making marketing decisions
- Develop marketing initiatives for a given organization, including strategy, tactics, and measurable objectives as evidenced by a marketing plan
- Work effectively in teams with diverse members
- Communicate persuasively and professionally in writing and in oral presentations

### Requirements for the Master of Science in Marketing

The Master of Science in Marketing requires completion of 30 units in the advanced program. Individual foundation program courses or undergraduate prerequisites may be waived if the student has previously completed comparable courses at a regionally accredited college or university, or passed the appropriate CLEP exam with an acceptable score. Students may be admitted to advanced program courses before completion of the entire foundation program, but they must complete the foundation program by the time that 12 units have been earned in the advanced program.

### Business Proficiency Requirement

Students admitted to this program are required to possess an understanding of U.S. business practices equivalent to BUS 201 Economic and Regulatory Essentials of U.S. Business. This requirement must be completed in your first term, and you must have completed this requirement no later than your first nine units at GGU. A grade of C- or better is required for BUS 201. However, graduate students must maintain a 3.00 (B) cumulative grade point average to remain in good standing.

### Graduate Writing Proficiency Requirement

Students admitted to the master of science in marketing program must meet the graduate writing proficiency requirement within the first nine units of the program by successfully passing the Graduate Writing Proficiency Exam or by completing ENGL 201 Graduate Writing with a grade of B or better. Students may meet this requirement by satisfying one of the screening criteria. For further information, refer to our website. <https://www.ggu.edu/shared-content/enrollment/proficiency-requirements/#graduate-writing-proficiency>

### Math Proficiency Requirement

Students admitted to this program are expected to possess a level of mathematical skill at least equivalent to Intermediate Algebra (MATH 20). Students may meet this requirement by satisfying one of the screening criteria listed under the heading "Proficiency in Mathematics, English and Computer Skills Required for Certain Master's Degrees and Certain Graduate Certificates".

### Foundation Program - 9 units

- BUS 202 Fundamentals of Business 3 unit(s)
- BUS 203 Professional Skills for Business 3 unit(s)
- MATH 240 Data Analysis for Managers 3 unit(s)

### Advanced Program - 30 units

#### Core Courses - 18 units

- MKT 300 Marketing Management 3 unit(s)
- MKT 305 Integrated Marketing Communications 3 unit(s)
- MKT 336 Marketing Research 3 unit(s)
- MKT 338 Consumer Behavior 3 unit(s)
- MKT 337 Marketing Strategy and Planning 3 unit(s)  
(Capstone course; must be taken in the last 9 units of the program.)
- MKT 352 Digital Marketing and E-commerce 3 unit(s)

## Digital Marketing Concentration - 12 units

**Select two courses from the list below and any two MKT courses or MGT 300**

- MKT 322 Social Media and Marketing 3 unit(s)
- MKT 323 Search Engine Marketing - Design, Implementation and Optimization 3 unit(s)
- MKT 324 Web and Social Network Analytics 3 unit(s)

## Marketing, Individualized Concentration, MS

### Program Information

The MS in Marketing integrates theory and practice to prepare students for a career in an ever-changing yet fundamental discipline of business. Given the breadth of the marketing field and its diverse professional tracks, the degree gives students a set of core marketing skills along with the flexibility to design a course of study based on their individual career goals. Students can work with an academic program advisor to tailor a program to meet their objectives or select one of the concentrations that provides depth in a specific area of marketing.

### Student Learning Outcomes

Upon completion of the MS in marketing, successful students will be able to:

- Obtain and apply insights into consumer behavior
- Use primary and secondary research for marketing purposes
- Define customer and market segments, identify specific target markets
- Create meaningful and credible messages for selected targets and select appropriate media and methods for cost-effective marketing communications
- Demonstrate analytical and problem-solving skills for making marketing decisions
- Develop marketing initiatives for a given organization, including strategy, tactics, and measurable objectives as evidenced by a marketing plan
- Work effectively in teams with diverse members
- Communicate persuasively and professionally in writing and in oral presentations

## Requirements for the Master of Science in Marketing

The Master of Science in Marketing requires completion of 30 units in the advanced program. Individual foundation program courses or

undergraduate prerequisites may be waived if the student has previously completed comparable courses at a regionally accredited college or university, or passed the appropriate CLEP exam with an acceptable score. Students may be admitted to advanced program courses before completion of the entire foundation program, but they must complete the foundation program by the time that 12 units have been earned in the advanced program.

### Business Proficiency Requirement

Students admitted to this program are required to possess an understanding of U.S. business practices equivalent to BUS 201 Economic and Regulatory Essentials of U.S. Business. This requirement must be completed in your first term, and you must have completed this requirement no later than your first nine units at GGU. A grade of C- or better is required for BUS 201. However, graduate students must maintain a 3.00 (B) cumulative grade point average to remain in good standing.

### Graduate Writing Proficiency Requirement

Students admitted to the master of science in marketing program must meet the graduate writing proficiency requirement within the first nine units of the program by successfully passing the Graduate Writing Proficiency Exam or by completing ENGL 201 Graduate Writing with a grade of B or better. Students may meet this requirement by satisfying one of the screening criteria. For further information, refer to our website. <https://www.ggu.edu/shared-content/enrollment/proficiency-requirements/#graduate-writing-proficiency>

### Math Proficiency Requirement

Students admitted to this program are expected to possess a level of mathematical skill at least equivalent to Intermediate Algebra (MATH 20). Students may meet this requirement by satisfying one of the screening criteria listed under the heading "Proficiency in Mathematics, English and Computer Skills Required for Certain Master's Degrees and Certain Graduate Certificates".

### Foundation Program - 9 units

- BUS 202 Fundamentals of Business 3 unit(s)
- BUS 203 Professional Skills for Business 3 unit(s)
- MATH 240 Data Analysis for Managers 3 unit(s)

### Advanced Program - 30 units

#### Core Courses - 18 units

- MKT 300 Marketing Management 3 unit(s)
- MKT 305 Integrated Marketing Communications 3 unit(s)

- MKT 336 Marketing Research 3 unit(s)
- MKT 338 Consumer Behavior 3 unit(s)
- MKT 337 Marketing Strategy and Planning 3 unit(s)  
(Capstone course; must be taken in the last 9 units of the program.)
- MKT 352 Digital Marketing and E-commerce 3 unit(s)

## Individualized Concentration - 12 units

Any four 300-level courses with MKT prefix or MGT 300. An individualized concentration is designed by the student in collaboration with an academic advisor to meet the student's specific goals.

## Marketing, Marketing Analytics Concentration, MS

### Program Information

The MS in Marketing integrates theory and practice to prepare students for a career in an ever-changing yet fundamental discipline of business. Given the breadth of the marketing field and its diverse professional tracks, the degree gives students a set of core marketing skills along with the flexibility to design a course of study based on their individual career goals. Students can work with an academic program advisor to tailor a program to meet their objectives or select one of the concentrations that provides depth in a specific area of marketing.

### Student Learning Outcomes

Upon completion of the MS in marketing, successful students will be able to:

- Obtain and apply insights into consumer behavior
- Use primary and secondary research for marketing purposes
- Define customer and market segments, identify specific target markets
- Create meaningful and credible messages for selected targets and select appropriate media and methods for cost-effective marketing communications
- Demonstrate analytical and problem-solving skills for making marketing decisions
- Develop marketing initiatives for a given organization, including strategy, tactics, and measurable objectives as evidenced by a marketing plan
- Work effectively in teams with diverse members
- Communicate persuasively and professionally in writing and in oral presentations

## Requirements for the Master of Science in Marketing

The Master of Science in Marketing requires completion of 30 units in the advanced program. Individual foundation program courses or undergraduate prerequisites may be waived if the student has previously completed comparable courses at a regionally accredited college or university, or passed the appropriate CLEP exam with an acceptable score. Students may be admitted to advanced program courses before completion of the entire foundation program, but they must complete the foundation program by the time that 12 units have been earned in the advanced program.

### Business Proficiency Requirement

Students admitted to this program are required to possess an understanding of U.S. business practices equivalent to BUS 201 Economic and Regulatory Essentials of U.S. Business. This requirement must be completed in your first term, and you must have completed this requirement no later than your first nine units at GGU. A grade of C- or better is required for BUS 201. However, graduate students must maintain a 3.00 (B) cumulative grade point average to remain in good standing.

### Graduate Writing Proficiency Requirement

Students admitted to the master of science in marketing program must meet the graduate writing proficiency requirement within the first nine units of the program by successfully passing the Graduate Writing Proficiency Exam or by completing ENGL 201 Graduate Writing with a grade of B or better. Students may meet this requirement by satisfying one of the screening criteria. For further information, refer to our website. <https://www.ggu.edu/shared-content/enrollment/proficiency-requirements/#graduate-writing-proficiency>

### Math Proficiency Requirement

Students admitted to this program are expected to possess a level of mathematical skill at least equivalent to Intermediate Algebra (MATH 20). Students may meet this requirement by satisfying one of the screening criteria listed under the heading "Proficiency in Mathematics, English and Computer Skills Required for Certain Master's Degrees and Certain Graduate Certificates".

### Foundation Program - 9 units

- BUS 202 Fundamentals of Business 3 unit(s)
- BUS 203 Professional Skills for Business 3 unit(s)
- MATH 240 Data Analysis for Managers 3 unit(s)

### Advanced Program - 30 units

## Core Courses - 18 units

- MKT 300 Marketing Management 3 unit(s)
- MKT 305 Integrated Marketing Communications 3 unit(s)
- MKT 336 Marketing Research 3 unit(s)
- MKT 338 Consumer Behavior 3 unit(s)
- MKT 337 Marketing Strategy and Planning 3 unit(s)  
(Capstone course; must be taken in the last 9 units of the program.)
- MKT 352 Digital Marketing and E-commerce 3 unit(s)

## Marketing Analytics Concentration - 12 units

### Required courses - 6 units

- MSBA 320 Advanced Statistical Analysis with R & Python 3 unit(s)
- MKT 324 Web and Social Network Analytics 3 unit(s)

### Two of the following:

- MSBA 326 Predictive Analytics and Machine Learning 3 unit(s)
- MSBA 327 Text Analytics 3 unit(s)
- MSBA 328 Data Visualization and Communication through Storytelling 3 unit(s)

## Project Management, MS

### Program Information

The Master of Science in Project Management delivers focused graduate study that prepares students for careers in the growing discipline of project management. It is anticipated that by 2020, as many as 11 million project-management jobs will be added by the United States and its 10 major trading partners. Students will graduate with project management skills emphasizing an integrated relationship with an organization's functional areas.

Our degrees and certificates in project management provide formal training that prepares graduates to manage local, outsourced and global projects. Students' improved communication skills will enable them to succeed in multiple diverse communities within an organization. Faculty with extensive practical experience and who have earned the PMP® designation teach all of our courses.

Students are eligible to receive 35 Professional Development Units (PDU) or contact units when each of the following courses is completed: PM 340, PM 342, PM 343, PM 344, PM 345, PM 346, and PM 348. Course materials align with the current edition of the

Project Management Institute A Guide to the Project Management Body of Knowledge (PMBOK® Guide), Project Management Institute, Inc.

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## Student Learning Outcomes

Graduates of the MS in project management program will be able to demonstrate:

- Managerial skills, e.g., leadership, planning, problem solving, communication, staffing and budgeting.
- The ability to use technology to manage relationships across projects and with business function units.
- Project-management skills, including planning, scope management, stakeholder analysis, quality assessment, risk management, team building and scheduling.
- Program and portfolio management skills, including understanding issues in project selection, vendor relationships, outsourcing, finance, purchasing and contract negotiations, as well as regulatory and compliance issues.
- The ability to integrate and apply the above understanding and knowledge into the development of a major applied capstone project.

## Requirements for the Master of Science in Project Management

The Master of Science in Project Management requires completion of 33 units in the graduate program. Foundation program courses may be waived in accordance with university policy regarding course waivers. Students may be admitted to advanced program courses before completion of the foundation program, but must complete the foundation courses by the time that six units have been earned in the advanced program. PM 340 is a prerequisite for PM 343, PM 344, PM 346, and PM 348; it is a co-requisite for PM 342 and PM 345.

## Business Proficiency Requirement

Students admitted to this program are required to possess an understanding of U.S. business practices equivalent to BUS 201 Economic and Regulatory Essentials of U.S. Business. This requirement must be completed in your first term, and you must have completed this requirement no later than your first nine units at GGU. A grade of C- or better is required for BUS 201. However, graduate students must maintain a 3.00 (B) cumulative grade point average to remain in good standing.

## Graduate Writing Proficiency Requirement

Students admitted to the Master of Science in Project Management program must meet the graduate writing proficiency requirement within the first nine units of the program by successfully passing the Graduate Writing Proficiency Exam or by completing ENGL 201 Graduate Writing, with a grade of B or better. Students may meet this requirement by satisfying one of the screening criteria. For further information, refer to our website. <https://www.ggu.edu/shared-content/enrollment/proficiency-requirements/#graduate-writing-proficiency>

## Math Proficiency Requirement

Students admitted to this program are expected to possess a level of mathematical skill at least equivalent to Intermediate Algebra (MATH 20). For further information, refer to our website.

### Foundation Program - 3 units

- MATH 240 Data Analysis for Managers 3 unit(s)

### Advanced Program - 30 units

#### Core Courses - 6 units

- OP 302 Quality Management and Process Improvement 3 unit(s)
- PM 340 Introduction to Project Management 3 unit(s)

#### Required Courses - 18 units

- PM 342 Agile Management for Project Managers 3 unit(s)
- PM 343 Advanced Concepts: Project Planning and Control 3 unit(s)
- PM 344 Project Governance: Program and Portfolio Management 3 unit(s)
- PM 345 Project Administration, Leadership and Team Dynamics 3 unit(s)
- PM 348 Project Risk Management 3 unit(s)
- PM 346 The Practice of Project Management 3 unit(s) (to be taken during the last six units of the degree)

#### Elective Courses - 6 units

Select two of the following:

- ITM 300 Managing Information Technologies in the Business Enterprise 3 unit(s)
- LEAD 301 Personal Leadership 3 unit(s)
- LEAD 304 Leading Complex Change 3 unit(s)

- MGT 301 Entrepreneurship and New Business Development 3 unit(s)
- MGT 312 Business Planning for Entrepreneurs 3 unit(s)
- MGT 324 Organizational Behavior and Process 3 unit(s)
- MGT 348 Negotiating in Business 3 unit(s)
- MKT 300 Marketing Management 3 unit(s)
- MSBA 300 Foundations of Business Analytics 3 unit(s)
- **Any OP (Supply Chain) courses**
- PM 396A-ZZ Selected Topics in Project Management 3 unit(s)
- PM 398 Internship: Project Management 3 unit(s)

## Graduate Certificate

### Adaptive Leadership Graduate Certificate

#### Program Information

This certificate provides students who already possess basic management and team leadership skills with the additional knowledge and skills to manage and lead in our rapidly changing global marketplace. Students will have the opportunity to craft their own personal leadership plan. Additionally, they will gain skills in adaptive decision making as well as the necessary mindset, knowledge, and skills to lead change and drive innovation in increasingly uncertain and rapidly changing environments.

#### Graduate Certificate/Credential Proficiencies

### Business Proficiency Requirement

Students admitted to this program are required to possess an understanding of U.S. business practices equivalent to BUS 201 Economic and Regulatory Essentials of U.S. Business. Completion of an undergraduate degree from a regionally accredited university automatically fulfills this requirement. Those with at least two years of full-time professional work experience in the United States also automatically satisfy this requirement. The dean or program director may waive this requirement after determining the students possesses the requisite knowledge.

This requirement must be completed in your first term, and you must have completed this requirement no later than your first nine units at GGU. A grade of C- or better is required for BUS 201 Economic and Regulatory Essentials of U.S. Business. However, graduate students must maintain a 3.00 (B) cumulative grade point average to remain in good standing.



## Graduate Writing Proficiency Requirement

Students admitted to this graduate certificate program must meet the graduate writing proficiency requirement within their first term in the program by successfully passing the Graduate Writing Proficiency Exam or by completing ENGL 201 Graduate Writing with a grade of B or better. See Graduate Writing Proficiency Requirement for more information.

### Required Courses - 9 units

- LEAD 301 Personal Leadership 3 unit(s)
- LEAD 304 Leading Complex Change 3 unit(s)
- LEAD 305 Adaptive Decision Making 3 unit(s)

## Analytics for Competitive Advantage Graduate Certificate

### Program Information

Business Analytics is a strategic discipline that gives practitioners new opportunities for discovering insights that can support strategic goals and decision making. This certificate is meant for managers and executives who need to understand how analytics fits into their organization. Key learnings focus on defining and integrating business analytics into all aspects of the organization, managing the data assets of the company, aligning analytics with performance management metrics, and applying story telling techniques to communicate outputs of analytic insights in a clear, visual manner.

### Required Courses - 12 units

- MSBA 300 Foundations of Business Analytics 3 unit(s)
- MSBA 301 Enterprise Performance Management and Metrics 3 unit(s)  
(Take the two courses above first.)
- MSBA 322 Master Data Management 3 unit(s)
- MSBA 328 Data Visualization and Communication through Storytelling 3 unit(s)

## Conflict Resolution Graduate Certificate

### Program Information

The graduate certificate in conflict resolution prepares students for work in mediation, negotiation and dispute resolution. Students will learn the skills and concepts of non-adversarial problem solving and

apply them in both public and private sectors, including family law, business, commerce, tax, insurance and domestic disputes. The certificate requires completion of six courses (18 units) with a B average or better at Golden Gate. Arrangements may be made for specific industries or interests to have a graduate certificate in conflict resolution especially designed to meet the regulatory requirements of that field. For further information, refer to "Admission to Certificate Programs and Registering for Open Enrollment".

## Graduate Writing Proficiency Requirement

Students admitted to this graduate certificate program must meet the graduate writing proficiency requirement within their first nine term in the program by successfully passing the Graduate Writing Proficiency Exam or by completing ENGL 201 Graduate Writing with a grade of B or better. See Graduate Writing Proficiency Requirement for more information.

## Applicability of Undergraduate Psychology Courses (Pathway Programs)

As a pathway to the graduate-level industrial organizational programs, students who complete the following undergraduate-level courses at Golden Gate University as a part of completing either the Bachelor of Arts in Management with a Concentration in Psychology or Bachelor of Science with a Concentration in Psychology may have the comparable graduate-level required courses waived from their Master of Arts in Industrial Organizational Psychology, Graduate Certificate in Industrial-Organizational Psychology, or Graduate Certificate in Conflict Resolution program requirements: PSYCH 120 Principles and Methods of Counseling satisfies the PSYCH 320 Therapeutic Communication and Counseling Skills requirement. MGT 141 Organizational Leadership satisfies the PSYCH 341 Organizational Behavior and Process requirement. Note: Students who have not completed (or are expected to complete) the Bachelor of Arts in Management with a Concentration in Psychology or Bachelor of Science with a Concentration in Psychology are not eligible for this waiver. As a consequence of having these courses waived, the total number of units required to complete the program will be reduced accordingly.

### Required Courses - 9 units

One of the following:

- PSYCH 304 Cross-Cultural Aspects of Psychology 3 unit(s)
- PSYCH 355 Diversity in Organizations 3 unit(s)

Both of the following:

- PSYCH 352 Structure, Theory and Ethics of Conflict Resolution 3 unit(s)
- PSYCH 353 Conflict Resolution: Skills and Techniques 3 unit(s)

Elective Courses - 9 units

Three of the following:

- HRM 308 Ethics in Managing People At Work 3 unit(s)
- MGT 300 Team Dynamics and Managerial Analysis 3 unit(s)
- MGT 348 Negotiating in Business 3 unit(s)
- PSYCH 306 Group Models of Counseling 3 unit(s)
- PSYCH 320 Therapeutic Communication and Counseling Skills 3 unit(s)
- PSYCH 326 Legal and Ethical Responsibility for Counselors 3 unit(s)
- PSYCH 340 Group Dynamics in Organizations 3 unit(s)
- PSYCH 341 Organizational Behavior and Process 3 unit(s)
- PSYCH 342 Organizational Development, Assessment and Intervention 3 unit(s)
- PSYCH 343 Leadership and the Development of Managerial Excellence 3 unit(s)
- PSYCH 396A-ZZ Selected Topics in Applied Psychology 1-3 unit(s)
- PSYCH 397 Practicum in Conflict Resolution 3 unit(s)
- Any other graduate course approved by the program chair 3 unit(s)

## Counseling Skills Graduate Certificate

### Program Information

Qualified students wishing to enroll in the program may earn a graduate certificate in counseling skills by completing, with a B average or better, five courses (15 units) with the "PSYCH" prefix at Golden Gate. These five courses are chosen in consultation with the program director. For further information, refer to "Admission to Certificate Programs and Registering for Open Enrollment".

## Graduate Writing Proficiency Requirement

Students admitted to this graduate certificate program must meet the graduate writing proficiency requirement within their first nine term in the program by successfully passing the Graduate Writing

Proficiency Exam or by completing ENGL 201 Graduate Writing with a grade of "B" or better. See Graduate Writing Proficiency Requirement for more information.

## Applicability of Undergraduate Psychology Courses (Pathway Programs)

As a pathway to the graduate-level counseling programs, students who complete the following undergraduate-level courses at Golden Gate University as a part of completing either the Bachelor of Arts in Management with a Concentration in Psychology or Bachelor of Science with a Concentration in Psychology may have the comparable graduate-level required courses waived from their Master of Arts in Counseling Psychology, Graduate Certificate in Counseling Skills, or Graduate Certificate in Conflict Resolution program requirements: PSYCH 102 Lifespan Development: Theories and Applications satisfies the PSYCH 302 Lifespan Development: Theories and Applications for Therapists requirement. PSYCH 120 Principles and Methods of Counseling satisfies the PSYCH 320 Therapeutic Communication and Counseling Skills requirement. Note: Students who have not completed (or are expected to complete) the Bachelor of Arts in Management with a Concentration in Psychology or Bachelor of Science with a Concentration in Psychology are not eligible for this waiver. As a consequence of having these courses waived, the total number of units required to complete the program will be reduced accordingly.

## Developing and Rewarding People at Work Graduate Certificate

### Program Information

Human capital is the main source of competitive advantage in business. Organizations need to know how to develop and reward workers. In order to develop and compensate workers well, Human Resource professionals must know how to measure workers' contributions. These tasks have become highly specialized. This certificate is designed to teach the latest in how to measure, develop and reward human capital in organizations. Best practices and the latest in learning and development, compensation and benefits will be taught by professionals working in the Human Resource field. Before the certificate courses can be completed, graduate writing and business proficiencies must be satisfied by taking ENGL 201 and BUS 201 at Golden Gate University. For further information, refer to "Admission to Certificate Programs and Registering for Open Enrollment".

## Graduate Certificate/Credential Proficiencies

## Business Proficiency Requirement

Students admitted to this program are required to possess an understanding of U.S. business practices equivalent to BUS 201 Economic and Regulatory Essentials of U.S. Business. Completion of an undergraduate degree from a regionally accredited university automatically fulfills this requirement. Those with at least two years of full-time professional work experience in the United States also automatically satisfy this requirement. The dean or program director may waive this requirement after determining the students possesses the requisite knowledge.

This requirement must be completed in your first term, and you must have completed this requirement no later than your first nine units at GGU. A grade of C- or better is required for BUS 201 Economic and Regulatory Essentials of U.S. Business. However, graduate students must maintain a 3.00 (B) cumulative grade point average to remain in good standing.

## Graduate Writing Proficiency Requirement

Students admitted to this graduate certificate program must meet the graduate writing proficiency requirement within their first term in the program by successfully passing the Graduate Writing Proficiency Exam or by completing ENGL 201 Graduate Writing with a grade of B or better. See Graduate Writing Proficiency Requirement for more information.

### Required Courses - 9 units

Three of the following:

- HRM 304 HR Data and Performance Metrics 3 unit(s)
- HRM 305 Total Compensation 3 unit(s)
- HRM 306 Learning and Development 3 unit(s)

## Essentials of Leadership Graduate Certificate

### Program Information

This certificate provides students who want to either acquire and/or enhance their management and leadership knowledge and skills with a focused course of study. Students leave with the essential knowledge and skills to manage and lead in an organizational setting. Students will be introduced to concepts and skills related to management, leading teams, and leading complex change.

## Graduate Certificate/Credential Proficiencies

### Business Proficiency Requirement

Students admitted to this program are required to possess an understanding of U.S. business practices equivalent to BUS 201 Economic and Regulatory Essentials of U.S. Business. Completion of an undergraduate degree from a regionally accredited university automatically fulfills this requirement. Those with at least two years of full-time professional work experience in the United States also automatically satisfy this requirement. The dean or program director may waive this requirement after determining the students possesses the requisite knowledge.

This requirement must be completed in your first term, and you must have completed this requirement no later than your first nine units at GGU. A grade of C- or better is required for BUS 201 Economic and Regulatory Essentials of U.S. Business. However, graduate students must maintain a 3.00 (B) cumulative grade point average to remain in good standing.

### Graduate Writing Proficiency Requirement

Students admitted to this graduate certificate program must meet the graduate writing proficiency requirement within their first term in the program by successfully passing the Graduate Writing Proficiency Exam or by completing ENGL 201 Graduate Writing with a grade of B or better. See Graduate Writing Proficiency Requirement for more information.

### Required Courses - 12 units

- LEAD 300 Management and Leadership 3 unit(s)
- LEAD 301 Personal Leadership 3 unit(s)
- LEAD 303 Teamwork in Organizations 3 unit(s)

One of the following courses:

- LEAD 304 Leading Complex Change 3 unit(s)
- LEAD 305 Adaptive Decision Making 3 unit(s)

## Financial Life Planning Graduate Certificate

### Program Information

The graduate certificate in financial life planning is available for those who are seeking tools and training to make them more effective

as coaches, facilitators, and change agents in their clients' lives. The certificate requires the completion of three courses (9 semester units), plus any necessary prerequisite courses. Before the certificate courses can be completed, prerequisites must be satisfied through transfer of equivalent coursework or by taking the courses at Golden Gate University. For further information, refer to "Admission to Certificate Programs and Registering for Open Enrollment".

## Required Courses - 9 units

- FI 424 Facilitating Financial Health 3 unit(s)
- FI 448 Introduction to Financial Life Planning 3 unit(s)
- FI 449 Coaching Skills for Financial Planners 3 unit(s)

## Financial Planning Graduate Certificate

### Program Information

The graduate financial planning certificate requires the completion of seven courses (21 semester units), plus any necessary prerequisite courses. No comprehensive examination is required. The graduate financial planning certificate meets the educational requirement of the Certified Financial Planner® (CFP®) designation.\*

Please note that some courses taken as part of certificate programs will have prerequisites. These prerequisites must be satisfied (through transfer of equivalent coursework or through taking the courses at Golden Gate) before the certificate courses can be completed. For further information, refer to "Admission to Certificate Programs and Registering for Open Enrollment".

\* After successfully completing GGU's graduate financial planning certificate, students are eligible to sit for the CFP® examination if they register with the CFP Board. Students can sit for the CFP® examination before completing the experience requirement. Golden Gate University does not award the CFP® and Certified Financial Planner™ designations. The right to use the marks CFP® and Certified Financial Planner™ is granted by the Certified Financial Planner Board of Standards (CFP Board) to those persons who have met its rigorous educational standards, passed the CFP Board's certification examination, satisfied a work experience requirement and agreed to abide by the CFP Board's Code of Ethics and Professional Responsibility. Only persons registered with the CFP Board are permitted to sit for the certification examination. CFP® certificates and licenses are issued only by the CFP Board ([www.CFP-Board.org](http://www.CFP-Board.org)).

## Graduate Certificate/Credential Proficiencies

### Business Proficiency Requirement

Students admitted to this program are required to possess an understanding of U.S. business practices equivalent to BUS 201 Economic and Regulatory Essentials of U.S. Business. Completion of an undergraduate degree from a regionally accredited university automatically fulfills this requirement. Those with at least two years of full-time professional work experience in the United States also automatically satisfy this requirement. The dean or program director may waive this requirement after determining the students possesses the requisite knowledge.

This requirement must be completed in your first term, and you must have completed this requirement no later than your first nine units at GGU. A grade of C- or better is required for BUS 201 Economic and Regulatory Essentials of U.S. Business. However, graduate students must maintain a 3.00 (B) cumulative grade point average to remain in good standing.

### Graduate Writing Proficiency Requirement

Students admitted to this graduate certificate program must meet the graduate writing proficiency requirement within their first term in the program by successfully passing the Graduate Writing Proficiency Exam or by completing ENGL 201 Graduate Writing with a grade of B or better. See Graduate Writing Proficiency Requirement for more information.

## Required Courses - 21 units

The seven courses that make up the graduate financial planning certificate also comprise much of the core of the MS degree in financial planning. Thus, students who complete the certificate program need only three additional courses (as well as any foundation courses that may be required) in order to complete the MS degree. Students should speak with the director of the financial planning program about this exciting opportunity.

- FI 420 Personal Financial Planning 3 unit(s)
- FI 421 Personal Investment Management 3 unit(s)
- FI 422 Retirement and Employee Benefits Planning 3 unit(s)
- FI 425 Income Tax Planning 3 unit(s)
- FI 426 Estate Planning 3 unit(s) (Must be taken as part of the final six units of the program)
- FI 434 Cases in Financial Planning 3 unit(s)
- FI 483 Risk Management and Insurance Planning 3 unit(s)

## Global Supply Chain Management Graduate Certificate

### Program Information

For those who don't need an MBA degree but do need to update and broaden their professional skills, the graduate Global Supply Chain Management (GSCM) certificate provides the theories and practices to be successful in this critical area of modern business. Students take two core operations management (OP) courses, two elective OP courses, and two other elective courses, as approved by the program director for a total of 18 units. The two core OP courses cover key strategic, design, tactical, and execution management knowledge. The two elective OP courses allow students to tailor their certificate in GSCM. The two other elective courses allow students to broaden their knowledge either in GSCM or in related areas such as marketing, finance, technology, project management and international business. In addition to academic knowledge, students will have the opportunity to create a career plan to accomplish their goals with the support of academic, industry, and alumni advisors.

All courses must be completed at Golden Gate University with a B average (3.00) or better. Enrollment as a degree candidate is not required. In some situations, prerequisite coursework may be required depending on the student's background. Certificate students who are later admitted to degree programs may apply the credit earned in this certificate toward the degree requirements.

### Graduate Certificate/Credential Proficiencies

#### Business Proficiency Requirement

Students admitted to this program are required to possess an understanding of U.S. business practices equivalent to BUS 201 Economic and Regulatory Essentials of U.S. Business. Completion of an undergraduate degree from a regionally accredited university automatically fulfills this requirement. Those with at least two years of full-time professional work experience in the United States also automatically satisfy this requirement. The dean or program director may waive this requirement after determining the students possesses the requisite knowledge.

This requirement must be completed in your first term, and you must have completed this requirement no later than your first nine units at GGU. A grade of C- or better is required for BUS 201 Economic and Regulatory Essentials of U.S. Business. However, graduate students must maintain a 3.00 (B) cumulative grade point average to remain in good standing.

## Graduate Writing Proficiency Requirement

Students admitted to this graduate certificate program must meet the graduate writing proficiency requirement within their first term in the program by successfully passing the Graduate Writing Proficiency Exam or by completing ENGL 201 Graduate Writing with a grade of B or better. See Graduate Writing Proficiency Requirement for more information.

### Required Courses - 6 units

- OP 321 Supply Chain Planning and Control 3 unit(s) (must be taken as the first OP course in the certificate)
- OP 329 Global Supply Chain Management Applications and Analytics 3 unit(s) (must be taken as the last OP course in the certificate)

### Other Electives - 6 units

- Any two 300-level courses related to GSCM that are approved by the program director

### OP Electives - 6 units

- OP 301 Sustainable Supply Chain Operations 3 unit(s)
- OP 302 Quality Management and Process Improvement 3 unit(s)
- OP 303 Managing Innovation and Technology 3 unit(s)
- OP 305 Supply Chain Management Technology and Information Systems 3 unit(s)
- OP 320 Strategic Sourcing 3 unit(s)
- OP 323 Supply Chain Logistics Management 3 unit(s)
- OP 398 Internship: Supply Chain Management 3 unit(s)

## Hiring and Keeping the Right Workforce Graduate Certificate

### Program Information

The nature and regulation of work and the workforce are changing rapidly. Human Resource professionals charged with recruiting, hiring and engaging workers need to know about these changes and how they impact business goals and outcomes.

Building on empirical research in the field, this certificate is designed to equip human resource managers with the tools necessary to find the right people to meet business objectives. Students will survey today's workforce, the changing nature of work, the latest legal employment requirements and methods for recruiting, attracting and

retaining engaged employees. Before the certificate courses can be completed, graduate writing and business proficiencies must be satisfied by taking ENGL 201 and BUS 201 at Golden Gate University. For further information, refer to "Admission to Certificate Programs and Registering for Open Enrollment".

## Graduate Certificate/Credential Proficiencies

### Business Proficiency Requirement

Students admitted to this program are required to possess an understanding of U.S. business practices equivalent to BUS 201 Economic and Regulatory Essentials of U.S. Business. Completion of an undergraduate degree from a regionally accredited university automatically fulfills this requirement. Those with at least two years of full-time professional work experience in the United States also automatically satisfy this requirement. The dean or program director may waive this requirement after determining the students possesses the requisite knowledge.

This requirement must be completed in your first term, and you must have completed this requirement no later than your first nine units at GGU. A grade of C- or better is required for BUS 201 Economic and Regulatory Essentials of U.S. Business. However, graduate students must maintain a 3.00 (B) cumulative grade point average to remain in good standing.

### Graduate Writing Proficiency Requirement

Students admitted to this graduate certificate program must meet the graduate writing proficiency requirement within their first term in the program by successfully passing the Graduate Writing Proficiency Exam or by completing ENGL 201 Graduate Writing with a grade of B or better. See Graduate Writing Proficiency Requirement for more information.

### Required Courses - 9 units

Three of the following:

- HRM 301 Work and Workforce Trends 3 unit(s)
- HRM 302 Acquiring and Retaining Human Resources 3 unit(s)
- HRM 303 HR as Legal Partner 3 unit(s)

## Human Resource Management Graduate Certificate

### Program Information

This certificate is designed for people who are focused on a specific aspect of or interest in the field of human resource management. The focused program allows students to concentrate on certain skills and knowledge within the broad field of managing people at work. Students will work closely with advisors and faculty to ensure that they take the courses most relevant to their field of interest.

The graduate certificate in human resource management requires the completion of three courses, plus proficiencies. Before the certificate courses can be completed, graduate writing and business proficiencies must be satisfied by taking ENGL 201 and BUS 201 at Golden Gate University. For further information, refer to "Admission to Certificate Programs and Registering for Open Enrollment".

## Graduate Certificate/Credential Proficiencies

### Business Proficiency Requirement

Students admitted to this program are required to possess an understanding of U.S. business practices equivalent to BUS 201 Economic and Regulatory Essentials of U.S. Business. Completion of an undergraduate degree from a regionally accredited university automatically fulfills this requirement. Those with at least two years of full-time professional work experience in the United States also automatically satisfy this requirement. The dean or program director may waive this requirement after determining the students possesses the requisite knowledge.

This requirement must be completed in your first term, and you must have completed this requirement no later than your first nine units at GGU. A grade of C- or better is required for BUS 201 Economic and Regulatory Essentials of U.S. Business. However, graduate students must maintain a 3.00 (B) cumulative grade point average to remain in good standing.

### Graduate Writing Proficiency Requirement

Students admitted to this graduate certificate program must meet the graduate writing proficiency requirement within their first term in the program by successfully passing the Graduate Writing Proficiency Exam or by completing ENGL 201 Graduate Writing with a grade of B or better. See Graduate Writing Proficiency Requirement for more information.

## Required Courses - 9 units

Three of the following:

- HRM 301 Work and Workforce Trends 3 unit(s)
- HRM 302 Acquiring and Retaining Human Resources 3 unit(s)
- HRM 303 HR as Legal Partner 3 unit(s)
- HRM 304 HR Data and Performance Metrics 3 unit(s)
- HRM 305 Total Compensation 3 unit(s)
- HRM 306 Learning and Development 3 unit(s)
- HRM 307 International HRM 3 unit(s)
- HRM 308 Ethics in Managing People At Work 3 unit(s)

## Individualized Specialization in Leadership Graduate Certificate

### Program Information

This certificate is designed for individuals admitted to the MS Leadership degree, who want to design their individualized specialization or choose from any one of the existing concentrations available through the Ageno School of Business. Students will work closely with advisors and faculty to ensure that they take the courses most relevant to their field of interest and that any individualized specializations include relevant courses.

Student must choose from an already existing concentration or four individualized courses to create specialization of interest. Must take all prerequisites if required for a selected course.

### Graduate Certificate/Credential Proficiencies

#### Business Proficiency Requirement

Students admitted to this program are required to possess an understanding of U.S. business practices equivalent to BUS 201 Economic and Regulatory Essentials of U.S. Business. Completion of an undergraduate degree from a regionally accredited university automatically fulfills this requirement. Those with at least two years of full-time professional work experience in the United States also automatically satisfy this requirement. The dean or program director may waive this requirement after determining the students possesses the requisite knowledge.

This requirement must be completed in your first term, and you must have completed this requirement no later than your first nine units at GGU. A grade of C- or better is required for BUS 201 Economic and Regulatory Essentials of U.S. Business. However, graduate students

must maintain a 3.00 (B) cumulative grade point average to remain in good standing.

## Graduate Writing Proficiency Requirement

Students admitted to this graduate certificate program must meet the graduate writing proficiency requirement within their first term in the program by successfully passing the Graduate Writing Proficiency Exam or by completing ENGL 201 Graduate Writing with a grade of B or better. See Graduate Writing Proficiency Requirement for more information.

## Required Courses - 12 units

Any 300 to 400 level course from an approved concentration or individualized specialization with approval of appropriate academic Program Director. Excludes core LEAD courses.

## Industrial-Organizational Psychology Graduate Certificate

### Program Information

This certificate program provides students with a foundation in the field of Industrial-Organizational Psychology and its allied disciplines. Students pursue a course of study that exposes them to the field's essential theoretical frameworks while also facilitating the pursuit of Psychology, the certificate is ideally combined with the M.A. Counseling Psychology for those students who seek to apply their skills to the workplace.

### Graduate Writing Proficiency Requirement

Students admitted to this graduate certificate in must meet the graduate writing proficiency requirement within the first nine units of the program by successfully passing the Graduate Writing Proficiency Exam or by completing ENGL 201 Graduate Writing with a grade of B or better. See "Proficiency in Mathematics, English and Computer Skills Required for Certain Master's Degrees and Certain Graduate Certificates".

## Applicability of Undergraduate Psychology Courses (Pathway Programs)

As a pathway to the graduate-level industrial organizational programs, students who complete the following undergraduate-level courses at Golden Gate University as a part of completing either the

Bachelor of Arts in Management with a Concentration in Psychology or Bachelor of Science with a Concentration in Psychology may have the comparable graduate-level required courses waived from their Master of Arts in Industrial Organizational Psychology, Graduate Certificate in Industrial-Organizational Psychology, or Graduate Certificate in Conflict Resolution program requirements: PSYCH 143 Psychology of Leadership satisfies the PSYCH 343 Leadership and the Development of Managerial Excellence requirement. MGT 141 Organizational Leadership satisfies the PSYCH 341 Organizational Behavior and Process requirement. Note: Students who have not completed (or are expected to complete) the Bachelor of Arts in Management with a Concentration in Psychology or Bachelor of Science with a Concentration in Psychology are not eligible for this waiver. As a consequence of having these courses waived, the total number of units required to complete the program will be reduced accordingly.

### Required Courses - 6 units

- PSYCH 341 Organizational Behavior and Process 3 unit(s)
- PSYCH 342 Organizational Development, Assessment and Intervention 3 unit(s)

### Elective Courses - 9 units

Three of the following courses:

- HRM 301 Work and Workforce Trends 3 unit(s)
- HRM 302 Acquiring and Retaining Human Resources 3 unit(s)
- HRM 306 Learning and Development 3 unit(s)
- HRM 307 International HRM 3 unit(s)
- HRM 308 Ethics in Managing People At Work 3 unit(s)
- PSYCH 308 Applied Psychological Research 3 unit(s)
- PSYCH 340 Group Dynamics in Organizations 3 unit(s)
- PSYCH 343 Leadership and the Development of Managerial Excellence 3 unit(s)
- PSYCH 344 Tests and Measurements 3 unit(s)
- PSYCH 348 Organizational Change 3 unit(s)
- PSYCH 349 Executive Coaching Theory and Practice 3 unit(s)
- PSYCH 354 Consulting Skills 3 unit(s)
- PSYCH 355 Diversity in Organizations 3 unit(s)
- PSYCH 361 Coaching: Interpersonal Skills and Practices 3 unit(s)

## Information Technology Management Graduate Certificate

### Program Information

The graduate certificate in information technology management can be configured to suit the student's unique professional goals and requirements. The flexible structure allows students to acquire new knowledge or to refresh their knowledge and skills in areas they need most.

Five courses (15 units) must be completed at Golden Gate University with a B average or better. Enrollment as a degree candidate is not required. Please note that some courses taken as part of certificate programs will have prerequisites. These prerequisites must be satisfied (through transfer of equivalent coursework or through taking the courses at Golden Gate) before the certificate courses can be completed.

Courses successfully completed in this program may be transferred, if applicable, to the MS ITM or any of the Edward S. Ageno School of Business' MS degrees as appropriate. However, students must still satisfy the graduate admission requirements. For further information, refer to "Admission to Certificate Programs and Registering for Open Enrollment".

### Graduate Certificate/Credential Proficiencies

#### Business Proficiency Requirement

Students admitted to this program are required to possess an understanding of U.S. business practices equivalent to BUS 201 Economic and Regulatory Essentials of U.S. Business. Completion of an undergraduate degree from a regionally accredited university automatically fulfills this requirement. Those with at least two years of full-time professional work experience in the United States also automatically satisfies this requirement. The dean or program director may waive this requirement after determining the students possesses the requisite knowledge.

This requirement must be completed in your first term, and you must have completed this requirement no later than your first nine units at GGU. A grade of C- or better is required for BUS 201 Economic and Regulatory Essentials of U.S. Business. However, graduate students must maintain a 3.00 (B) cumulative grade point average to remain in good standing.



## Graduate Writing Proficiency Requirement

Students admitted to this graduate certificate program must meet the graduate writing proficiency requirement within their first term in the program by successfully passing the Graduate Writing Proficiency Exam or by completing ENGL 201 Graduate Writing with a grade of B or better. See Graduate Writing Proficiency Requirement for more information.

### Required Courses - 12 units

- ITM 300 Managing Information Technologies in the Business Enterprise 3 unit(s)
- ITM 315 Infrastructure and Hosted Services 3 unit(s)
- ITM 316 Software Engineering 3 unit(s)
- ITM 317 Networks and Communications 3 unit(s)

### Electives - 6 units

Two of the following courses:

- ITM 304 Managing Relational Structures 3 unit(s)
- ITM 323 Security, Privacy and Compliance 3 unit(s)
- ITM 342 Enterprise Architecture Planning 3 unit(s)
- ITM 344 Project Governance: Portfolio and Program Management 3 unit(s)

## Project Management Fundamentals Graduate Certificate

### Program Information

This certificate provides a focused course of study for students seeking to build their career in the growing profession of project management. Graduates leave with the essential knowledge and skills to manage and lead traditional and Agile projects, as well as pursue PMI® certification. The completion of just one GGU class fulfills the education requirement to apply for either the CAPM (Certified Associate in Project Management) or PMP (Project Management Professional) exams.

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### Required Courses - 6 units

- PM 340 Introduction to Project Management 3 unit(s)
- PM 342 Agile Management for Project Managers 3 unit(s)

## Project Management Practices Graduate Certificate

### Program Information

This certificate provides a concentrated course of study for students seeking to build their career in the growing profession of project management. Graduates leave with the following knowledge and skills: beginning and advanced project management technical skills based on the PMBOK (Project Management Body of Knowledge), Agile management framework and tools, and the complex leadership and organizational skills to manage virtual and in-person project teams. The completion of just one GGU class fulfills PMI®'s education requirement to apply for either the Certified Associate in Project Management (CAPM®) or Project Management Professional (PMP®) exams.

PMP®, CAPM®, PMBOK® and PMI® are registered trademarks of the Project Management Institute, Inc.

### Required Courses - 12 units

- PM 340 Introduction to Project Management 3 unit(s)
- PM 342 Agile Management for Project Managers 3 unit(s)
- PM 343 Advanced Concepts: Project Planning and Control 3 unit(s)
- PM 345 Project Administration, Leadership and Team Dynamics 3 unit(s)

## Public Administration Leadership Graduate Certificate

### Program Information

The graduate certificate in public administration requires the completion of four courses (16 semester units), plus any necessary prerequisite courses. With a graduate leadership certificate in public administration, students learn to do the right things. They gain real-world skills that allow them to identify, analyze, and evaluate political, managerial, and policy concerns faced by communities and governments. Students also develop the necessary confidence and competencies needed to implement innovative best practices grounded on effectiveness, efficiency, transparency, accountability, as well as social and environmental responsibility.

## Graduate Writing Proficiency Requirement

Students admitted to this graduate certificate program must meet the graduate writing proficiency requirement within the first nine units of

the program by successfully passing the Graduate Writing Proficiency Exam or by completing ENGL 201 Graduate Writing with a grade of B or better. See "Proficiency in Mathematics, English and Computer Skills Required for Certain Master's Degrees and Certain Graduate Certificates".

## Required Courses - 4 units

- EMPA 303 Organizational Development and Leadership 4 unit(s)
- Any three additional courses - 12 units

## General leadership concentration

- EMPA 300 Theory, Ethics and Practice in Public Service 4 unit(s)
- EMPA 302 Public Policy Analysis and Program Evaluation 4 unit(s)
- EMPA 304 Public Enterprise Management and Public Sector Business Relations 4 unit(s)
- EMPA 305 Budgeting and Financial Management 4 unit(s)
- EMPA 306 Public Service and the Law 4 unit(s)
- EMPA 307 Personnel Management and Labor Relations 4 unit(s)
- EMPA 398A-ZZ Special Topic in Public Policy and Administration 1-4 unit(s)

## Judicial Leadership Concentration

- EMPA 308 Judicial History and Governance 4 unit(s)
- EMPA 309 Trends and Challenges in Judicial Administration 4 unit(s)
- EMPA 310 Judicial Management and Leadership 4 unit(s)

## Law Enforcement Leadership Concentration

- EMPA 311 Current Issues in Law Enforcement 4 unit(s)
- EMPA 312 Disaster, Emergency and Security 4 unit(s)
- EMPA 313 Law Enforcement Ethics, Training and Accountability 4 unit(s)

## Urban Innovations Graduate Certificate

### Program Information

GGU Public Administration's Graduate Certificate in Urban Innovations is designed for city, town, county, regional, and urban managers, planners, analysts, technicians, and consultants who seek to gain advanced knowledge, creative, innovative and disruptive

design thinking, as well as operational and managerial skills in this rapidly evolving and dynamic field. To complete the certification, the student is required to complete three courses on urban growth, inclusiveness, and resilience in order to effectively design solutions for every day local and global economic, social, and environmental issues.

## Required Courses - 12 units

- EMPA 320 Growth, Technology, and Competitiveness 4 unit(s)
- EMPA 321 Inclusion, Diversity, Equity, and Accessibility 4 unit(s)
- EMPA 322 Resilience, Livability, and Sustainability 4 unit(s)

## Graduate Credential

### Organizational Leadership Graduate Credential

### Program Information

This Graduate Credential is for students who have strong functional knowledge and skills and who are either new to leadership or want to significantly enhance their leadership and management skills and knowledge. This comprehensive micro credential provides students with the knowledge, mindset, and skills to succeed as a leader in today's fast-paced, ever-changing global environment. Emphasis is placed on the fundamentals of management and leadership, optimizing one's "inner operating system," effectively leading teams, flexible decision making, and leading transformation change efforts within complex organizational environments.

### Graduate Certificate/Credential Proficiencies

### Business Proficiency Requirement

Students admitted to this program are required to possess an understanding of U.S. business practices equivalent to BUS 201 Economic and Regulatory Essentials of U.S. Business. Completion of an undergraduate degree from a regionally accredited university automatically fulfills this requirement. Those with at least two years of full-time professional work experience in the United States also automatically satisfies this requirement. The dean or program director may waive this requirement after determining the students possesses the requisite knowledge.

This requirement must be completed in your first term, and you must have completed this requirement no later than your first nine units at

GGU. A grade of C- or better is required for BUS 201 Economic and Regulatory Essentials of U.S. Business. However, graduate students must maintain a 3.00 (B) cumulative grade point average to remain in good standing.

## Graduate Writing Proficiency Requirement

Students admitted to this graduate certificate program must meet the graduate writing proficiency requirement within their first term in the program by successfully passing the Graduate Writing Proficiency Exam or by completing ENGL 201 Graduate Writing with a grade of B or better. See Graduate Writing Proficiency Requirement for more information.

## Required Courses - 18 units

- LEAD 300 Management and Leadership 3 unit(s)
- LEAD 301 Personal Leadership 3 unit(s)
- LEAD 303 Teamwork in Organizations 3 unit(s)
- LEAD 304 Leading Complex Change 3 unit(s)
- LEAD 305 Adaptive Decision Making 3 unit(s)
- LEAD 306 Integrated Leadership Mastery 3 unit(s)

## Bruce F. Braden School of Taxation

A Master of Science in Taxation is a valued asset in today's job market that often results in higher starting salaries. Golden Gate University has earned a reputation for providing the most comprehensive and applicable tax education available today. GGU's tax program is the largest and one of the most respected graduate tax programs in the country. All of the Big Four and Global Six firms hire GGU graduates and most regularly send their employees to GGU to update their tax education. Our offerings are highly focused and prepare students to be knowledgeable tax professionals. Students will gain a thorough and current knowledge of tax law concepts and practices, as well as trends in the discipline in an environment that promotes the development of analytical and communication skills.

GGU's Bruce F. Braden School of Taxation provides one of the most cost-effective sources of high-quality continuing professional education for Certified Public Accountants (CPAs) and Enrolled Agents (EAs). Each academic unit equals 15 CPE hours, or 45 hours for the typical three-unit course. For lawyers, MCLE credit may also be earned. The MS in taxation also fulfills the California State Bar's educational requirement for Certified Specialists in Taxation Law.

Since many of our students are already tax practitioners, our programs are designed to meet the needs of working professionals seeking to improve their careers and their lives. Our tax courses bring contemporary issues into the classroom, allowing for spirited investigation with their peers. A relevant and practical curriculum

combined with hands-on skills training gives students the necessary tools to be an effective leader in this very specialized field.

The Bruce F. Braden School of Taxation offers a Master of Science in Taxation that can be accomplished on full-time, part-time or a nine-month full-time day cohort schedule. The full-time day cohort is offered in person at our San Francisco campus and begins in late July each year.

The school also offers graduate certificates in estate planning, taxation, advanced taxation, state and local tax, and international taxation. These programs are offered in-person at our San Francisco and Seattle campuses. Our courses are also offered online, with live classroom interaction via videoconference in many courses. GGU also offers an LLM in taxation and LLM in Estate Planning through the School of Law. For more information, refer to "School of Law".

## Relevant Education

Tax courses are consistently updated for recent changes in the tax law. They are designed to give students the understanding and ability to handle tax planning, compliance and controversies. Each class melds theory and practical experience by tackling real-world problems through a case study approach. Students learn by applying the Internal Revenue Code and administrative and judicial interpretations to a variety of realistic problem sets.

With a strong set of analytical, logical and technical skills, combined with a comprehensive understanding of tax theory and concepts, students will be well prepared to tackle today's ever-changing laws and business environment.

## Benefits

- Largest tax program in the nation
- Faculty are leading tax accountants and tax attorneys
- Courses built to fit the demands of career-minded adults
- Continuing education credit for attorneys, CPAs, and EAs
- Tax season internship opportunities in our full-time program

For further information, please call the Bruce F. Braden School of Taxation, or write to:

Bruce F. Braden School of Taxation  
Golden Gate University  
536 Mission Street, Room 5314  
San Francisco, CA 94105-2968  
Phone: 415-442-7880  
Fax: 415-543-2607  
E-mail: [tax@ggu.edu](mailto:tax@ggu.edu)  
Website: [www.ggu.edu/programs/taxation](http://www.ggu.edu/programs/taxation)

## Masters

### Taxation, MS

#### Program Information

The Master of Science in Taxation degree program at Golden Gate University is one of the finest tax programs in the nation. Our curriculum consists of approximately 30 courses covering general and specialized tax subjects such as estate and gift tax, partnerships, C corporations, LLCs and S corporations, California and multi-state tax, international tax, retirement plans, tax issues for individuals, and tax research. One way to obtain a GGU MS in taxation is through our full-time cohort program, which commences in late July, enabling students to earn the MS degree in only nine months by attending intensive day classes in San Francisco. All classes are taught by expert tax accountants and tax lawyers. The program typically culminates with a tax-season internship for eligible students. For those who prefer to study part time, GGU offers convenient evening classes in San Francisco and Seattle so students can earn their degrees at their own pace. In addition, students can opt to complete the MS in taxation through our fully accredited program online.

The Tax and Accounting Career Fair is held late in September, at which public accounting firms, government agencies and corporations meet and hire Golden Gate University students. Internship opportunities may be available for eligible students for up to six units of elective credit.

#### Student Learning Outcomes

- Graduates will demonstrate the ability to identify tax issues, determine the applicable relevant primary authority, analyze relevant primary authority and apply the authorities to reach well-reasoned oral or written conclusions.
- Graduates will demonstrate basic knowledge and understanding of IRS practice and procedure and be able to represent a client in a tax controversy.
- Graduates will demonstrate knowledge of the ethics and standards of professional responsibilities applicable to tax practitioners.

#### Path2CPA

The *Path2CPA* option makes the journey to an advanced degree quicker and less expensive. Students can earn a Master of Science in Accounting (MSA) in as little as one year after completing GGU's Accounting, BS or Business, Accounting Concentration, BS. The *Path2CPA* option can also satisfy the 150-hour education requirement for CPA licensure. Pursuing this option eliminates the requirement to apply for the MSA program and no GMAT/GRE test score is required.

The *Path2CPA* includes the following graduate-level courses: TA 318 Advanced Federal Income Taxation and TA 329 Tax Research and Decision Making. The graduate-level courses will be included in the unit totals and GPAs for both applicants' undergraduate Accounting and graduate-level Taxation degree programs. Students whose average GPA in the two graduate-level courses falls below a 3.00 GPA will be conditionally admitted to the Master's programs.

#### Full-Time Day Cohort Program Admission Requirements

Admission to the full time 9-month cohort program is selective and limited. Each application is carefully reviewed by the Bruce F. Braden School of Taxation Admission Committee which considers the following:

- Academic achievement
- A written statement of purpose that explains your interests, a sense of career direction, and how the MS Tax degree will benefit you
- A letter of recommendation from an instructor or employer
- A detailed resume reflecting education, any work experience, interests, and awards

In addition, a personal interview with the committee may be required.

#### Requirements for the Master of Science in Taxation

The MS degree in taxation requires completion of 30 semester units. Please refer to the Required Academic Progress and GPA Requirements for Graduation for Graduate Students.

All applicants should have earned an undergraduate degree from an accredited institution with at least a 3.00 grade-point average (GPA). Individuals with an undergraduate GPA below 3.00 are welcome to apply and will be considered for admission based on employment history, professional accomplishments, recommendations, etc. Certificate and open enrollment students must meet the same standards and prerequisites that apply to degree candidates.

#### Business Proficiency Requirement

Students admitted to this program are required to possess an understanding of U.S. business practices equivalent to BUS 201 Economic and Regulatory Essentials of U.S. Business. Completion of an undergraduate degree from a regionally accredited university automatically fulfills this requirement. Those with at least two years of full-time professional work experience in the United States also automatically satisfy this requirement. The dean or program director may waive this requirement after determining that students possess the requisite knowledge.

This requirement must be completed in your first term, and you must have completed this requirement no later than your first nine units at

GGU. A grade of C- or better is required for BUS 201. However, graduate students must maintain a 3.00 (B) cumulative grade point average to remain in good academic standing.

## Graduate Writing Proficiency Requirement

Students admitted to the Master of Science in Taxation program must meet the graduate writing proficiency requirement within the first nine units of the program by successfully passing the Graduate Writing Proficiency Exam or by completing ENGL 201 Graduate Writing, with a grade of B or better. Students may meet this requirement by satisfying one of the screening criteria. For further information, refer to our website. <https://www.ggu.edu/shared-content/enrollment/proficiency-requirements/#graduate-writing-proficiency>

## Advanced Program - 30 units

### Core Courses - 21 units

- TA 318 Advanced Federal Income Taxation 3 unit(s)
- TA 319 Federal Tax Procedure 3 unit(s)
- TA 322A Federal Income Taxation of Corporations and Shareholders I 3 unit(s)
- TA 328 Federal Income Taxation of Partners and Partnerships 3 unit(s)
- TA 329 Tax Research and Decision Making 3 unit(s)
- TA 330 Property Transactions 3 unit(s)
- TA 338 Tax Timing 3 unit(s)

### Electives - 9 units

9 units with the TA prefix not a part of the program's core course requirements. If eligible, students may take TA 398 Internship: Taxation (3-6).\*\*

\*\*Up to 6 units of course credit may be obtained through internship experience. Eligibility is determined by the Bruce F. Braden School of Taxation. Please see Internship Eligibility for more information.

As an alternative to taking only taxation electives, students have the option to select up to three of their elective units from the following list:

- ACCTG 302 Accountants Professional Responsibilities and Ethics 3 unit(s)
- ACCTG 303 Sustainability for Accountants and Finance Professionals 3 unit(s)
- ACCTG 304 Issues in Governmental and Not-for-Profit Accounting 3 unit(s)
- ACCTG 351A Economics, Finance, and International Business for Accountants 3 unit(s)

- ACCTG 351B Advanced Studies in Business Law 3 unit(s)
- ACCTG 351C Communication and Analysis of Financial Information for Accountants 3 unit(s)
- FI 300 Corporate Finance 3 unit(s)
- FI 300A Managerial Finance 3 unit(s)
- FI 305 Financial Reporting and Analysis 3 unit(s)
- FI 312 Capital Budgeting and Long-Term Financing 3 unit(s)
- FI 317 Mergers and Acquisitions 3 unit(s)
- FI 318 Venture Capital and Start-Up Financing 3 unit(s)
- FI 343 International Corporate Finance 3 unit(s)
- FI 346 Derivative Markets 3 unit(s)
- FI 348 Fixed Income Analysis 3 unit(s)
- MSBA 300 Foundations of Business Analytics 3 unit(s)
- MSBA 301 Performance Management and Metrics 3 unit(s)

Alternatively, students can select up to three units of coursework from LLM Taxation or LLM Estate Planning programs.

(Note: All course prerequisites must be satisfied and tuition will be assessed on the rate applicable to the school or program that offers the course. Students interested in registering for LLM program course should seek the assistance of their advisor)

Students transferring credit from accredited law schools, colleges, and universities may be granted as many as 6 units of credit toward the Master of Science in Taxation requirements for graduate tax courses successfully completed at those institutions.

- ACCTG 302 Accountants Professional Responsibilities and Ethics 3 unit(s)
- ACCTG 303 Sustainability for Accountants and Finance Professionals 3 unit(s)
- ACCTG 304 Issues in Governmental and Not-for-Profit Accounting 3 unit(s)
- ACCTG 351A Economics, Finance, and International Business for Accountants 3 unit(s)
- ACCTG 351B Advanced Studies in Business Law 3 unit(s)
- ACCTG 351C Communication and Analysis of Financial Information for Accountants 3 unit(s)
- FI 300 Corporate Finance 3 unit(s)
- FI 300A Managerial Finance 3 unit(s)
- FI 305 Financial Reporting and Analysis 3 unit(s)
- FI 312 Capital Budgeting and Long-Term Financing 3 unit(s)
- FI 317 Mergers and Acquisitions 3 unit(s)
- FI 318 Venture Capital and Start-Up Financing 3 unit(s)
- FI 343 International Corporate Finance 3 unit(s)

- FI 346 Derivative Markets 3 unit(s)
- FI 348 Fixed Income Analysis 3 unit(s)
- MSBA 300 Foundations of Business Analytics 3 unit(s)
- MSBA 301 Enterprise Performance Management and Metrics 3 unit(s)

Alternatively, students can select up to three units of coursework from LLM Taxation or LLM Estate Planning programs.

(Note: All course prerequisites must be satisfied and tuition will be assessed on the rate applicable to the school or program that offers the course. Students interested in registering for LLM program course should seek the assistance of their advisor)

Students transferring credit from accredited law schools, colleges, and universities may be granted as many as 6 units of credit toward the Master of Science in Taxation requirements for graduate tax courses successfully completed at those institutions.

## Graduate Certificate

### Advanced Studies in Taxation Graduate Certificate

#### Program Information

The graduate certificate in advanced studies in taxation is for tax professionals who already have a graduate tax degree, but who wish to update and broaden their knowledge of tax law. The certificate requires completion of 12 units of graduate courses. This course of study must be completed within a five-year period.

Admission to the advanced studies in taxation program is open to those individuals who have received an MS or MBA in taxation (or an LLM in taxation) degree from Golden Gate. Admission for those students whose graduate tax degrees were obtained from schools other than GGU is conditional upon prior approval of the dean.

Please refer to the Required Academic Progress and GPA Requirements for Graduation for Graduate Students. Please note that some courses taken as part of certificate programs will have prerequisites. These prerequisites must be satisfied (through transfer of equivalent coursework or through taking the courses at Golden Gate) before enrolling in the certificate courses. For further information, refer to Admission to Certificate Programs and Registering for Open Enrollment.

Qualifying courses include all those leading to the MS in taxation at the university. Up to 6 units of course credit may be obtained through TA 398 Internship: Taxation. Eligibility is determined by the School of Taxation. Please see Internships for eligibility information.

## Graduate Writing Proficiency Requirement

Students admitted to this graduate certificate program must meet the graduate writing proficiency requirement within their first term in the program by successfully passing the Graduate Writing Proficiency Exam or by completing ENGL 201 Graduate Writing with a grade of "B" or better. See Graduate Writing Proficiency Requirement for more information.

## Estate Planning Graduate Certificate

#### Program Information

The graduate certificate in estate planning is a 12 unit program that provides practitioners with a broad-based education in the specialized field of estate planning. Designed and administered by attorneys and accountants who are estate planners, the courses in the certificate program will give students a solid foundation in federal tax law and relevant state law. Students will acquire the tools they need to advise clients on how to formulate, implement and revise estate plans. They will hone their skills on contemporary case studies, using the same legal documents they will encounter in practice. Our courses qualify for CPE (for California CPAs and Enrolled Agents) and for CLE (for California attorneys).

Please refer to the Required Academic Progress and GPA Requirements for Graduation for Graduate Students. Please note that some courses taken as part of certificate programs will have prerequisites. These prerequisites must be satisfied (through transfer of equivalent coursework or through taking the courses at Golden Gate) before enrolling in the certificate courses. For further information, refer to Admission to Certificate Programs and Registering for Open Enrollment.

## Graduate Certificate/Credential Proficiencies

### Business Proficiency Requirement

Students admitted to this program are required to possess an understanding of U.S. business practices equivalent to BUS 201 Economic and Regulatory Essentials of U.S. Business. Completion of an undergraduate degree from a regionally accredited university automatically fulfills this requirement. Those with at least two years of full-time professional work experience in the United States also automatically satisfy this requirement. The dean or program director may waive this requirement after determining the students possesses the requisite knowledge.

This requirement must be completed in your first term, and you must have completed this requirement no later than your first nine units at GGU. A grade of C- or better is required for BUS 201 Economic and

Regulatory Essentials of U.S. Business. However, graduate students must maintain a 3.00 (B) cumulative grade point average to remain in good standing.

## Graduate Writing Proficiency Requirement

Students admitted to this graduate certificate program must meet the graduate writing proficiency requirement within their first term in the program by successfully passing the Graduate Writing Proficiency Exam or by completing ENGL 201 Graduate Writing with a grade of B or better. See Graduate Writing Proficiency Requirement for more information.

### Required Courses - 12 units

- TA 325 Estate and Gift Taxation 3 unit(s)
- TA 334 Estate Planning 3 unit(s)
- TA 337 Individual Retirement Plans and Distributions 3 unit(s)
- TA 344 Federal Income Taxation of Trusts and Estates 3 unit(s)

## International Taxation Graduate Certificate

### Program Information

The Graduate Certificate in International Taxation is a 15-unit certificate for those students interested in a broad-based education in the international taxation field. Because the certificate deals primarily with corporations, students should have an adequate background in corporate taxation before commencing the program.

Please refer to the Required Academic Progress and GPA Requirements for Graduation for Graduate Students. Please note that some courses taken as part of certificate programs will have prerequisites. These prerequisites must be satisfied (through transfer of equivalent coursework or through taking the courses at Golden Gate) before enrolling in the certificate courses. For further information, refer to Admission to Certificate Programs and Registering for Open Enrollment.

### Graduate Certificate/Credential Proficiencies

### Business Proficiency Requirement

Students admitted to this program are required to possess an understanding of U.S. business practices equivalent to BUS 201

Economic and Regulatory Essentials of U.S. Business. Completion of an undergraduate degree from a regionally accredited university automatically fulfills this requirement. Those with at least two years of full-time professional work experience in the United States also automatically satisfy this requirement. The dean or program director may waive this requirement after determining the students possesses the requisite knowledge.

This requirement must be completed in your first term, and you must have completed this requirement no later than your first nine units at GGU. A grade of C- or better is required for BUS 201 Economic and Regulatory Essentials of U.S. Business. However, graduate students must maintain a 3.00 (B) cumulative grade point average to remain in good standing.

## Graduate Writing Proficiency Requirement

Students admitted to this graduate certificate program must meet the graduate writing proficiency requirement within their first term in the program by successfully passing the Graduate Writing Proficiency Exam or by completing ENGL 201 Graduate Writing with a grade of B or better. See Graduate Writing Proficiency Requirement for more information.

### Required Courses - 9 units

- TA 321 Principles of International Taxation 3 unit(s)
- TA 350A Taxation of Foreign Persons with US Activities 3 unit(s)
- TA 350B Taxation of US Persons with Foreign Activities 3 unit(s)

### Electives - 6 units

Two of the following:

- TA 350C Income Tax Treaties 3 unit(s)
- TA 350D Transfer Pricing 3 unit(s)
- TA 350E International Mergers, Acquisitions and Joint Ventures 3 unit(s)
- TA 352 Taxation of Electronic Commerce 3 unit(s)

## State and Local Taxation Graduate Certificate

### Program Information

The Graduate Certificate in State and Local Taxation is a 12-unit program designed for tax professionals who are interested in building a broad-based understanding of state and local tax issues. The focus

of the program is on the taxation of business entities (particularly those that operate in a multistate environment), but residency and personal income-tax issues will also be discussed. The certificate is designed to create the foundation for a career as a state and local tax expert. The program will also provide the skills necessary to become competent in doing multistate tax research to effectively develop answers to client questions and planning options. It is expected that students pursuing this certificate will have a basic knowledge of federal tax principles and/or equivalent work experience in preparing federal and state/ local tax returns.

The SALT Certificate program consists of four courses with one required course and three electives. Each course is 3 units with 12 units required to complete the SALT Certificate Program.

Please refer to the Required Academic Progress and GPA Requirements for Graduation for Graduate Students. Please note that some courses taken as part of certificate programs will have prerequisites. These prerequisites must be satisfied (through transfer of equivalent coursework or through taking the courses at Golden Gate) before enrolling in the certificate courses. For further information, refer to Admission to Certificate Programs and Registering for Open Enrollment.

Admission to the program is open to anyone who has successfully completed an undergraduate degree from a regionally accredited institution. Applicants must provide an official and complete transcript documenting the award of the undergraduate degree with an overall grade point average of B or better.

Upon completion of the program, candidates will be able to handle complex nexus and apportionment questions, prepare a combined report and understand how to research state tax questions in a multistate environment. Candidates will also gain an understanding of sourcing rules that apply to all taxpayers, including individuals and business entities. Students will develop a basic understanding of the sales tax assessment and collection/remittance process. The program will enable the student to become the state and local expert in their office.

## Required Courses - 3 units

One of the following:

- TA 315 Multistate Taxation of Business Entities (other States) 3 unit(s)
- TA 320 Multistate Taxation of California Business Entities 3 unit(s)

## Elective Courses - 9 units

Student can take both TA 315 or TA 320 and count one as a required course and the other as an elective course.

- TA 323 Multistate Taxation of Individuals, Trusts and Estates 3 unit(s)
- TA 332 State Tax Research, Practice and Procedure 3 unit(s)
- TA 341 Multistate Sales and Use Taxation 3 unit(s)
- TA 346K Washington State and Local Taxes 3 unit(s)
- TA 348 California Sales and Use Taxation 3 unit(s)

# Taxation Graduate Certificate

## Program Information

Qualified students may earn a 15-unit Graduate Certificate in Taxation, giving them practical, general tax knowledge. Students must have earned an undergraduate degree from an accredited institution with at least a 3.00 grade-point average. Individuals with an undergraduate GPA below 3.00 are welcome to apply and will be considered for admission based on employment history, professional accomplishments and recommendations.

The certificate courses are available at our San Francisco and Seattle campuses. In addition, the entire graduate certificate in taxation may be taken online in highly interactive web-based classes.

Please refer to the Required Academic Progress and GPA Requirements for Graduation for Graduate Students. Please note that some courses taken as part of certificate programs will have prerequisites. These prerequisites must be satisfied (through transfer of equivalent coursework or through taking the courses at Golden Gate) before enrolling in the certificate courses. For further information, refer to Admission to Certificate Programs and Registering for Open Enrollment.

## Graduate Certificate/Credential Proficiencies

### Business Proficiency Requirement

Students admitted to this program are required to possess an understanding of U.S. business practices equivalent to BUS 201 Economic and Regulatory Essentials of U.S. Business. Completion of an undergraduate degree from a regionally accredited university automatically fulfills this requirement. Those with at least two years of full-time professional work experience in the United States also automatically satisfy this requirement. The dean or program director may waive this requirement after determining the students possesses the requisite knowledge.

This requirement must be completed in your first term, and you must have completed this requirement no later than your first nine units at GGU. A grade of C- or better is required for BUS 201 Economic and Regulatory Essentials of U.S. Business. However, graduate students



must maintain a 3.00 (B) cumulative grade point average to remain in good standing.

## **Graduate Writing Proficiency Requirement**

Students admitted to this graduate certificate program must meet the graduate writing proficiency requirement within their first term in the program by successfully passing the Graduate Writing Proficiency Exam or by completing ENGL 201 Graduate Writing with a grade of B or better. See Graduate Writing Proficiency Requirement for more information.

## **Required Courses - 12 units**

- TA 318 Advanced Federal Income Taxation 3 unit(s)
- TA 329 Tax Research and Decision Making 3 unit(s)
- TA 330 Property Transactions 3 unit(s)
- TA 338 Tax Timing 3 unit(s)

## **Electives - 3 units**

- Three units of any course(s) with a TA prefix.

## School of Law

Founded in 1901, Golden Gate University School of Law was the first Northern California law school with an evening program and is one of the oldest law schools in the Western United States.

Offering both day and evening programs, the School of Law provides exceptional, practical legal training combined with solid legal theory. Students are challenged to view law not merely as rules to be mastered, but also as social policies to be explored and questioned. Through our extensive clinical offerings, our highly respected litigation program and our comprehensive writing curriculum, our students acquire superb skills in analysis, document drafting, advocacy, trial technique, counseling, interviewing and negotiating.

Law courses are conveniently offered on a full-time and part-time basis with both day and evening classes. Law students earn a doctor of jurisprudence (JD) degree and may also receive a certificate of specialization in one or more specialty areas: business law, environmental law, family law, intellectual property law, public interest law, and tax law.

To further enhance students' career options, the School of Law also offers a Business Administration, Law Concentration, Joint MBA/JD program in conjunction with GGU's Ageno School of Business. The School of Law is fully accredited by the American Bar Association and is a member of the Association of American Law Schools.

## Special Programs

Located in the heart of San Francisco's legal and financial district, we offer students a variety of hands-on programs - clinics, externships, advocacy and litigation training and competition, and our unique Honors Lawyering Program. In these programs, students earn academic credit while working closely under the supervision of full-time clinical faculty members and practicing attorneys. Our award-winning on-site clinics, The Women's Employment Rights Clinic (WERC), The Environmental Law & Justice Clinic (ELJC), Veterans Legal Advocacy Center, and the Pro Bono Tax Clinic provide students with opportunities to represent low income clients under supervision of excellent lawyer/professors and receive academic credit. We also have a Pro Bono Tax Clinic, representing low-income clients with pending cases before the California State Board of Equalization. We recently created a Veterans Legal Advocacy Center (VLAC) which focuses on ensuring that our students with military experience are supported. VLAC also provides pro bono assistance to veterans in the community who are seeking health care or compensation from the Department of Veteran Affairs. Similarly, our extensive externship clinical program, also offered as an integral part of the curriculum, gives our law students field experience with local, state and federal legal agencies, courts, non-profits and private firms.

The School of Law's litigation and advocacy programs train students in every aspect of pretrial negotiation and planning, including trial techniques and appellate briefs and arguments. Our mock trial teams

have won multiple regional and national championships in trial competition over the past two years.

The Honors Lawyering Program (HLP) offers a rigorous examination of legal theory and legal writing coupled with practical experience. In the intensive summer session after the first year, HLP students learn the law and also represent real clients on real problems in housing matters. They then spend two semesters doing supervised legal work in apprenticeships with lawyers or judges.

## Summer Session

Each year, the School of Law sponsors a summer session offering both required and elective courses. The program is open to law students from Golden Gate University and other ABA-accredited law schools. Our Summer Trial and Evidence Program (1st STEP) allows students who have completed their first year of law school to spend eight weeks focusing intensively on litigation and advocacy skills, in a program that integrates the rules of evidence with trial advocacy.

## Graduate Law Programs

Law graduates may continue their legal studies by enrolling in one of our five LL.M programs: environmental law, intellectual property law, international legal studies, taxation, estate planning and probate, and United States legal studies. Students with an LL.M may also earn an SJD (doctorate) in international legal studies.

## Our Faculty

Our School of Law faculty shares a strong commitment to both excellence in teaching and accessibility to students. The full-time and adjunct members of the faculty are dedicated to giving their students one of the best legal educations in the country. They are well respected within the legal community and have been trained at the nation's finest law schools. Their education, real-world legal experience and expert teaching skills prepare students for an exciting, successful career in law.

## Student Body

Our student body of approximately 470 students is a diverse mix of working professionals and recent college graduates drawn from more than 80 undergraduate and graduate institutions. Approximately 58 percent of our students are women, and approximately 53 percent of the students attend the School of Law full time. Over 42% of students identify as being of minority status.

## Benefits

- Golden Gate University School of Law is fully accredited by the Council of the Section of Legal Education and

Admissions to the Bar of the American Bar Association (ABA), 321 N. Clark St., Chicago, IL 60654-7598, 312-988-6738 800-285-2221; and the Committee of Bar Examiners of the State of California and is a member in good standing of the Association of American Law Schools (AALS). Golden Gate University is fully accredited by the Western Association of Schools and Colleges Senior College and University Commission (WSCUC). Graduates qualify to take the bar exam in all 50 states and in the District of Columbia.

- Located in the heart of San Francisco's financial and legal district
- Offers students extensive clinical programs and opportunities for practical legal experience and a comprehensive advocacy and litigation program
- Has created a unique Honors Lawyering Program including apprenticeships with lawyers and judges
- JD, JD/MBA; certificates of specialization in various concentrations; LLM degrees in environmental law, intellectual property law, taxation, estate planning and probate, and United States legal studies; and LLM and SJD in international legal studies

For admissions and application information, please call or write to

Admissions Office  
Golden Gate University School of Law  
536 Mission Street, San Francisco, CA 94105-2968  
Phone: 415-442-6630  
E-mail: lawadmit@ggu.edu  
Website: law.ggu.edu

## Libraries

Golden Gate University has two libraries - The Business Library and the Law Library. Both spaces are open to all GGU students, but the resources and research assistance available in each library are tied to the particular disciplines served. The Business Library is designed for quiet conversation and collaboration and the Law Library is zoned for quiet study.

### The Business Library

The Business Library provides an array of services and resources which help students develop information literacy skills and technological competence leading to academic success and the ability to perform effective research well after graduation.

The Business Library's collections cover all disciplines taught at the university and include professional practitioner materials graduates would expect to use in career settings. Resources include more than 100 research databases, 200,000 e-books, 55,000 eJournals, selected textbooks, and online course reserves available to currently enrolled students on-site and remotely. The library also maintains a large collection of print books and other materials related to the university's curriculum and an interlibrary loan service which greatly expands offerings beyond the immediate collection.

Librarians provide group research instruction via in-person and online classes and workshops and are available for individual research assistance on a drop-in basis during regular hours, or by appointment, and via email, phone, and instant messenger.

More information about the Business Library's services and resources, including operating hours, can be found here:  
<http://www.ggu.edu/libraries/business-library/>

### The Law Library

The Law Library contains over 300,000 volumes and subscribes to more than 1,200 legal periodicals and journals. The Law Library collection includes special sections on tax law, law and literature, and international law. The Law Library is equipped with a computer lab that provides access to Lexis, Bloomberglaw, and Westlaw, as well as a selection of online legal databases such as Hein-Online, CEB Onlaw, IntelliConnect, Checkpoint, and CALI (an interactive educational tool), plus the Internet. Wireless and wired network access is available throughout the Law Library.

The knowledgeable and helpful staff is always available to answer questions and give training on the best research methods.

Please call the Law Library at 415-442-6680 for hours or assistance.

More information about the Law Library's services and resources, including operating hours, can be found at: <http://law.ggu.edu/law-library>.

## Library Access Policies

Access to the University Library is limited to the following:

- Golden Gate students who are currently enrolled or who were enrolled the previous term
- Full-time faculty
- Part-time faculty during the term in which they are teaching and the terms immediately preceding and following that term
- University trustees
- Golden Gate staff
- Golden Gate alumni
- Corporate and individual members who have paid an annual fee
- Courtesy card holders
- Persons who need to access U.S. Government Printing Office materials

A valid GGU identification card is required to enter the library. Library cards are nontransferable. For more information about access, call 415-442-7242 or 415-442-6680.

## Admission

### How to Apply for Admission

Applicants should use the online application at [www.ggu.edu](http://www.ggu.edu). All required documents should be sent to: Golden Gate University, 536 Mission St, San Francisco, CA 94105. Electronic Documents should be sent to [applications@ggu.edu](mailto:applications@ggu.edu). For help with questions about the application process, applicants may phone 415-442-7800 or email [info@ggu.edu](mailto:info@ggu.edu).

### When to Apply

- Applications are accepted throughout the year, and typically, admission decisions are made within five business days after all required documents have been received. Application files that require an academic department review typically take ten or more business days. All documents submitted become the property of the university and cannot be returned. The application fee is nonrefundable.
- Applicants may apply for admission up to one calendar year prior to intended enrollment start term. Students may begin their enrollment in the Fall, Spring, or Summer term.
- Degree requirements are associated with the admission start term.
- Admission to academic programs and eligibility to enroll is valid only when verified and confirmed in writing in the letter of acceptance sent by the Office of Enrollment Services.

### The Admission Process

- Admission to the university is based on an assessment of your educational and professional credentials and background and a determination of your ability to benefit from the particular degree or program objective.
- The application fee to apply is: \$65 for graduate degree and certificate applicants; \$40 for graduate professional certificates; \$40 for undergraduate degree and certificate applicants; \$25 for open enrollment applicants. International applicants planning to study using an F or J visa are not eligible to apply for undergraduate, open enrollment and certificate programs.
- Applications are reviewed individually and the admission decision may specify conditions and requirements as determined by the academic program including additional admission requirements, and/or admissions conditions, and/or achieving additional academic progress standards.
- The Office of Enrollment Services, in consultation with the faculty, reviews all documents, including official academic credentials from other institutions, scores on any required

tests, personal statements, professional resumes, letters of recommendation, personal interviews, and any other relevant information.

- Applicants whose academic preparation does not meet the university admission criteria, but who have potential for academic achievement, may be admitted conditionally or provisionally with the approval of the academic department.
- Applicants who have been denied admission may not register for classes at any level or status and must wait a minimum of one year before reapplying. It is strongly recommended that applicants who are denied admission strive to improve their academic profile by completing additional courses at another regionally accredited institution.

**Priority Admission Deadline:** New applicants are expected to complete their application and submit all required supplemental documents before the priority deadline to receive an evaluation and an admission decision within five (5) business days. The priority deadline for applicants is 15 business days before the start date of each term. Applicants who are not able to complete the application by the priority deadline may have their registration delayed which can result in limited class schedule availability.

## Undergraduate Admission

This section pertains to admission to bachelor's degrees, associate degrees and undergraduate certificate programs.

### Undergraduate Admission Criteria

To be considered for full admission for any undergraduate program:

Students transferring with 12 or more semester units must:

- Have a cumulative grade point average (GPA) of 2.0 (C) or better. The GPA includes all grades received, including those for classes that have been repeated.
- Satisfy criteria for the English Language Proficiency Admission Requirements if a non-native speaker of English.
- Submit official transcripts of all regionally-accredited college work.
- File an application with application fee.

Students transferring with fewer than 12 semester units will be considered for admission in certain cases. Such applicants must:

- Have a cumulative GPA of at least 3.00 (B) for all academic high school work. Any college work completed is considered when reaching a decision.

- Satisfy criteria for the English Language Proficiency Admission Requirements if a non-native speaker of English.
- Submit official transcripts of all high school and regionally-accredited college work.
- Provide results from the General Education Development (GED) examination or the California High School Proficiency Examination (CHSPE) for those who have not completed high (secondary) school.
- File an application and application fee.
- Submit a resume showing three or more years of professional experience.
- Submit a statement of purpose stating why Golden Gate University is the right institution to meet the applicant's personal and professional goals; in some cases, participate in an interview (by telephone or in person) with the dean.

A student whose GPA is slightly below 2.0 may still be admitted as a conditional degree candidate, but must submit a personal statement demonstrating how he or she can be successful in an advanced university degree program in order to be considered.

## Undergraduate Advanced Placement Credit

High school graduates may earn up to 30 units (one academic year) of credit for advanced placement college-level courses completed in high school and validated by grades of three, four, or five on the Advanced Placement Examinations of the College Board. Also, advanced placement is offered to students who earn scores of five, six, or seven on the International Baccalaureate IB Higher-Level examination.

## Choice of Major

Undergraduate degree programs applicants must choose a program of study. Applicants will not be admitted as "undecided." Golden Gate University does not offer double major degrees. However, students who enroll in the BSB or BAM programs may choose one or more concentrations.

## Multiple Concentrations in the Bachelor of Arts in Management and Bachelor of Science in Business Programs

One or more concentrations may be earned in the BAM and BSB programs. In addition to the course requirements for the concentrations, the coursework for all the lower division courses, the liberal studies courses, and the business core courses, plus any additional degree requirements must be completed. All of the courses required for each concentration must be completed prior to

graduation. Students may not request additional concentrations after their degrees have been conferred. The student's diploma will list all of the concentrations successfully completed prior to graduation.

## Automatic Admission to Bachelor's Degree Programs for Associate of Arts Program Students

Current GGU Associate of Arts program students who are nearing the completion of their programs may be automatically admitted into their choice of Bachelor's programs by submitting the Associate of Arts/Bachelor's Degree Program Request form. Alumni of the Associate of Arts program may submit this form after their degrees have been conferred, but must do so within one calendar year following the conferral of their Associate of Arts degrees to be eligible for automatic admission. Alumni who fail to submit the form in a timely manner will be required to apply for admission to a Bachelor's program through the regular admission process.

## Conferral of Associate of Arts Degrees for Bachelor's Program Students

Current Bachelor's program students who have completed the Associate of Arts program requirements may submit the Associate of Arts/Bachelor's Degree Program Request form in order to have their Associate of Arts degrees conferred. Students must also apply for graduation via GGU4YOU from the Associate of Arts program after the program has been added to their records.

## Earning a Second Bachelor's Degree

Applicants who have previously earned a bachelor's degree at Golden Gate University or other regionally accredited institution in the United States are not encouraged to pursue a second bachelor's degree. A second bachelor's degree has little educational or professional value. Except in the rare case of a student who is looking to earn the second degree in a discipline with a distinct difference from their first degree, a second bachelor's degree would require duplication of course work previously taken. It is highly recommended that students who have completed a bachelor's degree explore educational opportunities at the graduate level. Applications for a second bachelor's degree may be denied admission by the dean, regardless of prior academic qualifications.

## Graduate Admission

This section pertains to admission to master's degrees and graduate certificate programs.

## Three-Year Degree Graduate Admission Policy

Graduates of three-year baccalaureate programs may be considered for admission after consideration of the applicant's educational and work experience.

## Graduate Admission Criteria

For admission to degree and certificate programs the applicant must:

- Have earned a bachelor's degree from a regionally accredited US institution or the equivalent from a recognized foreign (outside the US) institution. Applicants with credentials from U.S institutions that are not regionally accredited may be considered for admission on an exception basis. Admission and/or transfer of credits are not guaranteed.
- Demonstrate academic and professional capability to study at the graduate level.
- Possess quantitative, writing and computing skills needed to succeed in a competitive and dynamic environment

Master of Business Administration (MBA) degree program applicants will be evaluated by a review of cumulative undergraduate grade point averages in combination with Graduate Management Admissions Test (GMAT) score. MBA applicants must fulfill the MBA degree proficiency requirements, including writing proficiency, and are expected to understand the degree requirements outlined in this catalog under Graduate Programs.

The GMAT is a basic aptitude test and does not require knowledge of business subject content. The GMAT is offered in a computer-adaptive format at various locations in the San Francisco Bay Area and around the world. Test appointments can be made with the Graduate Management Admission Council by calling 1-800-717-GMAT or through the GMAT Web page at [www.mba.com](http://www.mba.com).

\*Graduate Record Exam (GRE) may be accepted in lieu of the GMAT.

## GMAT/GRE Waiver Policy

Some applicants to the MBA program are not required to provide a GMAT/GRE score. The exceptions are below:

- Applicants who have an earned master's or higher degree from a regionally accredited US institution
- Applicants who have earned a 3.2 cumulative grade point average or higher in studies leading to a US bachelor's degree from an accredited or approved institution
- Four or more years of military service
- Applicants who have a Certified Public Accountant (CPA) license

- Applicants who have received other professional licenses or designations earned by passing a nationally recognized US exam (e.g., CMA, CIA) and who petition and are granted approval from the Dean of the Edward S. Ageno School of Business
- Applicants who can document more than five (5) years of substantial professional and/or supervisory managerial work experience, and who petition and are granted approval from the Dean of the Edward S. Ageno School of Business. Examples of professional experience are practicing CFAs; attorneys; physicians or other qualified professional careers; supervisory managerial work experience refers to experience directing others in the accomplishment of tasks.

## Admission Application Documents

To be considered for admission to the graduate program, the applicant must provide the following:

1. Admission Application Form and Fee.
2. Official Academic Transcripts: Graduate applicants must submit transcripts from the degree-granting undergraduate institution. The transcript must clearly state that a bachelor's degree or an industry standard equivalent has been conferred. However, to maximize transfer credit, we recommend submitting transcripts from all institutions attended. Note: Applicants for the Master of Accountancy, Master of Science in Accounting, and Master of Science in Business Analytics must provide official transcripts from all colleges or universities attended. Applicants who are non-native speakers of English must meet the criteria for the English Language Proficiency Admission Requirements. Official transcripts must be sent to the Office of Enrollment Services directly from the sending schools, colleges, or universities issuing the documents.
3. Test Scores:
  - A GMAT score is required for MBA degree applicants unless the applicant meets the criteria for exception as noted in this catalog.
  - The GMAT or GRE may be required of other master's degree applicants if academic transcripts do not indicate sufficient academic preparation.
  - Applicants whose first (native) language is not English must satisfy the English Language Proficiency Admission Requirements.
  - Test score reports must be sent directly from the testing service office to the Office of Enrollment Services.
4. Statement of Purpose (Optional for most applicants, required for applicants to the Master of Science in Business Analytics, Master of Science in Human Resource Management, Master of Science in Information Technology Management, Master of Accountancy Cohort Program, and Master of Taxation Cohort Program.) In cases where the academic history of an applicant does not

meet the minimum admission requirements, it is required that a written personal evaluation be submitted with the application materials. The statement should give a realistic appraisal of any academic work completed since graduation from high school. Note any inconsistencies in the academic record and the reasons for them. In addition, include a plan to affirm a commitment to academic success while attending Golden Gate University. Applicants are encouraged to be as forthright and open as possible, and should feel free to discuss unusual circumstances or situations of adversity that may have influenced their current values. Be aware that both the quality of the writing and the thoughtfulness of the statement will be evaluated.

5. Statement of Purpose (Optional for most applicants; required for applicants to the Master of Science in: Business Analytics, Human Resource Management, Information Technology Management, and the cohort programs for the Master of Accountancy and Master of Taxation.) In cases where the academic history of an applicant does not meet the minimum admission requirements, it is required that a written personal evaluation be submitted with the application materials. The statement should give a realistic appraisal of any academic work completed since graduation from high school. Note any inconsistencies in the academic record and the reasons for them. In addition, include a plan to affirm a commitment to academic success while attending Golden Gate University. Applicants are encouraged to be as forthright and open as possible, and should feel free to discuss unusual circumstances or situations of adversity that may have influenced their current values. Be aware that both the quality of the writing and the thoughtfulness of the statement will be evaluated.
6. Certification of Finances: If you are an international student who will be attending on an F-1 Student visa or J-1 scholar visa, you must also provide a Certification of Finances form. Refer to the catalog section "Applying for Admission as an International Student".

Please note: All application materials become the property of the university and cannot be returned.

## Additional Masters Degrees

Applicants to master's programs who have previously earned master's degrees from GGU, or other regionally accredited institutions, may transfer up to 12 units towards their subsequent master's programs transferred at GGU, or waive GGU coursework that was used to satisfy the requirements of their prior master's degree program, subject to approval by the department chair, program director, or dean.

## Pathway Programs

Applicants to certain GGU "Pathway" programs may take up to 6 units of designated graduate-level courses and have those units applied to both their GGU Bachelor's degree and to their Master's degree or graduate certificate programs.

Through the *Path2CPA* option, graduates of either the Accounting, BS or Business, Accounting Concentration, BS program may reapply up to 6 units of designated GGU graduate-level coursework toward the Master of Science in Accounting (MSA) program or the Master of Science in Taxation program. The graduate-level courses will be included in the unit totals and GPAs for both applicants' undergraduate Accounting and graduate-level Accounting or Taxation degree programs. If a student earns less than a cumulative 3.00 GPA in the two graduate-level courses, the student's admission to the Master's program is not assured and may be on a probationary status. See the Accounting, BS or Business, Accounting Concentration, BS program descriptions for course-related information.

Applicants to any of the graduate Psychology degree or certificate programs who have previously earned Bachelor's degrees from GGU with majors or concentrations in Psychology may have certain required graduate-level courses waived with comparable undergraduate-level coursework completed at GGU and used to satisfy the requirements of their GGU Bachelor's degree programs. Eligible applicants will have the number of units required to complete their graduate programs reduced in accordance with the number of units waived. However, these courses will be included only in the unit totals and GPAs for the applicants' Bachelor's programs. See the Counseling Psychology, MA or Industrial-Organizational Psychology, MA program descriptions for more information.

## Multiple Concentrations in the Master of Accountancy Program

Two or more concentrations may be earned in the Master of Accountancy program. In addition to the course requirements for the concentrations, students must complete the proficiency and advanced program requirements. Elective courses may apply to more than one concentration. All of the courses required for each concentration must be completed prior to graduation. Students may not request additional concentrations after their degrees have been conferred. The student's diploma will list all of the concentrations successfully completed prior to graduation. The following concentrations are available:

- Financial Accounting & Reporting
- Forensic Accounting
- Internal Auditing
- Management Accounting
- Taxation



## Multiple Concentrations in the Master of Science in Accounting Program

Two or more concentrations may be earned in the Master of Science in Accounting program. In addition to the course requirements for the concentrations, students must complete the proficiency and advanced program requirements. Elective courses may apply to more than one concentration. All of the courses required for each concentration must be completed prior to graduation. Students may not request additional concentrations after their degrees have been conferred. The student's diploma will list all of the concentrations successfully completed prior to graduation. The following concentrations are available:

- Financial Accounting & Reporting
- Forensic Accounting
- Internal Auditing
- Management Accounting
- Taxation

## Multiple Concentrations in the MBA Program

Two or more concentrations may be earned in the MBA program. In addition to the degree requirements for the concentration, students must also complete the required courses for the entire foundation and advanced programs. All of the courses required for each concentration must be completed prior to graduation. Students may not request additional concentrations after their degrees have been conferred. The student's diploma will list all of the concentrations successfully completed prior to graduation. The following concentrations are available:

- Accounting
- Adaptive Leadership
- Business Analytics
- Entrepreneur
- Finance
- General
- Global Supply Chain Management
- Human Resource Management
- Information Technology Management
- International Business
- Law
- Marketing
- Project Management
- Public Administration

## Multiple Concentrations in the EMPA Program

Two or more concentrations may be earned in the EMPA program. In addition to the degree requirements for the concentration, students must also complete the required courses for the EMPA. All of the courses required for each concentration must be completed prior to graduation. Students may not request additional concentrations after their degrees have been conferred. The student's diploma will list all of the concentrations successfully completed prior to graduation. The following concentrations are available:

- General
- Judicial Administration
- Law Enforcement and Security
- Urban Innovations

## Program-Specific Admission Requirements

The following programs have additional admission requirements:

- Accountancy, Financial Accounting & Reporting Concentration, MAc (Cohort Program)
- Human Resource Management, MS
- Information Technology Management, General Concentration, MS (Cohort Program)
- Taxation, MS (Cohort Program)

## English Language Proficiency Admission Requirements

Undergraduate and graduate applicants whose first (native) language is not English must meet an English language proficiency requirement to be considered for admission. Applicants may satisfy this requirement by one of the following:

1. Official Test of English as a Foreign Language (TOEFL) score: 79 Internet-based test or higher for graduate admissions; 53 Internet-based test or higher for undergraduate admissions.
2. Seven years of documented, increasingly responsible, professional experience in the US or other English-speaking country.
3. Completion of English 1A/1B (or equivalent) at regionally accredited US college/university with grades of B+ or better in both.
4. Bachelor's degree from a regionally accredited US college/university or equivalent from recognized college/university in other English speaking country with at least 60 of the units earned in the US or in the English Speaking country.
5. Master's degrees from a regionally accredited US college/university or equivalent from recognized college/university in another English-speaking country.
6. Official IELTS Academic (Cambridge) Band: 6.5 or higher for graduate admissions; 6.0 or higher for undergraduate admissions.
7. APIEL (College Board): 4 or higher for graduate admissions; 3 or higher for undergraduate admissions.
8. Completion of three (3) years of high school in the US or another acceptable English-speaking country with a cumulative grade point average of 3.5 or higher.\*
9. Completion of a British-standard O-level (GCE Ordinary Level) examination in English Language/Literature with a mark of B or higher.\*\*

10. Completion of a British-standard A-level (GCE Advanced Level) examination in English Language/Literature with a mark of B or higher.\*\*
11. Official Pearson Test of English Academic (PTE Academic) score: 57 or higher for graduate admissions; 48 or higher for undergraduate admissions.
12. Waived by the dean of the school that offers the applicant's program of study.

\* Note 1: Not all English medium educational systems fulfill this requirement. Countries that qualify are: Australia, Anglophone Canada, United Kingdom, Ireland and New Zealand.

\*\* Note 2: Not all countries that offer O- and A-level examinations meet British examining board standards. Countries that meet this standard include: Bahamas, Belize, Brunei, Ghana, United Kingdom, Guyana, Hong Kong, Ireland, Jamaica, Malaysia, Malta, Mauritius, Sierra Leone, Singapore, Zambia and Zimbabwe.

## Admission of Graduate International Applicants (F-1, J1 Student Visa)

Golden Gate University enrolls students only in graduate degree programs from all over the world. International applicants are not eligible to apply for undergraduate or certificate programs or open enrollment status and are strongly encouraged to carefully read the following.

## The Application Calendar

The applicant must submit an original or certified transcript and certified English translation from each school previously attended. Examination scores and mark sheets may be submitted in lieu of a transcript for institutions that do not maintain transcripts. Acceptance of documents is the sole discretion of the admissions personnel.

International applicants are strongly advised to submit all supporting materials by the dates below based on their desired first terms of enrollment to provide sufficient time to complete the admission and visa approval processes:

<b>Start Term</b>	<b>Recommended Submission Deadline</b>
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Fall:	first week of June
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Spring:	first week of November of prior year
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Summer:	first week of March
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Applicants may apply for admission up to one calendar year prior to the intended first term of enrollment.

## Applying for Admission as an International Student

- Graduate of an American college or university who are applying for admission to a master's degree program, must have earned a bachelor's or higher level degree from a regionally accredited college or university. International applicants who are not graduates of a regionally accredited American college or university must have earned a degree comparable to a US bachelor's degree. Official transcripts must be sent directly to the Office of Enrollment Services from the institution.
- English test scores, such as TOEFL, IELTS and PTE, or other proof of fulfillment of GGU's English Language Proficiency Admission Requirements are required of all graduate applicants who are non-native speakers of English.
- A Certification of Finances form must be submitted by all applicants intending to study while on an F-1 student or J-1 scholar visa. The information requested on this form is required by the United States Bureau of Immigration and Customs Enforcement (ICE) and may be downloaded on the Golden Gate University website ([www.ggu.edu](http://www.ggu.edu)), or by contacting the Office of Enrollment Services. Also, it is included in the application packet that may be sent upon request.
- The Graduate Management Admission Test (GMAT) is required of MBA applicants.

## International Student Enrollment

Some admitted International student degree candidates may be required to complete more than the number of degree units in the program because additional academic preparation is required.

- The university is authorized by US federal law to enroll nonimmigrant alien students. The university will not issue the immigration related documents until the applicant has been admitted as a full degree or certificate candidate, and has been financially certified by the university's Certification of Finances approval process. (F1 students are required to remit a \$1,000 tuition deposit as noted below)
- Students with F-1 student or J-1 scholar visa must attend the GGU San Francisco campus.
- The Department of Homeland Security requires international students with F-1 student visas to remain enrolled for consecutive terms of sufficient duration and units, typically consisting of no fewer than nine graduate level units per term.

## Tuition Deposit for Student Visa Holders (F-1 visa student)

All international students including students who are transferring from other schools in the US and who require Form I-20 from Golden Gate University to obtain the F visa will be assessed a nonrefundable tuition deposit of \$1,000.

This tuition deposit is applied toward tuition in the first enrollment term. Payment is non-refundable\* and non-transferable if the student fails to complete the enrollment process. Students may request deferred enrollment, which must be submitted in writing to the Admissions Office.

\*Students who are denied a visa may appeal for a deposit refund of up to \$900.

## Admission to Certificate Programs

To apply for certificate programs, students should submit an admission application and fee.

- For undergraduate certificate applicants: An official transcript documenting the equivalent of a high school diploma from an approved institution is required. Students with 12 transferable semester units or 18 quarter units or more from a regionally accredited college or university must submit complete official transcripts detailing this coursework.
- For graduate certificate applicants: An official and complete transcript documenting the award of the undergraduate degree from a regionally accredited institution is required. For students not currently enrolled at GGU who apply for one of the graduate professional certificate listed below, the certificate application must indicate that the applicant possesses an undergraduate degree from a regionally accredited institution. Formal transcripts are not required. This applies to new students applying to the following certificates: Analytics for Competitive Advantage, Project Management Practices, Project Management Fundamentals, Adaptive Leadership, Essentials of Leadership, Human Resource Management, Hiring and Keeping the Right Workforce, Developing and Rewarding People at Work, Financial Planning, and Financial Life Planning.
- Certificate students must be a U.S. citizen or permanent resident. An official test score report or other proof of fulfillment of GGU's English Language Proficiency Admission Requirements is required for all applicants whose native language is not English.
- Many certificate courses require prerequisite courses that must also be satisfied. It is not guaranteed that every course required for each certificate is offered every term.

- Admitted certificate program students are required to maintain applicable academic progress standards, including grade-point average.
- All courses for a certificate program must be completed with Golden Gate University. No transfer credit is granted. Courses earned at GGU in a certificate program may also be used toward a degree program at the university.
- The certificate will be awarded at the end of the trimester in which the student successfully completes all of the coursework and submits a Certificate of Completion Request form to the Office of Records and Registration.
- Certificate programs are ineligible for Title IV federal financial aid.

## Open Enrollment Status (Non-Matriculated)

Prospective students who are seeking to earn degrees or certificates, who have applied for admission to the university but whose applications have not been processed, may enroll in courses through open enrollment status. In addition, students who desire to take courses for personal enrichment but are not seeking academic credentials may request to enroll through open enrollment status. Permission to register for individual courses is based on prior academic performance and preparation in appropriate prerequisites.

- Registration under open enrollment status does not constitute admission to a degree program at Golden Gate University.
- Open enrollment students are required to submit an Open Enrollment Application and to have each course approved by an enrollment counselor prior to registration each term.
- For credential-seeking students, open enrollment registration is limited to a maximum of 2 terms while the student's admission application is being processed. However, for non-credential-seeking students, there are no limitations on the number of terms or units for which students can register under open enrollment status.
- Open enrollment graduate-credential-seeking students may attempt and earn a maximum of 9 graduate units, which can also be applied toward meeting a graduate degree or certificate program requirements.
- Open enrollment undergraduate-credential-seeking students may attempt and earn a maximum of 12 units, which can also be applied toward meeting an undergraduate degree or certificate program requirements.
- Doctoral level courses may not be taken under open enrollment status.
- Open enrollment is not a permitted status for an international student studying on a Visa (F-1 or J-1).
- Open enrollment status students are not eligible for financial aid, including federal, state, grant and scholarship programs.

- Students registered in open enrollment status are not eligible to earn certificates. Certificate-seeking students must apply for admission to certificate programs.
- For credential-seeking students, the student's academic performance in the open enrollment term(s) may be used in the admission decision. If the student's GPA falls below the required minimum during the open enrollment term and the student is later admitted to the university, the student will be placed on academic probation upon admission and will be required to comply with the university's probation policies.
- Open enrollment students who plan to enroll in graduate level courses must have earned a bachelor's degree or equivalent. Open enrollment students who plan to enroll in undergraduate courses must have earned a high school diploma or GED. No admission test scores are required for either graduate or undergraduate open enrollment students.
- Open enrollment students who are non-native speakers of English must meet the English Language Proficiency Admission Requirements prior to registration.
- Students who seek to enroll in English or Mathematics courses are required to complete a placement test prior to registration. See Degree Requirements for more information.
- Open enrollment students are allowed to make the Credit/No Credit Grade Election and to audit courses.
- Open enrollment students are required to maintain good academic standing to register for courses and to remain enrolled. Evidence of good academic standing for an undergraduate student is a minimum 2.00 cumulative grade point average, and for a graduate student is a minimum 3.00 cumulative grade point average. Students who fall below this standard will not be permitted to register for subsequent terms.

Open enrollment students who do not meet all of the requirements as noted above are not permitted to register and will be dis-enrolled in the event that ineligibility is determined after the term begins.

## Readmission of Former Students (Returning Students)

Degree students who do not earn at least one unit of academic credit in three consecutive trimesters must apply for readmission.

Applicants for readmission must meet the admission requirements in effect at the time of readmission. Students seeking readmission must obtain an "Application for Admission" and submit it to the Office of Enrollment Services with the appropriate fee. Official transcripts from all institutions attended in the interim must also be submitted. These transcripts must be sent directly from the previous institution to the Office of Enrollment Services. Many of the student records covered by the Golden Gate University Records and Retention Plan contain confidential information protected by federal and state law. GGU staff is required to handle and dispose of these records appropriately to protect student privacy. Therefore, students that are

reapplying for admission and have been inactive for 5 or more years will likely be required to resubmit all necessary documents.

Students who were on academic probation at the time they stopped enrolling at the university may be readmitted into the same academic program but will remain on probation and will be subject to the probation-retention plan in effect when they were last enrolled. Such students who are seeking admission into different academic programs may remain on probation if their prior course work is applicable to their new program's requirements and if the resulting grade point average (GPA) is below the university's standards. For further information, refer to the catalog section Required Academic Progress and GPA Requirements. All other readmitted students will be subject to the degree requirements in effect at the time of readmission.

## Cancellation of Application/Admission

An application may remain in pending status for up to one calendar year from the date on which it was received by the Office of Enrollment Services. If the applicant's file is not completed within that year, the application will expire and the documents associated with that application will be destroyed. Admission is valid for the term for which the applicant was admitted, and the two subsequent terms. If applicant does not enroll during that time period (approximately one year), the offer of admission is cancelled and the documents associated with that application will be destroyed. Re-applying after that time will require a new application, application fee and the submission of all transcripts and other required credentials.

## Pending Applications

Applicants to undergraduate and graduate studies may enroll in Open Enrollment pending final admissions decision. All rules applicable to Open Enrollment must be followed. Students who are denied admission are dis-enrolled.

## Change of Program

Degree students wishing to change their degree objective or area of concentration must complete a Change of Degree Program Request form and submit it to the Office of Records and Registration. Students will be re-evaluated under the degree requirements in effect at the time the form is processed.

Students who are on academic probation may apply for a change of program. The dean of the school in which the new program is housed determines if the student's qualifications meet the requirements of the new program.

Applicants who want to change their degree program prior to an admission decision should submit the request to the Office of Enrollment Services. There is no charge for this process.

## Changing from Certificate-Seeking to Degree-Seeking Status

Certificate students who wish to enter a degree program should submit the appropriate admission application and all required supporting documents and fees. Students admitted to a certificate program will be required to fulfill the admission requirements for the degree program in effect at the time of application. In addition to prior school records and test scores, performance in certificate coursework at Golden Gate is used as a criterion for admission to degree programs.

## Changing from Open Enrollment to Degree or Certificate Status

Open Enrollment status permits limited enrollment at the university, but does not constitute admission to the university. Students who wish to change from Open Enrollment to a degree or certificate program are required to file an Application for Admission with the Office of Enrollment Services.

## Undergraduate Transfer Credit

Transferring to GGU is a convenient process, and many students receive the maximum number of transfer units possible. Advisors at Northern California community colleges and Admissions Office staff at Golden Gate University can be contacted for further transfer information.

Credits earned in academic programs from regionally accredited four-year institutions are usually acceptable, as are college-level academic credits from accredited community colleges; credits, not grades, transfer, and such credits will not count toward a student's GPA. Credit may be granted only if the subject matter of courses is applicable to programs offered by Golden Gate University. General Education/Liberal Studies transfer credit varies by degree program. Credit for terminal, occupational, technical and vocational courses may be accepted on a limited case-by-case basis.

Transfer credit from all available sources cannot exceed 93 units. A minimum of 30 units must be completed at Golden Gate University. Specific articulation references are available at [www.ggu.edu/admissions/undergraduate/transfers/](http://www.ggu.edu/admissions/undergraduate/transfers/). This site includes information on pre-approved courses and their equivalent Golden Gate course from over 100 colleges and universities located worldwide. If the institution you attended is not in this list, please contact the Admissions Office at GGU.

## Associate of Arts (AA) or Science (AS) Block Transfer:

Students with a completed Associate of Arts (AA) degree or an Associate of Science (AS) degree from a regionally accredited

college or university at the time of admission may be eligible for a block transfer program of 60 units that completes many of the general education and liberal studies core requirements in the GGU bachelor's degree programs. Information regarding articulated associate of arts block transfers can be found at [www.ggu.edu/admissions/undergraduate/transfers/](http://www.ggu.edu/admissions/undergraduate/transfers/).

### Associate Degree for Transfer (ADT)

Golden Gate University participates in California Community Colleges-Associate Degree for Transfer (CCC-ADT) program. California community college graduates participating in these programs who pursue the Bachelor of Arts or Science at GGU will typically have 63 or fewer units to complete the degree. More information can be found at <https://adgreewithaguarantee.com/>.

### GGU Aspire Program

Golden Gate University's Aspire Program is a collaboration with Study.com that empowers students to get a high quality bachelor's degree on their own timeline and at a manageable price. In this program, students will take up to 93 units with study.com and transfer those units toward a UG degree at GGU. To complete the program, the student will take the final 30 units with GGU.

## Intersegmental General Education (IGETC) or CSU GE Breadth Block Transfer:

Students with a documented certification for IGETC or CSU GE Breadth at the time of admission may be eligible for a block transfer program that completes the general education and liberal studies core requirements. The Intersegmental General Education Transfer Curriculum (IGETC) is a transfer preparation process in which all California community and junior colleges participate. GGU honors IGETC guidelines for general education requirements. Information regarding IGETC can be obtained from all California community and junior colleges, and most of those institutions indicate IGETC approved courses in their course catalogs. The policies in effect at the time the student applies for certification at his or her community college campus will determine eligibility. Completion of either IGETC or CSU Breadth requirements must be verified through the certification process to maximize transfer credit. Students without that certification will be eligible for course-by-course evaluation. Information regarding courses waived with the certification can be found online at [www.ggu.edu/admissions/undergraduate/transfers/](http://www.ggu.edu/admissions/undergraduate/transfers/).

## Non-Coursework Transfer Credit:

Golden Gate University recognizes and grants credit for educational programs offered by alternative and nationally-recognized providers. Such programs include:

- Advanced Placement Examinations of the College Board
- CLEP Examinations from the College Board
- DSST Exams from Prometric
- Military Certifications, Training, and Education evaluated by the American Council on Education (ACE)
- Training programs, certifications, and educational programs evaluated and recommended for credit by the American Council on Education's CREDIT Service (ACE Credit) or the National College Credit Recommendation Service (NCCRS)
- Prior Learning Assessment Portfolios completed through LearningCounts

## Undergraduate Transfer Credit Policies:

- A student may apply toward the Bachelor's degree up to 93 semester units of credit transferred from other colleges and all other recognized sources. In order for a course to transfer, a minimum of a C- must be earned.
- Credits may be transferred from regionally-accredited community colleges, two-year and four-year institutions, and national testing services as noted above.
- A minimum of 30 units must be completed at GGU with at least a C-, with the exception of English composition courses in which the student must earn at least a C.
- Transfer credits for cooperative education units earned at other accredited US institutions are subject to the approval of the appropriate school dean.
- The maximum number of transfer credits from any single source may be limited by Enrollment Services.
- Credits earned in certain subjects more than ten years before admission to Golden Gate University may not be accepted, or may be subject to review or additional documentation.
- Courses not specifically articulated may transfer as elective credit; additional courses may fulfill the Liberal Studies Core requirement based on content and units earned.
- A student may file a petition regarding disputes.

director. All foundation program course requirements may be transferred if applicable courses were completed in prior academic coursework. Students should note that certain 300-400-level course requirements may not be fulfilled by courses taken at other institutions, as designated by the faculty.

Students who have completed graduate work at another institution may be admitted with up to six units of advanced program (300-400-level) credit when courses submitted for transfer credit meet all of the following criteria:

- The course(s) were earned at the graduate level with a grade of B or better and not used toward the completion of a bachelor's degree. Courses with a grade below B including B minus are not transferred.
- The course(s) are applicable to the GGU degree objective.
- The course(s) were earned at a regionally accredited institution.
- The course(s) are approved by the faculty.
- Cooperative education units earned may be transferred with faculty approval.
- Professional Military Education (PME) or training courses evaluated by the American Council on Education (ACE) may qualify for transfer credit. In considering the ACE recommendation, the university assesses the level and determines the amount of credit.
- Courses taken by correspondence are not acceptable for advanced program graduate transfer credit.

## Graduate Transfer Credit

Candidates for master's degrees may transfer up to six 300-400 level units to the advanced program from graduate coursework completed at other regionally accredited institutions. Students who have earned a master's degree at a regionally accredited institution may be eligible to transfer up to 12 graduate-level units to a GGU master's degree with the approval of the appropriate department chair or program

## Financial Planning

Students' financial plans are developed based on the students' current financial circumstances. An array of financial choices for meeting the students' financial needs are considered, and eligible students may choose the best options to support meeting their educational goal.

The most common elements of financial planning are:

- A. Setting an academic goal
- B. Establishing a path to graduation
- C. Identifying the financial resources required to meet the academic goal
- D. Matching financial need with the available financial options

Financial resources and payment options include:

1. US government federal financial aid
  - Loans are the most widely used tool for financing education and provide a low-cost alternative and a wide array of financing options.
  - Grants are available to undergraduate students who demonstrate financial need and are US citizens or eligible noncitizens.
2. Golden Gate University is eligible to participate in the California Chafee Grant for foster youth and the California National Guard Education Assistance Award Program.

## Obligation for Payment

Enrollment constitutes a financial contract between the student and the University. Students are responsible for paying all registration charges associated with their enrollment in a given term after the "Last Day to Drop Course Without Tuition Charge" for that term, as specified in the Academic Calendar. See the Withdrawal Tuition Credit Policy for more information.

Students' rights to university services and benefits are contingent upon their making all payments as agreed upon. If payments of amounts owed to the University are not made when they become due, GGU has the right to cancel a student's registration and/or administratively withdraw the student from the current term; withhold grades, transcripts, diplomas, scholastic certificates and degrees; and impound final exams. Failure to maintain good financial standing with the University will cause students to become ineligible for any deferred payment plans and/or some forms of financial aid. In addition, balances due the University will be reported to the credit agencies, which may impact students' credit ratings.

## Prior Balances

Prior to registering for a new term, students must pay any outstanding balances from any preceding terms. Students who do not pay their outstanding balances or make payment arrangements satisfactory to the university will not be permitted to register. This policy applies to

any outstanding balances with Golden Gate University, including those with the Golden Gate University Bookstore, or any other company that operates a concession or service contracted by the university.

## Payment Due Date

To complete the enrollment process, students must pay all registration charges (tuition and fees) in-full by means of one of the university's accepted payment options or qualify for an alternative financing option by the payment due date for the term as published in the Academic Calendar. Failure to do so may result in the cancellation of the student's registration.

## Withdrawal Tuition Credit Policy (Refund Policy)

Enrollment constitutes a financial contract between a student and the University. Students are responsible for paying all registration charges by the due date for the term per the Academic Calendar or by the due dates for the financing options they have selected, or their enrollment may be canceled. Failure to attend class meetings, participate in an online course, or oral notification of intent to withdraw, is not considered official withdrawal from a course.

The following financial policies apply when students officially withdraw from courses. Withdrawal from a course (commonly known as "dropping" if done by the end of the third week of the term) is official once the university registrar has been notified. Notification must be made in writing by "dropping" the course online via GGU4YOU, by sending an email to [registration@ggu.edu](mailto:registration@ggu.edu), or by submission of a Registration Request form, which may be delivered in-person to the Registrar's Office, by standard mail, by fax, or by email. If notification is made by email, the message must originate from the student's email address on record with the university. The date the written notice is received will be the official withdrawal date. Oral (spoken) notification of intent to withdraw is insufficient.

Tuition will be credited as shown below. Fees are not credited except in the case of a course being canceled by the university. Tuition credits remain in the student's account. Payments of credit balances are issued upon written request from the student as described in the Credit Balance Payment Policy. Federal Student Aid recipients who withdraw completely from the payment period (typically a trimester term) will be subject to the Return of Federal Student Aid policy calculations. Golden Gate University may be required to return funds for which the student is no longer eligible based on these calculations. This may leave the student owing a balance to the university.

## Standard Refund Formula

One week of instruction is defined as the seven-day period that commences at midnight on the start date of the course section. The

following refund formula applies to all students residing outside of the State of Oregon:

Week of Instruction	Amount of Credit
Week one through end of week three of instruction*	100% Credit
Week four to end of term	0% Credit

\*The School of Law Withdrawal Tuition Credit Policy allows students to receive 100% credit of tuition charges through the end of the second week of instruction only.

## Oregon Resident Refund Formula

The following refund formula applies to all students residing in the State of Oregon:

16-Week Course Refund Formula	
Withdrawal by End of Week of Instruction	Amount of Credit
Week 1	95% Credit
Week 2	90% Credit
Week 3	85% Credit
Week 4	80% Credit
Week 5	75% Credit
Week 6	70% Credit
Week 7	65% Credit
Week 8	60% Credit
After End of Week 8	0% Credit
8-Week Course Refund Formula	

Withdrawal by End of Week of Instruction	Amount of Credit
Week 1	90% Credit
Week 2	80% Credit
Week 3	70% Credit
Week 4	60% Credit
After End of Week 4	0% Credit

## Credit Balance Payment Policy

Payment of a credit balance resulting from tuition adjustment in accordance with the above stated Withdrawal Tuition Credit Policy will be made if requested in writing by the student. Requests should be sent to Student Accounting Services at [sas@ggu.edu](mailto:sas@ggu.edu). Payments are processed either as a direct deposit to the student's checking or savings account or as a physical check mailed to the student's address on record in the university's student information system. Students are encouraged to request the payment be made via direct deposit, as it is the most efficient and expeditious way to receive it. To sign up for direct deposit, students must provide their bank account information via GGU's secure website. To get started, students should log into GGU4YOU and select "Update My Bank Information" from the "Finances" menu.

Federal Student Aid recipients who withdraw completely from the payment period (typically a trimester term) will be subject to the Return of Federal Student Aid calculations. Golden Gate University may be required to return funds for which the student is no longer eligible based on these calculations. Financial Aid funds are typically returned to the appropriate financial aid program or lender.

No refunds will be made by virtue of curtailment of services brought about as a result of strikes, natural disasters, civil insurrection, riots or the threats thereof, or other causes beyond the control of the university.

## Payment Options

The university accepts payment in cash, personal check, electronic check, travelers check, money order, credit/debit card, and wire transfer. The student's GGU issued-ID number must appear on (or be



submitted with) all forms of payment to ensure they are credited to the appropriate account.

## Electronic Check Payments

Electronic check payments may be made via GGU4YOU. There is no fee for using this service. Payments made in amounts greater than actual or anticipated registration charges for the term cannot be processed and will be returned.

## Pay by Mail

If sending via regular USPS or express delivery services, send checks, money orders, or travelers checks (USD only) to:

**Golden Gate University  
Student Accounting Services  
536 Mission Street  
San Francisco, CA 94105-2968**

All GGU mail is delivered to a centralized distribution center and may require up to 48 hours of processing before final delivery to departments. In order for payments to be considered on time, they must be received in Student Accounting Services by the published due dates and students should plan accordingly. Cash should not be mailed.

Checks or money orders should be made payable to **Golden Gate University**. To ensure credit to the proper account, the following information should be included on the check or money order:

- Print the student's full legal name
- Student's ID number
- Description of what the payment covers

Payments in amounts greater than actual or anticipated registration charges for the term cannot be processed and will be returned.

## Pay in Person

Students may pay in person with a check, cash, money order, travelers checks (USD only), or credit/debit card at the GGU Hub located in the lobby of 536 Mission Street in San Francisco. Business hours are Monday through Thursday from 9 am to 6:30 pm, and Friday from 9 am to 5:30 pm.

Payments in amounts greater than actual or anticipated registration charges for the term cannot be processed.

For students' safety and security, we suggest that they do not pay in cash but use an alternative method listed on this page or bring a cashier's check.

## International Wire Transfer

The university has partnered with Flywire to streamline the tuition payment process for our international students.

Payments in amounts greater than actual or anticipated registration charges for the term cannot be processed and will be rejected and returned.

## Credit/Debit Card Payments & Service Fee

The following credit cards are accepted: MasterCard, Visa, American Express, or Discover via the student's GGU4YOU account, in person at the GGU Hub, or by phone-in to the GGU HUB at 415-442-7800. Debit cards are treated the same as credit cards. All credit and debit card transactions will incur a non-refundable service fee equal to 2.75% of gross charges.

Payments in amounts greater than actual or anticipated registration charges for the term will be canceled.

## Financing Options

### Installment Payment Plan

Tuition Management Systems (TMS) is the exclusive payment plan provider for Golden Gate University. Plans are available to students with satisfactory financial standing. Students have the option to elect an automatic debit from their checking account or credit card payment. Eligible students must register with TMS by calling 800-722-4867 or go to [www.afford.com/ggu](http://www.afford.com/ggu) and pay a \$55 nonrefundable processing fee per enrollment term. The balance is due in two to five equal installments over the course of the term. The number of installment payments is based upon the date of registration. Installment payments are due to TMS on the first of each month. In all cases, final payment is due on December 1 for fall term, April 1 for spring term and August 1 for summer term. TMS sends statements directly to the student.

Payments should be sent to Tuition Management Systems, Payment Processing Center, PO Box 645113, Cincinnati, OH 45264-5113.

Late payments incur an additional \$40 late fee per occurrence. International students (F and J visa) are not eligible for the installment payment plan in their first term at the University.

## Employer Reimbursement Plan

Golden Gate University offers an employer reimbursement plan through payment plan management provider Tuition Management Systems (TMS) to students in good financial standing. To be eligible for this plan, the student's employer must be a third party other than

the student and agree prior to registration to pay for tuition and/or fees.

An authorization form can be obtained from the Student Accounting Services Office. This form must be completed each term and submitted along with the business card of the authorizing officer to the Student Accounting Services Office. The form can be downloaded from GGU's Financing Options webpage. In addition, in order to participate in this plan, the student must enroll in the corresponding payment plan with TMS by calling 800-722-4867 or go to [www.afford.com/ggu](http://www.afford.com/ggu) and pay a \$100 nonrefundable processing fee each term. Payment is due on February 5 for the fall term, June 5 for the spring term, and October 5 for the summer term.

A statement is sent by TMS, and all payments should be mailed to Tuition Management Systems, Payment Processing Center, PO Box 645113, Cincinnati, OH 45264-5113. The University is not responsible for billing the student's employer. If, for any reason, the employer fails to pay the University, the student remains responsible for payment of the full tuition and fees. A late payment fee of \$40 will be assessed if payment is not received by the final due date indicated on the authorization form and a 1.5 percent finance charge per month after 30 days past due.

## Corporate/Agency Direct Bill Plan

If the student's employer agrees to pay tuition and/or fees upon registration and without grade or course completion limitations, the University will bill the student's employer directly for all authorized costs. Payment in full is due 30 days after billing. To be eligible for this plan, the employer must be a third party other than the student; Golden Gate University and the student's employer must execute a contract agreeing to payment terms prior to completing registration. A standard contract agreement is available from the Student Accounting Services Office or can be downloaded from GGU's Financing Options webpage. The form must be submitted and approved prior to registration. If the company authorizes less than 100 percent payment of registration charges, the student will be required to utilize one of the University's other payment plans for that portion of the total charges not covered. If, for any reason, the employer fails to pay the University, the student remains responsible for payment of the full tuition and fees. Golden Gate will assess the account a late payment fee of \$40 if not paid within 30 days of billing.

After reviewing the financial planning components, students will be able to build their own plan to cover educational costs. Should any student want or need further assistance with their financial plan, GGU's Financial Aid Office staff is available for consultation.

## Federal Financial Aid

GGU strongly encourages all students to apply for financial aid as part of a financial plan to finance educational costs. The Financial

Aid Office provides guidance throughout the financial aid application process.

## Eligibility Requirements for US Government Federal Aid Programs

All students must meet the following criteria:

- Be a US citizen or eligible noncitizen of the United States.
- Be a permanent resident of any state except the following: Alabama, Arkansas, D.C., Delaware, Georgia, Maryland, Minnesota, New Mexico, or Wisconsin[MPS1] ; GGU is not authorized to offer online education to students who reside in these states. Therefore, GGU is not able to offer federal financial aid and/or GGU scholarships, grants or discounts to students who reside in these states.
- Have earned a high school diploma, GED or state certificate, or have completed homeschooling at the secondary level as defined by state law.
- Be admitted (excluding provisional admission) and matriculated in a degree program at GGU; certificate programs and open enrollment status are ineligible.
- Be enrolled in courses with at least half-time enrollment status at GGU per trimester (minimum 15-week period), with the following exception: Eligible undergraduate students may receive the Federal Pell Grant with less than half-time enrollment status; if repeating a course (that the student previously passed) in order to earn a better grade, the student's first repeat attempt only may be included in the enrollment status calculation.
- Maintain satisfactory academic progress (SAP) as required by the financial aid policy.
- Not be in default on a federal student loan or owe a federal grant overpayment.
- Disclosing to the Financial Aid Office that you plan to receive financial aid at another institution at the same time.
- Males must be able to provide proof of registration with the Selective Service upon request. Registration with Selective Service must have occurred between the ages of 18 and 25.

## Application Process Steps

- Student completes the Free Application for Federal Student Aid, commonly known as the FAFSA. The application is available online at [studentaid.ed.gov/sa/fafsa](http://studentaid.ed.gov/sa/fafsa); the student should include GGU's Title IV school code 001205 in step six of the FAFSA (students should not use forms from other websites as fees might be charged).
- FAFSA information is processed and results are sent to the institution(s) and to the student (average time 2-4 business days). GGU reviews the FAFSA information and may request other required documents.

- Student must also complete the GGU financial aid application available on our website.
- GGU reviews the financial aid application and prepares a financial package for eligible students. Note: Students may be required to submit additional paperwork and forms after the application review.
- GGU prepares a financial aid award letter and sends an email to the student to view and accept their award online and sign their award letter online through Self Service. The type and amount of the awards are dependent upon the student's grade level, anticipated enrolled units and trimesters, and aid program eligibility requirements.
- Direct Loans offered can be either accepted or rejected. Student can also send an email to lower the amount. GGU originates accepted loans with the US Department of Education.
- Eligibility is verified and financial aid is disbursed to a student's account. The timing of the disbursement is dependent upon the date the student accepts the awards as well as the date the loans are originated.
- Once financial aid is disbursed to a student's account, if a credit balance results, the Finance Office transmits the amount to the student's bank account by direct deposit or mails a paper check to the student; the Finance Office remits the credit balance within 10 business days after it appears in the student's GGU account.

## Calculation of Financial Aid

A general budget is created based upon an average cost of housing, food, books/supplies, transportation, personal expenses, tuition and fees. The tuition expenses are based upon the total unit enrollment the student indicated on the GGU Financial Aid Application. This budget is called cost of attendance (COA).

Standard financial aid policy requires that students and/or students' families contribute a portion of financial resources to pay for the cost of education. The contribution amount is calculated by the information provided by the student on the FAFSA or after further verification occurs and it is called expected family contribution (EFC).

The student's financial need may be calculated by taking the COA and subtracting the EFC - the remainder is the financial need. The Financial Aid Office calculates program awards based on the criteria for each program for which the student may be eligible.

In some instances, financial aid awards are not sufficient to finance total tuition expense. Additional financing options, such as the installment payment plan, are described in this section of catalog, or students may contact the Financial Aid Office or Student Accounting Services for further assistance.

## Types of Federal Financial Aid

### Grants based upon student financial need

#### Federal Pell Grant

The Federal Pell Grant is available to undergraduate students who are pursuing their first bachelor's degree and have high financial need (low EFC), as calculated by the FAFSA formula. The US Department of Education will notify the student about Pell Grant eligibility by sending a Student Aid Report (SAR) to each student who files the FAFSA. For 2019-20, The Federal Pell Grants maximum is \$6,195 per academic year and are awarded based upon the student's financial need (EFC) and verified enrollment status.

#### Federal Supplemental Educational Opportunity Grant (FSEOG)

FSEOG awards are offered to undergraduate students who are pursuing their first bachelor's degree and who demonstrate high financial need (have the lowest EFCs), and are enrolled at GGU for at least six units per trimester and who are Federal Pell Grant recipients. Awards for the academic year are dependent on the federal funding allocation for that year. Once the funds are allocated for the year, no further funds can be awarded. Currently, the maximum award for FSEOG is up to \$750 per trimester. However, amounts may be lowered once funding has been allocated.

## Loans

William D. Ford Federal Direct Loan Annual Borrowing Limits\*

Academic Level	Dependent Students**	Independent Students**
<b>Freshmen (29 or fewer units)</b>	<b>\$ 5,500</b>	<b>\$ 9,500</b>
<b>Sophomores (30-59 units)</b>	<b>\$ 6,500</b>	<b>\$ 10,500</b>
<b>Juniors/Seniors (60 or more units)</b>	<b>\$ 7,500</b>	<b>\$ 12,500</b>
<b>Graduates (have bachelor's degree)</b>	<b>not eligible</b>	<b>\$ 20,500</b>

\* The amounts shown represent the total combined eligibility for subsidized and unsubsidized direct loans as of July 1, 2008.

\*\*Dependent or independent status is determined by the US Department of Education criteria on the FAFSA.

## Direct Subsidized Loans

Direct Subsidized Loans are awarded only to undergraduate students who meet the financial need criteria established by the US Department of Education. Students must be enrolled at least half-time per trimester. The US Department of Education pays the interest on the loans while students are enrolled in school, at least half-time, and for the first six months after dropping below half-time, withdraw from school or graduating. Typically, half-time status for undergraduate students requires enrollment in six or more units. Important note: Interest rates are subject to change each July 1. Interest rates on Subsidized Direct Loans for 2019-20 are 4.53%. ONLY undergraduate students are eligible for Subsidized Direct Loans.

## Direct Unsubsidized Loans

Direct Unsubsidized Loans are non-need based loan awarded to both Undergraduate and Graduates. Students must be enrolled at least half-time per trimester. A student may pay the interest while in school or allow the interest to accrue and the interest will be added to the principal amount of the loan.

The interest rate for 2019-20 is 4.53% for undergraduates and 6.08% for graduates and is subject to change each July 1. Students must begin repaying the loan, principal and interest six months after graduation or when a student ceases to be enrolled at least half-time. Half-time status for undergraduate students requires enrollment in six or more units per semester. Half-time status for graduate students requires enrollment in four or more units per semester. The US Department of Education may charge an origination fee, which the student must repay. This fee is deducted during disbursement and is included when repayment begins.

Loan entrance counseling is required by the US Department of Education before federal loans are disbursed to first-time borrowers. Entrance loan counseling will advise students of their responsibilities, loan information and the requirement that the loan must be repaid. Visit [www.studentloans.gov](http://www.studentloans.gov) for more information.

Loan exit counseling is required for GGU borrowers who drop below half-time status or graduate. Loan exit counseling is required by the US Department of Education to ensure that students understand their rights and obligations and repayment processes and requirements. Visit [www.studentloans.gov](http://www.studentloans.gov) for more information.

## Federal Parent Loans for Undergraduate Students (PLUS)

PLUS loans are available to parents or stepparents of dependent undergraduate students. Parents may borrow up to the cost of attendance, minus any other aid their dependent may receive. Parental applicants for this program must be creditworthy as assessed by the US Department of Education. PLUS loans are not subsidized by the US Department of Education.

The interest rate is variable, adjusted each year on July 1, and maximized at 9 percent. The interest rate for 2018-20 is 7.08% and is subject to change each July 1. Interest accrues from the date the loan funds are disbursed and until the loan is repaid in full. The US Department of Education may charge fees, which will be paid at the time loans repayment commences. Students are required to file a FAFSA but financial need is not a factor in the parental application process.

## Graduate PLUS (Grad-PLUS)

Graduate students may apply for the GradPLUS loan. Graduate students who attend at least half-time per trimester may be eligible. To calculate a GradPlusloan, subtract all financial aid from the student's cost of attendance (COA). An example is shown below.

<b>Cost of Attendance</b>	<b>\$25,000</b>
<b>Minus Scholarship</b>	<b>- \$500</b>
<b>Minus Stafford Loans</b>	<b>- \$20,500</b>
<b>Amount of G-PLUS</b>	<b>\$ 4,000</b>

The interest rate for 2018-19 is 7.6% and subject to change each July 1. Graduate applicants to this program must be credit worthy with the US Department of Education. GradPLUS loans are always unsubsidized. Students may pay the interest while in school. Students are required to file a FAFSA but financial need is not a factor. A separate loan application is required and there may be additional fees. For more information, visit [www.ggu.edu](http://www.ggu.edu) and search for "Graduate PLUS."

## Federal Work Study

Federal Work Study (FWS) is a need based fund available from the Department of Education. Students must complete a FAFSA (answer "yes" to question 31 on the FAFSA) and must be eligible to work in the US and provide documents to substantiate employment eligibility. FWS jobs may be located on or off campus. Pay rates are competitive and vary depending on the position and skills required. FWS jobs are limited to the total amount shown on the award letter. Awards for the academic year are dependent on the federal funding allocation to GGU for that year.

## Scholarships and Grants

GGU scholarships and grants cover a portion of tuition costs. Typically, applicants and students receive partial scholarships/ grants and are eligible to receive one scholarship or grant.

For 2019-20, the following GGU Scholarship and Grants are offered. Information about the scholarship and grants are available online at [www.ggu.edu](http://www.ggu.edu) and from the Financial Aid Office.

- Alumni Referral Grant
- EMBA Corporate Fellowship Scholarship
- Enterprise Learning Agreement Grant
- FPA Scholarship
- International Scholarships:
  - Presidents Scholars
  - Dean's Scholars
  - Academic Program Scholarships
  - Welcome Grant
- Masters of Science in IT Management Day Cohort Grant
- Masters of Science in Taxation Grant
- Personal Leadership Grant
- Tax Grant for Public Employees
- Undergraduate School Grant

## Endowed and Gift Scholarships

Endowed and gift scholarships are funded through the generosity of GGU alumni, friends, foundations and corporations. Typically our Special Scholarship Applications are available during the late summer and awarded for the following academic year. Information is posted on our website at [www.ggu.edu](http://www.ggu.edu) and an invitation to apply will be emailed to our current and new students.

Scholarships and grants amounts vary and may depend upon merit and academic achievement, financial need, enrolled units per trimester and funds availability. Scholarships are applied toward a portion of GGU tuition expense only and are not transferable. International students (F and J Visa) are eligible provided they meet the requirements above. US citizens and permanent residents must have a completed FAFSA. Students may complete the FAFSA online at [studentaid.ed.gov/sa/fafsa](http://studentaid.ed.gov/sa/fafsa).

The following scholarships are offered through our Special Scholarships Program and are offered annually. Information about the requirements for each scholarship is available on line at [www.ggu.edu](http://www.ggu.edu) and the Financial Aid Office:

- Alumni Association Endowed Scholarship
- Bitu Darybari Scholarship
- William Enderlein Endowed Scholarship
- Graduate Community Leadership
- Gurmehar Foundation Scholarship
- Handlery Endowed Scholarship
- Z.M. Giles Huguenot Scholarship
- Masud Mehran Endowed Scholarship
- Lois Myers Endowed Scholarship
- Nagel Miner Scholarship
- Robert J. Shaw Scholarship
- TEI Scholarship
- Tritasavit Accounting Scholarship

## GGU Community Tuition Assistance Grants

These GGU Community Tuition Assistance Grant (CTAG) programs are available to eligible employees, graduates of GGU, and their families. Students must meet the grant eligibility criteria and be admitted to a degree-granting program in the school of business, accounting or taxation. Programs offered by the School of Law or School of Undergraduate Studies are not included. Grants are applied to tuition only and are renewable providing the student continues to satisfy the eligibility criteria. Students who accept the GGU Employee Educational Assistance Remission or any other GGU grant or scholarship are not eligible. Eligible students are required to submit CTAG form available on our website or in our office the first time they are requesting the grant. These grants are not retroactive and may not be combined with any other grant or scholarship offered by Golden Gate University. Information about the requirements for each grant is available on line at [www.ggu.edu](http://www.ggu.edu) and the Financial Aid Office:

- Regular Full-time Faculty and Staff Family Tuition Grant
- Regular Adjunct Faculty Family Tuition Grant
- Graduates' Tuition Grant
- Graduates' Family Tuition Grant

## GGU Scholarship and Grant Policy

Eligible students who are US citizens and permanent residents or other eligible noncitizens are required to submit a Free Application for Federal Student Aid (FAFSA) to be considered for scholarships and grants. In step six of the FAFSA, students must indicate Golden Gate University's Title IV code 001205 in order for the FAFSA information to be received at GGU. The FAFSA must be completed and be on file at GGU at the beginning of the trimester. International students are exempted from the FAFSA requirement.

To be eligible, undergraduate scholarship and grant recipients must:

- Maintain a minimum half-time enrollment status (typically, six units minimum in a trimester term, or three units in each of the eight-week terms)
- Earn a minimum of six units in each enrolled term or three units each in consecutive eight-week term that are scheduled within a trimester term
- Maintain a cumulative GPA of 2.0

To be eligible, graduate scholarship and grant recipients must:

- Maintain minimum half-time enrollment status (typically, four or more units per trimester)
- Earn a minimum of four units each term
- Maintain a cumulative GPA of 3.0

For all scholarship and grant recipients:

- Students in the last term of enrollment (graduation candidates) will have the scholarship or grant prorated in

the event that half time enrollment status is not required for graduation.

- Scholarships and grants are not awarded for repeated classes.
- Students who interrupt enrollment or who fail to earn the required minimum units forfeit the scholarship or grant. However, students may appeal for reinstatement of their grant or scholarship with their financial aid advisor.
- Typically, a student will be awarded one scholarship or grant. Students who demonstrate exceptional need that is not met by the financial aid package and have already received one scholarship or grant may be awarded an additional scholarship or grant. The additional scholarship or grant will be awarded for one year and may be renewed upon appeal.
- Students receiving other grants, scholarships or other financial assistance intended for tuition costs (i.e., other grants, tuition remission) will have their scholarships or other grants prorated. Total scholarship or grant and/or tuition remission amount cannot exceed the total tuition cost.
- Satisfactory academic progress (SAP) must be maintained to remain eligible.
- Scholarships and grants may not exceed the total cost of tuition in a trimester or other term.
- GGU scholarships and grants are applied towards tuition costs. No award shall exceed amount of tuition.
- Most scholarships and grants are awarded for duration of the academic program; however, some are awarded for one year or one time only.
- The total amount of scholarships and GGU grants are dependent on yearly contributions, budgets and other funding issues and are subject to change.
- Scholarships and grants are subject to budget control and/or donor contributions.

## Alternative/Private Loans

GGU has a list of lenders who offer loans to students as an alternative to Direct Loans. These loans can supplement the gap between the cost of attendance minus all financial aid awards. Participating lenders have their own criteria for loan eligibility. Typically, students must be US citizens or permanent residents and demonstrate creditworthiness. Repayment may be required to begin immediately; interest rates and deferment options will differ from lender to lender. GGU recommends that students compare the variables and options of each lender before making a decision to pursue an alternative/private loan. Visit [www.ggu.edu](http://www.ggu.edu) for further information.

## International Students Loans

A limited number of lenders offer loan programs to international (F and J visa) students. These loans are private or alternative loans. International students are required to have a US citizen or permanent

resident as a cosigner. Deferment, repayment, loan limits and other options vary from lender to lender. If approved, the loan amount may not exceed the cost of attendance for an academic year. Lenders reserve the right to make changes to these loans without prior notice. Visit [www.ggu.edu](http://www.ggu.edu) for further information.

## Washington State Student Loan Advocate

For Washington State residents seeking information and resources about student loan repayment or seeking to submit a complaint relating to your student loans or student loan servicer, please visit [www.wsac.wa.gov/loan-advocacy](http://www.wsac.wa.gov/loan-advocacy) or contact the Student Loan Advocate at [loanadvocate@wsac.wa.gov](mailto:loanadvocate@wsac.wa.gov).

## Financial Aid Disbursements

### Federal Grant Programs, Federal Direct Loans and Scholarships

Students must meet all of the eligibility requirements of the program or loan before a disbursement is made. Enrollment verification is performed each trimester prior to the disbursement of funds. The student's financial aid award is based on the information provided on the GGU Financial Aid Application at the time the award is calculated. If there are changes in the enrollment information at the time of disbursement, the student's award will have to be recalculated. Recalculation may result in changes to the original award amounts and delay disbursements and credit balance payments.

All loans, grants, and GGU scholarships are applied to tuition costs first and are not automatically released directly to the student. If the disbursement of funds to the student's account produces a credit balance, a deposit will be made to the students' bank account or a check will be mailed to the student. Credit balances can be provided through direct deposit to a student's checking or savings account if the student enrolled in the direct deposit option prior to the disbursement of funds to the student's account. Students should go to <http://www.ggu.edu> and login to Self Service to enroll in Direct Deposit. Payments by mailed check or direct deposit occur within 10 business days after the credit balance appears on the student's GGU account record.

## Direct Loans

Federal Direct loans are sent electronically to the university by the US Department of Education. Dates of federal direct loan disbursements are dependent on the start date of the trimester, when the student's enrollment status has been verified and when the loan process has been completed. Federal direct loans are disbursed in two equal amounts for two terms. If the U.S. Department of Education charges fees, the disbursed amount will be minus the fees. First-time

Federal Direct Loan borrowers must complete entrance loan counseling before funds can be disbursed.

## Direct PLUS/Graduate PLUS (G-PLUS)

Federal PLUS funds are disbursed based upon the trimester start date, when the student's enrollment status has been verified and when the loan process has been completed. The US Department of Education may charge fees that will have to be repaid. The fees will be included in the amount to repay. The initial repayment of the loan starts within 60 days after the loan has been fully disbursed. If a federal PLUS is applied to the student's account and a credit balance occurs, the credit balance will be sent to the student's parent(s).

Graduate PLUS loans can be awarded to students who request additional funds beyond their direct subsidized/unsubsidized loan eligibility. Credit worthiness is checked by the US Department of Education. The Graduate PLUS award is COA minus the amount of all financial aid awarded. Graduate PLUS requires a separate loan application. If a credit balance is produced, Graduate PLUS loan funds are applied to the student's account and the credit balance is released to the student.

Current financial aid funds cannot be applied retroactively to past due balances greater than \$200 per federal regulations.

## Return of Federal Student Aid Policy

Federal Student Aid recipients who withdraw completely from all of their courses for a payment period (typically a trimester term) must notify the Financial Aid Office by e-mail at [finaid@ggu.edu](mailto:finaid@ggu.edu) after submitting the proper withdrawal notification to the registrar. Students are deemed to have withdrawn completely from a payment period by any of the following: dropping or withdrawing from all enrolled courses, receiving "UW" grades in all enrolled courses, receiving "F" grades in all enrolled courses with last dates of attendance prior to the term's end date, or any combination of the three. When students withdraw completely from a payment period, Federal regulations specify the method that GGU must use to determine the amount of Federal Student Aid (Title IV) assistance the student has earned. The following Federal Student Aid programs are subject to this policy: Federal Pell Grants, Direct Loans, Direct PLUS Loans, Federal Supplemental Education Opportunity Grants (FSEOG), and Federal Perkins Loans.

The amount of assistance earned is determined on a pro-rata basis. For example, if a student completes 30 percent of the payment period, the student will have earned 30 percent of the assistance the student was originally scheduled to receive. Once the student has completed more than 60 percent of the payment period, the student has earned all the assistance that the student was scheduled to receive for that period.

Federal financial aid awarded to the student and not earned at the time of the effective date of withdrawal or leave of absence will be returned to the Federal Student Financial Aid program from which it

was received. Both the student and the university may be required to return all or a portion of the federal financial aid disbursed for the specified payment period. For withdrawal procedures, students should refer to the university's Withdrawal Tuition Credit Policy.

If financial aid funds must be returned to the Federal Student Aid (Title IV) programs, loan funds will be returned before grant funds. Funds are returned in the following order:

1. Direct Unsubsidized Loans
2. Direct Subsidized Loans
3. Direct PLUS Loan/Direct Graduate PLUS Loan
4. Federal Pell Grant
5. Federal Supplemental Educational Opportunity Grant (SEOG)
6. Other assistance programs authorized by Title IV of the Higher Education Assistance Act

If a tuition adjustment occurs after the return of Federal Student Aid funds has occurred that produces a credit balance on the student's account, the credit balance payment will be issued to the student. The student may request Direct Loan funds to be returned to the US Department of Education to reduce the student's outstanding loan balance. For additional credit balance payment information, students should refer to the Credit Balance Payment Policy.

## Satisfactory Academic Progress (SAP) Policy

To be eligible for federal and State of California financial aid (loans and grants), students must be making satisfactory academic progress (SAP) in accordance with US Department of Education regulations. Students are evaluated for SAP at the end of each enrolled trimester for which they received state or federal aid. Students must continue to meet the university's SAP standards as they pursue their academic programs in order to remain eligible for financial aid. A student's SAP is measured in three ways:

1. Qualitatively - Cumulative Grade Point Average
  - Undergraduate students must maintain a minimum cumulative GPA of 2.00.
  - Graduate and doctoral students must maintain a minimum cumulative program GPA of 3.00.
2. Quantitatively - Completion Rate
  - Undergraduate students must achieve a minimum 67 percent completion rate for all units attempted toward their academic programs. In addition, they must achieve a minimum 67 percent completion rate for all GGU institutional units (not including transfer units) attempted toward their academic programs. This rate is equivalent to successfully completing two out of three courses attempted. Graduate students must achieve a minimum 75 percent completion rate for all units attempted toward their academic programs. This rate is equivalent to successfully completing three out of four courses attempted.

### 3. Maximum Attempted Units Allowed

Students must complete the requirements for their academic programs within 150 percent of the minimum units required to complete their academic programs. (For example, a student enrolled in a degree program that requires a minimum of 123 units may attempt up to 185 units to complete the program). Units attempted also include all units transferred into GGU from prior institutions that can be used to satisfy students' academic program requirements. Students who have reached their maximum attempted units allowed are ineligible for additional financial aid. Students may appeal for financial aid probation status if they feel their circumstances warrant an exception to this standard.

## Effects of Repeating Courses

When students repeat courses for which they failed to earn passing grades, or when students repeat courses to earn better grades, all course attempts are calculated in the students' quantitative measure of progress (standard #2 above), and total units attempted toward their maximum units allowed (standard #3 above).

## Effects of Non-Letter Grades

"I" (incomplete), "UW" (unofficial withdrawal), "UX" (unofficial withdrawal) and "W" (withdrawal) grades award no academic credit and have no grade point value and are not used in the calculation of the student's grade point average.

"CR" (credit) and "NC" (no credit) grades have no grade point value and are not used in the calculation of the student's grade point average. However, "CR" (credit) grades do award academic credit, while "NC" (no credit) grades do not.

All courses with non-letter grades are included in the calculation of the quantitative measure of progress (standard #2 above) and in the maximum attempted units (standard #3 above).

Refer to Grading Policies and Procedures for further information.

## Financial Aid Warning Status

Students who fail to make satisfactory academic progress (SAP) will be placed on financial aid warning status for one trimester following the trimester after which they did not meet the university's SAP standards. Students must meet the SAP standards at the end of the warning trimester or they will become ineligible for additional financial aid. Students on financial aid warning status are eligible for financial aid for only one trimester. If a student has already been awarded aid for two trimesters at the time of the SAP evaluation, the financial aid for the 2nd trimester will be placed on hold until the SAP is evaluated at the end of the warning term.

## Financial Aid Probation Status Without an Academic Plan

Students who become ineligible for financial aid due to failure to achieve satisfactory academic progress at the end of a warning trimester or due to reaching the maximum units allowed for their academic program (standard #3 above) may appeal in writing for financial aid probation status. To be eligible for financial aid probation status, it must be mathematically possible for students to achieve satisfactory academic progress by the end of the subsequent trimester. The calculation assumes enrollment in a maximum of nine units. Students should appeal in writing to the Financial Aid Appeals Committee and explain the reason for their failure to make SAP and what has changed that will allow them to make SAP at the end of the next enrolled trimester. Some possible reasons for appeal include: a death in the family, injury, illness or other unusual or unexpected circumstances. In support of the appeal, students should submit at least one professional reference letter on letterhead or other record (such as a death certificate) to document their changed circumstances. Students may obtain professional references from doctors, counselors, clergy, lawyers, school officials, therapists, social workers, etc. Students who experienced illness or injury should submit copies of medical records in support of their appeals. The Financial Aid Appeals Committee will review each appeal on its own merits and will send a response to each appeal via e-mail within 10-14 business days.

Students approved for financial aid probation status will be eligible for financial aid for one trimester only. At the end of the financial aid probation trimester, students will be evaluated against all three SAP standards. Students who fail to meet the SAP standards at the end of a probation trimester become ineligible for additional aid. Students in this circumstance may see the section "How to Reestablish Financial Aid Eligibility" in this catalog for further information.

## Financial Aid Probation Status with Academic Plan

Students for whom it is mathematically impossible to achieve satisfactory academic progress at the end of the subsequent trimester by attempting 6 to 9 units and who would require two or three trimesters (maximum of 27 units) in order to achieve satisfactory academic progress may be eligible for probation status with an academic plan. Students may appeal for probation status with an academic plan as described above. If approved, students may receive financial aid for up to three trimesters (maximum of 27 units) in order to achieve the university's satisfactory academic progress (SAP) standards or graduate. All other financial aid program eligibility requirements, such as aggregate loan limits, continue to apply.

Students approved for probation with an academic plan must meet with their student services advisers and have their schedules approved prior to registration. Students will be allowed to register once their student services adviser notifies the Financial Aid Office of their approved academic plans. In addition to completing the



approved courses, students must satisfy the following requirements each trimester while on an academic plan:

1. Qualitatively - Grade Point Average

- Undergraduate students must earn a minimum trimester GPA of 2.00; if the student is not required to repeat any courses, the academic plan may require the student to earn a higher trimester GPA in order to raise the student's cumulative GPA.
- Graduate and doctoral students must earn a minimum trimester GPA of 3.00; if the student is not required to repeat any courses, the academic plan may require the student to earn a higher trimester GPA in order to raise the student's cumulative GPA.

2. Quantitatively - Completion Rate

Students must achieve a 100 percent completion rate each trimester for all courses attempted in accordance with the student's academic plan.

Students are evaluated at the end of each probationary trimester to determine whether they have met the requirements of the academic plan. Students who meet the requirements of the academic plan may continue on financial aid probation status for the next trimester. Students who fail to meet the requirements of the academic plan after any probationary trimester become ineligible for additional aid. Students in this circumstance may see the section "How to Reestablish Financial Aid Eligibility" in this catalog for further information.

Students are evaluated at the end of each probationary trimester to determine whether they have met the requirements of the academic plan. Students who meet the requirements of the academic plan may continue on financial aid probation status for the next trimester. Students who fail to meet the requirements of the academic plan after any probationary trimester become ineligible for additional aid. Students in this circumstance may see the section "How to Reestablish Financial Aid Eligibility" in this catalog for further information.

## How to Reestablish Financial Aid Eligibility

Students may reestablish financial aid eligibility by enrolling at Golden Gate University and completing one or more trimesters of at least half-time status (usually six units per trimester for undergraduate students, and four units per trimester for graduate students) without federal or state financial aid and achieve the applicable cumulative GPA and completion rate standards.

## Unsatisfactory Academic Progress Example

A student who fails to meet the qualitative (GPA) and/or quantitative (completion rate) standards at the end of the fall semester will be

placed on financial aid warning status for the spring semester. If the student fails to meet either of these two standards at the end of the spring semester, the student becomes ineligible for financial aid. If the student submits an appeal for probation and the appeal is approved, the student will be allowed one trimester on probation status. At the end of the probation trimester, if the student fails to meet either of these standards, the student is again ineligible for financial aid. In order for the student to reestablish eligibility after a probation semester, the student must complete at least one trimester at Golden Gate University without the use of financial aid. Once the student has achieved each of these standards, the student is again eligible to receive financial aid, provided the student has not exceeded the maximum attempted units allowed for program standard.

## Veterans Affairs (VA) Educational Benefits

Golden Gate University is approved to certify students for veterans' benefits.

The following Veterans Affairs Educational Assistance Programs are available to eligible veterans and dependents:

- Chapter 1606 Montgomery GI Bill®\*: Selected Reserve
- Chapter 30 Montgomery GI Bill®\*: Active Duty
- Chapter 31 Veterans Affairs Vocational Rehabilitation
- Chapter 32 Veterans Educational Assistance Program (VEAP)
- Chapter 33 Veterans Post 9/11 and Yellow Ribbon Benefits
- Chapter 35 Survivors' and Dependents' Educational Assistance

\* GI Bill® is a registered trademark of the US Department of Veterans Affairs (VA). More information about the education benefits offered by VA is available at the official US government website, at [www.benefits.va.gov/gibill](http://www.benefits.va.gov/gibill).

## Financial Responsibility

You are ultimately responsible for any expense incurred while attending Golden Gate University, both to the school and the VA. This includes any tuition, fees, or expenses not covered by VA, as well as overpayments by VA. Please use VA funds for the purposes for which they are intended. Please note that the VA pays in arrears for your schooling (i.e., you'll receive September's payment in October, and October's payment in November). There is no pay over breaks, so it is very important to be financially prepared for the Fall, Spring and Summer breaks, when school is not in session.

The VA pays for only the time you are attending school, and you will be paid a pro-rated amount for the month. For instance, if fall term begins on September 22, you will only be paid from the 22nd to the 30th for your first month. You are strongly encouraged to carefully

consider these policies and practices as you budget your funds while attending school.

If you are a Chapter 33 student, the VA may only be responsible for a percentage of your tuition. Your Certificate of Eligibility Letter will include the percentage the VA will pay. For example, if the VA pays 70%, you are responsible for paying the other 30%.

With other Chapters, such as 30, 35, 1606, and 1607, the VA pays you, the student, directly every month. It is your responsibility to pay your tuition, books, and other expenses.

VA students are highly encouraged to apply for financial aid while attending Golden Gate University to see if they qualify for other types of funding. Federal Title IV financial does not affect VA benefits. Some examples of expenses that the VA does not cover include, but are not limited to, application fees, graduation fees, late registration fee, and parking. Please make sure you have the funds to take a program.

## Transfer Students

For Chapters 30, 33, 1606, and 1607: If you have used your benefits at another school, you will have to complete VA Form 22-1995, Request for Change of Program or Place of Training, online (VONAPP).

For Chapter 35: If you have used your benefits at another school, you will have to complete VA Form 22-5495, Dependents' Request for Change of Program or Place of Training, online (VONAPP).

## Path to Completion

Your advisor will provide you with a list of classes required to complete your program. VA benefits are applicable to degree program requirements only. Specifically, each year for which you enroll must be required by the academic program to graduate to qualify for benefits. Electives are permitted, up to maximum indicated in the published curriculum.

## Change of Program

You cannot change programs once an academic semester has started and you have been certified to the VA for the term. Any change in program will apply to the upcoming term. Changing your program may affect your benefits including your remaining benefit eligibility compared to the length of the program. Specifically, you could exhaust your benefits before completing your program. If you have any questions regarding your remaining benefits, please contact the VA Regional Office. You must also complete a Request for Change of Program or Place of Training form (VA Form 22- 1995) online (VONAPP).

## Adding/Dropping Classes

You are encouraged to enroll in courses which are required for your degree and to avoid adding and dropping classes without prior approval from your academic advisor. Enrolling in courses which are not required by your program initially or resulting from adding or dropping classes can result in a VA benefits overpayment for which you will be responsible to repay to the VA. You must notify the GGU's VA certifying official immediately if you add or drop courses which can result in changes to your certification along with notification to the VA.

Golden Gate University will not be responsible to repay any overpayment or underpayment that may result from adding or dropping classes. Faculty may drop students who have stopped attending their class(es). For VA purposes, this process is equivalent to the student dropping that class.

## Academic Progress

All VA students are required to meet the academic progress standards established by Golden Gate University. VA regulations require that students placed on academic probation or academic suspension be reported to the VA. These regulations require that educational assistance benefits to veterans and other eligible persons be discontinued when the student ceases to make satisfactory progress toward their training objectives.

The grades reported by the faculty will be the same grades that are reported to the VA. Any grade disputes must be resolved between the instructor and the student, and at no time will the Certifying Official become involved in a grading dispute. If a grade is changed at a later date, the new grade will be reported to VA.

## Termination of Benefits

If you are academically disqualified, GGU will notify VA and terminate your last term's certification.

GI Bill® payments will stop immediately and you may owe money to the school and may have to repay any GI Bill benefits you received for that enrollment. You can reenroll for a future term at the same school in the same education field and receive GI Bill® benefits if the school allows you to. If you enroll in a different school OR a different education program VA must find that the cause of the unsatisfactory attendance, progress, or conduct has been removed and that the program of education or training to be pursued is suitable to your aptitudes, interests, and abilities.

## Withdrawal from Classes

Students receiving a "W" grade will likely accrue an overpayment from VA. If you receive an administrative withdrawal "UW" for non-

attendance, GGU will report the course as withdrawn retroactively to the first day of that term.

If there are mitigating circumstances that need to be explained to the VA, students may submit a Statement in Support of Claim form (VA Form 21-4138). Any supporting evidence should also be included with the form.

## Failing Grades

If you receive an Failing grade "(F)" are reported to the VA including the last date that you were physically present in the class. You will incur an overpayment of GI Bill® benefits you received if this date is prior to the last date of the term. You may retake the class and receive GI Bill® benefits in cases for which a higher grade is required to successfully complete the program.

## Auditing a Class

Non-punitive grades including, NC, "no credit" or "no pass", may result in an overpayment because no credit is awarded and will require repayment of any GI Bill® benefits for that class.

## Incomplete Grades

Incomplete grades are given when you do not complete the class requirements prior to the end of a term and as a result, credit is not awarded. The VA will not take any action for up to 12 months from the end of the term. If, after 12 months or the school's time limit (whichever is shorter) the incomplete class is changed to a standard evaluated grade along with credit, you may have to repay any GI Bill® benefits you received for that class. Since you did not receive credit for the class, you are not eligible for GI Bill® benefits. It is your responsibility to notify the School Certifying Official when the "I" is changed to a standard evaluated grade with credit.

## Class Attendance and Performance

Every student is expected to attend class and maintain satisfactory progress in that class. Class attendance is expected to occur consistently throughout the term. If a student receiving VA benefits ceases attendance and receives a failing "F" grade, the student's last date of attendance will be reported to the VA. If a student is absent from a class that requires physical presence, then the last date that the student was physically present will be reported to the VA as the last date of attendance.

Students who fail classes due to non-attendance or poor attendance or lack of participation will likely incur overpayments and may be required to repay to VA including tuition and any other payments made associated with your enrollment in that class. The official date of last attendance will be the date reported to the VA.

## Guest or Concurrent Enrollment

If approved to take courses at another institution, a formal request must be submitted to a GGU SCO to use your benefits at both schools. Submit a request for a Parent School Letter, which allows certification at both schools. Include institution, school official name and email address or fax number.

## Break Pay

The VA does not pay for any breaks in instruction. For example, if winter break in December is eight days, the VA will only pay for 22 days (VA always counts a month as 30 days, regardless of the actual number of days in the month).

## Benefit Expiration

Let us know when your GI Bill® benefits are exhausted. Failing to notify us could result in an overpayment. You can access your remaining entitlements by going to the VA eBenefits page and working through these steps:

- Login to your existing account or register for an account (be sure to write down your username and password)
- When a security warning pops up while navigating through the site, follow these steps:
  - Choose "I understand the risk"
  - Choose "Add Exception"
  - Confirm security exemption
- At the "Create your DS logon today" section, answer the questions, then begin "Basic Registration Lev. 1"
- Once your registration has been completed, upgrade your account and go through Remote Proofing
- When proofing has been completed, go to eBenefits and click Manage Benefits, then Education
- At that point, Chapter 33 Post 9/11 recipients should be able to view and print your Post 9/11 GI Bill®. Enrollment Info, which will serve as your Certificate of Eligibility (COE)

## Round Out

A VA student can round out a schedule with non-required courses to bring his/her course load up to a full-time schedule in his/her **last term prior to program completion only**. This allows students to continue to receive benefits at the full-time rate in their last term of enrollment, even though fewer credits are required to complete the program. This procedure can be done only once per program. In rounding out a full-time schedule, VA students may use any credit hour unit subject, including a subject that has previously been successfully completed (received a passing grade).

EXAMPLE: A claimant needs to complete 60 credit hours to obtain a BA degree. After passing 57 credit hours, the claimant enrolls in four 3-credit-hour courses. VA may pay the veteran educational assistance for full-time training during this last term.

## Enrollment Classification

### Undergraduate

Semester	Less Than Half-Time	Half-Time	Three-Quarter Time	Full-Time
Fall, Spring, and Summer	Less than 6 units	6-8 units	9-11 units	12 or more units
8 Weeks	2 units	3 units	4-5 units	6 units

### Graduate

Semester	Less Than Half-Time	Half-Time	Three-Quarter Time	Full-Time
Fall, Spring, and Summer	Less Than 4 units	4 units	5-7 units	8 units
8 Weeks	1 unit	2 units	3 units	4 units

## Equivalency Table (Chapter 30, 32, 35, 1606, and 1607)

The training time credit hour equivalency table for nonstandard length semester where 12 credits is full-time is shown below:

## Term Definition

The VA considers all the classes that start in the same calendar week to be in the same "term," while classes that start in a different calendar week are in a different "term," regardless of what the school calls them. So, if you were in two classes that ran August - December and one class that ran October - December, then your school submitted it correctly with two classes in one term and one class in another term.

When the VA calculates payment, they will consider each term independently, and also the overlapping period when two or more terms overlap the same dates. In the case of an overlap, the VA will add the enrollment of both terms for the overlap period only. So, if you were in 6 units for the full term and another 6 units for the 2nd half-term, then the VA will count that as 1/2 time for the first half and full time for the second half (because of the overlap). If you were enrolled originally in 12 units for the full term, and then switched it

to 6+6, then you may owe a debt to the VA for BAH received during the first half.

## Overpayments

Generally, overpayments of VA benefits are the responsibility of the student. However, there are instances under the Post 911 GI Bill® when an over-payment is created on a school and funds need to be refunded to VA.

### A debt is established on a school when:

- The student never attended classes for which he/she was certified regardless of the reason for non-attendance
- The student completely withdraws on or before the first day of the term. If student reduces, the debt is a student debt
- The school received payment for the wrong student
- The school received a duplicate payment
- The school submitted an amended enrollment certification and reported reduced tuition and fee charges. (Reductions based on student's action should be reported on a 1999B with the changes in the enrollment and will result in a debt to the student)
- The student died during the term, or before start of the term
- VA issued payment above the amount certified on the enrollment certification that was used to process the payment (VA data entry error)

### A debt is established on the student for tuition/fees when:

- The student withdrew after the first day of the term (FDOT)
- If the student completely withdrew on the FDOT, treat as if student never attended
- The student reduced hours whether the reduction occurred before or during the term
- If the student attended at least one day of any of the classes certified and a payment has been issued, any debt created by the reduction/withdrawal should be charged to the student
- The school submitted a change in enrollment (1999b) and reported a reduction in tuition/ fees due to student action reducing or terminating training.
- If a student drops a course and adds a course so that there is no net change in training time, any change to tuition/fees, and/or is a student debt Schools must refund tuition and fee payments to students in accordance with their established refund policies, so that the students can resolve over-payments.

For information on what caused a debt, contact the Education Call Center at the VA Regional Office:

### VA Regional Office

P.O. Box 8888  
Muskogee, OK 74402-8888

Phone: 1 (888) 442-4551  
Fax: (918) 781-7863

Education Case Managers are available 7:00 AM to 7:00 PM Central Time, Monday through Friday. The system's automated functions can provide information about benefits, applications, etc., and are available 24 hours a day, 7 days a week.

For Debt Collection Information, contact the VA Debt Management Center (DMC):

#### VA Debt Management Center

P.O. Box 11930  
St. Paul, MN 55111-0930  
Phone: 1 (800) 827-0648  
[www.va.gov/debtman](http://www.va.gov/debtman)

Business hours are 7:30 AM to 12:15 PM. and 12:45 PM to 6:00 PM Central Time. Mondays and the first business day of the month are always the busiest. The best times to call on those days are 10:30 AM to 12:15 PM and 1:15 PM to 3 PM Central Time. If you cannot reach the DMC by phone, try later in the day or consider emailing: [dmc.ops@va.gov](mailto:dmc.ops@va.gov). There is specific information about debt resolution on the DMC website.

## Chapter 33 Housing Information

#### To Qualify for FULL Housing:

- Enroll in what VA considers full time enrollment
- At least one course must be considered resident learning
- Be 100% eligible for the GI Bill

#### To Qualify for ANY Housing:

- Rate of pursuit must be over half time (credits>51%).
- If all of your courses in a term are distance learning, you will get 50% of the national average.

### Rate of Pursuit

VA calculates rate of pursuit by dividing the credit hours (or credit hour equivalents) being pursued by the number of credit hours considered to be full-time by the school. The resulting percentage is the student's rate of pursuit.

For undergraduate, 12 credits are generally required for full-time training. For graduate students, 8 credits is full-time. The school submits the term dates and credit hours of the enrollment to VA and we calculate the rate of pursuit.

Undergraduate example: If 12 credits is considered full-time, a course load of 6 credits yields a rate of pursuit of 50% ( $6 \div 12 = .50$ ), whereas a course load of 7 credits yields a rate of pursuit of 58% ( $7 \div 12 = .58$ ). In this scenario, a Veteran would need to enroll for at least 7 credits (such as two 3-credit classes and a 1-credit lab) in order to

receive the housing allowance benefits. Graduate example: a course load of 6 units is equivalent to a rate of pursuit of 80% ( $6 \div 8 = .75$ ).

For non-standard terms (less than 15 weeks), a student's rate of pursuit or training time is determined by the Equivalent Credit Hour. VA uses the following formula to calculate the ECH: (number of credits x 8)  $\div$  number of weeks in the term = ECH.

## Monthly Housing Allowance

Once the training time is determined, the monthly housing allowance is paid at the nearest 10% level. For instance if your training time is determined to be 58% as calculated above you will be paid 60% of the applicable housing allowance. If your training time is calculated to be 84% you will be paid 80% of the applicable housing allowance.

BAH is based on the zip code of the primary school or in cases where all courses at the primary school are distance courses the BAH would be based on the zip code of the school where in residence courses are being taken. Students whose enrollment is exclusively distance learning will be eligible for a monthly housing allowance equal to 50% of the national average of all Basic Allowances for Housing. Exclusively Online Training (No Classroom Instruction) = \$849.50.

Payments are made at the first of each month for the prior month's attendance. For example, you would receive a payment in March for attendance during the month of February. Please note that under the following circumstances, you may receive only a partial payment:

- If you drop a course or courses and it affects your overall training time, you will be paid at your new training time rate.
- If you attend courses for less than a full month, such as at the beginning or end of a semester, your payment for that month will be prorated based on the number of days you actually attended.

## Yellow Ribbon Program

GGU is proud to participate in the Yellow Ribbon Program, a provision of the Post 9/11 GI Bill®. Under the Yellow Ribbon Program, the school will award a grant up to 50% of unmet tuition costs, up to \$14,000 per semester, to eligible Yellow Ribbon Program veterans. The Veterans Administration will provide the other 50%.

Merit scholarships awarded by GGU will be applied to tuition costs only. The combination of merit scholarships, VA tuition benefits, and GGU's Yellow Ribbon grant may not exceed the total cost of tuition. After admission, to receive a more accurate review of how VA benefits may assist with tuition, eligible students should contact the FAO to schedule an appointment at (415) 442-7283 or via email at [va@ggu.edu](mailto:va@ggu.edu).

\*\*VA benefit information is accurate as of the time of the printing of this document. Students applying for VA benefits are strongly encouraged to review any possible changes to VA benefits at

[www.gibill.va.gov](http://www.gibill.va.gov) as benefits may change at any time without prior notice.

## Code Of Conduct

Golden Gate University Office of Financial Aid Employees:

- Do not receive anything of value from any lending institution, servicer or guarantee agency in exchange for an advantage sought by the lending institution, servicer or guarantee agency
- Do not accept anything, of more than nominal value, from any lending institution, servicer or guarantee agency
- Do not receive anything of value for serving on advisory boards of any lending institution, servicer or guarantee agency
- The Golden Gate University Office of Financial Aid hires its own employees and not employees of lenders, servicers or guarantee agencies in staffing the office.

## Contact Us

The GGU Financial Aid Office has an open-door policy. We have financial aid counselors continuously available during our business hours. The FAO staff is here to assist any student who has questions, needs forms, is seeking additional information, is looking for guidance on the financial aid process or would like to talk about a financial plan to cover expenses throughout their educational career.

Phone: 415-442-7270

Fax: 415-442-7819;

E-mail: [finaid@ggu.edu](mailto:finaid@ggu.edu)

or visit [www.ggu.edu](http://www.ggu.edu).

## Enrollment

### Academic Calendar

Golden Gate University operates on a trimester academic calendar and offers sixteen-week trimester "A" terms in the fall, spring, and summer. Two consecutive eight-week terms "B" and "C" are offered within each sixteen-week trimester term. In addition, the Schools of Taxation and Accounting offer full-time daytime cohort programs with classes scheduled during the "D" terms. The academic year begins with the fall trimester term and ends with the following summer trimester term.

Classes are offered during the daytime, evenings and weekends and are offered both in-person and online. Students should view the course schedule online at <http://www.ggu.edu/degrees-and-courses/course-schedule> for specific schedule information including time, place and availability of online classes.

Registration and advising begin approximately seven weeks prior to the start of each trimester term. Students may enroll at the start of all academic terms except the "D" terms, which are restricted to Taxation and Accounting cohort program students. Students may attend year round, but are not required to do so. See Enrollment Requirement to Maintain Admission Status for more information.

### Prerequisites and Corequisites

Prerequisites are courses that must be successfully completed before the course for which they are required. Prerequisites, if any, are listed following the description.

Corequisites are prerequisites, which, if not successfully completed before the course for which they are required, may be taken at the same time as the course for which they are required. Like prerequisites, corequisites are listed following the course description.

### Undergraduate Course Number System

Each undergraduate course is assigned a number according to the following plan:

1-99	Lower-division courses
100-199	Upper-division courses

Uppercase "A" and "B" following a number indicate related courses that may be taken out of sequence (unless prerequisites are noted).

Directed study, with permission of the instructor, department chair or program director and the dean, is available to advanced students in several fields.

Courses carry from one to six units of credit in one trimester or term, depending upon the number of semester hours assigned to that course. Primary focus and consideration are given to expected learning outcomes and the way in which they are affected. Generally, for traditional in-person instruction, academic credit is assigned on the basis of one semester credit hour for each 15 hours of classroom contact. However, credit is not entirely derived by a simple arithmetic conversion of contact hours, but considers factors such as course assignments and activities, course materials and the nature of the learning experience, required outside preparation and assessment instruments. These factors are the sole factors for determining credit hours for classes involving distance learning.

### California Articulation Number

The California Articulation Number (CAN) system identifies many transferable, lower-division, major-preparation courses commonly taught on California college and university campuses. While this program has been slated for discontinuation, it continues to be used by articulation officers throughout California. GGU will continue to recognize the CAN system until it is no longer accepted in the California higher education system.

The system assures students that CAN courses on one participating campus will be accepted "in lieu of" the comparable CAN courses on another participating campus. For example: CAN ECON 2 on one campus will be accepted for CAN ECON 2 on every other participating campus that has also qualified CAN ECON 2. Each campus retains its own numbering system, but adds the CAN designation parenthetically in its publications.

Check with counseling offices, departmental offices or articulation officers for current listings of CAN-qualified courses. A CAN catalog listing campuses and courses is published in January and June.

### Graduate Course Numbering System

Graduate courses are assigned numbers according to the following plan:

200-299	Foundation Program Courses
300-499	Advanced Program Courses
800-899	Doctoral Seminars

Only one directed study may be taken for credit by a candidate for a master's degree. The dean's approval is required.

Courses carry from one to three units of credit in one trimester or term, depending upon the number of semester hours assigned to that course. Primary focus and consideration are given to expected learning outcomes and the way in which they are effected. Generally, for traditional in-person instruction, academic credit is assigned on the basis of one semester credit hour for each 15 hours of classroom contact. However, credit is not entirely derived by a simple arithmetic

conversion of contact hours, but considers factors such as course assignments and activities, course materials and the nature of the learning experience, required outside preparation and assessment instruments. These factors are the sole factors for determining credit hours for classes involving distance learning.

## Enrollment Status Classifications and Reporting

The university classifies students' enrollment statuses based on their academic levels (e.g., Undergraduate, Graduate, Doctoral) and the number of units in which they are enrolled during an enrollment period. Enrollment periods include the trimester "A" terms and corresponding eight-week "B" and "C" sub-terms.

Enrollment Classifications	Less Than Half Time	Half Time	Three-quarter Time	Full Time
Undergraduate	5 or fewer units	6-8 units	9-11 units	12 or more units
Graduate	3 or fewer units	4-5 units	6-7 units	8 or more units
Doctoral	2 or fewer units	3-6 units	NA	7 or more units

For the purposes of awarding Federal Student Aid, these classifications do not apply to students who are registered in only one eight-week term (e.g., Fall B). Students must also register for another term, which can be either the other eight-week term or the sixteen-week trimester. Otherwise the student will be classified as "less than half time," regardless of the number of registered units.

The university reports the enrollment status for all students enrolled in a given enrollment period to the National Student Clearinghouse (NSC) on a monthly basis. The report includes the beginning and ending dates of each student's actual enrollment period and the student's enrollment status (e.g., half time, full time, less-than full time, graduated, withdrawn). The NSC makes this information available to lending institutions, prospective employers, verification agencies and others wanting to verify a student's enrollment.

The information reported to NSC includes directory information as defined under Privacy of Student Education Records policy. Students who do not want their directory information released by the NSC to inquirers (except to lenders), must submit a Request to Prevent Disclosure of Directory Information form to the Office of Records and Registration. The form is available on GGU4YOU or from the Office of Records and Registration.

## Credit Hour (Unit) Definition

Golden Gate University has long followed the standard definition of a credit hour or unit using the "Carnegie Unit" as a baseline standard, where every one hour spent in class instruction over the course of a 15/16 week term equates to 2-4 hours of out-of-class preparation time. This includes other academic activities including internships, practica, and other academic work leading to the award of credit hours. As more courses have integrated online learning technologies to become blended or offered fully online, it is important for students to understand how the units they earn toward a degree translate to the commitment required to successfully meet the academic standards for the institution. As to be expected, there will be slight variations across academic level (undergraduate and graduate), or from academic department to department, and even at various during times of the term. Golden Gate University students can expect their time spent during instruction (contact hours) and class preparation, in person and online, to meet or exceed the standards defined by the Department of Education\* in regulations effective July 1, 2011.

The following are three examples of a course work requirement:

- 15-week, in person, graduate course in the Ageno School of Business:  
2 hours, 40 minutes in class each week (approximately 45 contact hours)  
8-12 hours of student preparation time each week  
3 unit internship = 180 hours  
15 weeks = 3 units
- 16-week, in person, graduate course in the School of Accounting or Bruce F. Braden School of Taxation:  
2 hours, 40 minutes in class each week (approximately 48 contact hours)  
8-12 hours of student preparation time each week  
3 unit internship = 240 hours  
16 weeks = 3 units
- 16-week, in person, undergraduate course in the School of Undergraduate Studies:  
2 hours, 40 minutes in class each week (approximately 48 contact hours)  
8-12 hours of student preparation time each week  
3 unit internship = 240 hours  
16 weeks = 3 units
- 8-week, blended, undergraduate course in the School of Undergraduate Studies:  
2 hours, 40 minutes in class each week (approximately 24 contact hours)  
2 hours, 40 minutes of online instruction\*\* each week (approximately 24 contact hours)  
10-14 hours of student preparation time each week  
3 unit internship = 180 hours  
8 weeks = 3 units

\* See <https://ifap.ed.gov/dpccletters/GEN1106.html> for detailed information regarding this regulation.

\*\* Online instruction includes review of online materials such as lectures, PowerPoint presentations, videos, and instructor-led



participation. It does not include reading course assignments or doing homework exercises, things that would be done "out of class" if the course were meeting in-person.

## Instructional Methods

GGU delivers instruction via the following instructional methods, most of which include an online component:

- **Lecture:** Instruction is delivered in-person in a traditional lecture format.
- **Online:** Instruction is delivered entirely online and interaction between students and instructors is asynchronous via GGU's online platform.
- **Mixed Mode:** Instruction is delivered both in-person and via online platform, with one or more in-person class meetings.
- **Blended:** Instruction is delivered during an 8-week term and alternates between in-person class meetings and online asynchronous course sessions.
- **Web-Enhanced:** Instruction is delivered in-person and is supplemented with GGU's online platform to facilitate some course activities and/or deliver content.
- **Web Conference:** Instruction is delivered remotely via real-time video conferencing system; sections may be cross-listed with lecture sections so that some students will attend in-person lectures while others attend remotely.

## Enrollment Minimum and Maximum Requirements

### Fully Admitted Students

Fully admitted students may enroll in the maximum number of units per trimester period indicated below:

- Undergraduate: 17 units
- Graduate: 14 units
- Doctoral: 8 units

Students may be permitted to enroll in additional units with the written approval of the appropriate academic dean. This approval must be given to the Office of Records and Registration prior to enrolling in the excess units.

### Conditionally Admitted Students

Conditionally admitted undergraduate students may enroll in a maximum of 12 units per trimester period. Conditionally admitted graduate students may enroll in a maximum of nine units per trimester period. It is strongly recommended that conditionally admitted students take no more than two courses per trimester period until the conditional admission requirements are satisfied.

## Provisionally Admitted Graduate Students

Provisionally admitted graduate students may enroll in only one trimester while awaiting the conferral of their undergraduate degrees. Provisionally admitted graduate students may not enroll in a subsequent trimester until their official transcripts showing their degrees have been conferred have been received by Enrollment Services and their admission status has been changed to conditionally or fully-admitted.

## International Students

United States (US) federal regulations require international students residing in the US with a student F1 Visa or scholar J1 Visa immigration type to enroll in a full course of study. These students must enroll full time. The student's degree level combined with the length of the trimester terms determine the full course of study requirement.

International (F1 or J1 visa) graduate students are required to enroll in a minimum of eight units per trimester term. International (For J1 visa) Doctoral students must be enrolled in a minimum of seven units per trimester term while they are completing their coursework and four units per trimester term while completing their dissertation.

Graduate and doctoral students are eligible for a vacation trimester term after completing two consecutive trimester terms of full-time coursework. Grades of W (Withdrawal), WF (Withdrawal Failure), AU (Audit), NC (No Credit), UW (Unauthorized Withdrawal) and I (Incomplete) are not calculated as earned units for immigration purposes.

GGU operates on a multi-term academic calendar consisting of three trimesters: fall, spring, and summer trimester. In order to be considered full time during one of these trimester terms, international students must enroll in in-person classes that span the 16-week trimester term. Students may satisfy this obligation by enrolling in 16-week courses or a combination of 16-week and eight-week courses.

Only one class (3 units) of online courses may be applied toward the full-time enrollment requirement for international students. International students may take more than one class online, but only on an approved vacation trimester term or in addition to a full-time course load.

International students must obtain prior approval from their international student counselor before dropping or withdrawing from courses. International students who are unable to fulfill the full course of study requirement should contact Graduate Advising Services without delay in order to prevent violation of their immigration status.

International students may be permitted to fulfill their enrollment requirements by taking courses at other institutions while they are

pursuing their program at Golden Gate University. Before enrolling elsewhere, the student must first receive approval from the Graduate Advising Center by submitting an "International Student Request To Take Courses At Another Institution" form to that office in Enrollment Services.

International students in valid immigration status at another institution may enroll in Golden Gate University courses with the written authorization from their home institution. International students must meet the minimum enrollment requirements of the other institution, and will be required to provide proof of having fulfilled GGU's English Language Proficiency Admission Requirements.

## Students Enrolling Concurrently at Other Institutions

Students may be permitted to fulfill some requirements of their academic programs by taking courses at other regionally accredited institutions. The courses will be transferred into Golden Gate University provided the following three conditions are met:

1. The student has not met the maximum number of allowable transfer units; and
2. The student is in good academic standing; and
3. The student has no outstanding financial obligations to the University.

Golden Gate University publishes the articulation agreements with other institutions on the Golden Gate University website. Students are not required to petition for permission to take courses at those institutions if students have met the above requirements and the courses in question are listed in the agreement. Golden Gate University makes every effort to publish the most current articulation agreements, and strongly recommends that students refer to these agreements before registering for courses at other institutions.

If the course the student wants to take is not included in the articulation agreement, the student is required to petition for permission to enroll in that course. Before enrolling at the other institution, students must first receive approval from the applicable office per the "Domestic Student Request to Take Courses at Other Institution" form. Students must include ample documentation (course descriptions, syllabus information, etc.) to support the request.

In the evaluation process, an emphasis will be placed on evaluating basic proficiencies and electives first, with courses in the liberal studies core to follow.

Students who wish to receive financial aid for courses taken concurrently at other institutions must submit a separate petition to the Financial Aid Office.

International students must follow the policy for concurrent enrollment as described in the International Students section above.

## Enrollment Requirement to Maintain Admission Status

Golden Gate University requires students to enroll in and complete at least one unit of academic credit every three trimesters in order to maintain their admission at the institution. Domestic students may be absent for two consecutive trimesters without consequence. International students with F1 or J1 visas must meet the more stringent enrollment requirements as described in the International Students section above.

Students who fail to enroll for three consecutive trimesters are considered to be stopped-out. Students whose programs become stopped-out under this policy are required to apply for readmission in order to resume their academic studies at Golden Gate University. See the University's Readmission of Former Students policies for more information.

## Registration Policies and Procedures

### Internet and Email Access Required of All Students

Golden Gate University expects all students registering for courses to have access to a computer and the Internet either at work, at home, or through the Business Library.. Most, if not all, courses offered at GGU have some content and tasks online.

The University communicates registration, payment and other administrative information by email, and expects all students to have an email address and to check it regularly. Students must keep the University informed of their email addresses and other contact information. Changes may be submitted online via GGU4YOU under the "Profile" menu or by submitting a Change of Student Information form to the Office of Records and Registration. The University will accept registration requests submitted by email but only if the email originates from the email address on record for the student.

### Registration Request Submission Requirements

All registration requests, including course drop/withdrawal requests, must be submitted in one of the following way(s):

- Online via GGU4YOU at [www.ggu.edu](http://www.ggu.edu)
- Email to: [registration@ggu.edu](mailto:registration@ggu.edu) (Note: Message must originate from the student's email address on record at Golden Gate University.)
- Fax to: 415-442-7223
- Mail to: Office of Records and Registration, 536 Mission St., San Francisco, CA 94105

The following kinds of requests are insufficient, and will not be acted upon:

- Oral/spoken requests
- Requests submitted to instructors, deans or academic department chairs or staff
- Requests submitted by anyone other than the student, including family members

Students are not officially enrolled until tuition and fees have been paid for all registered courses or other acceptable payment arrangements have been made, such as enrolling in a deferred payment plan. Students must pay in full or make other arrangements by the payment due date for the term, as published in the academic calendar, or their registrations may be canceled. A student whose registration is canceled due to failure to pay who requests to be reinstated will be assessed a \$100 late registration fee. Payment in full or other satisfactory payment arrangements must be made before a student's registration will be reinstated.

## Pre-Registration Academic Advising Requirement

The following students are required to have their schedules approved by their academic advisor prior to registering:

- Students enrolling under open enrollment status must have their schedules approved by their enrollment counselors.
- Students making the credit/no credit grade election.
- Students who have yet to satisfy the terms of their conditional admission.
- Students on academic probation.

Undergraduate students must consult with their enrollment counselors in their first or returning trimester at GGU. Undergraduate students may register for subsequent terms without seeking approval, but are encouraged to consult with their academic advisors.

Graduate students either beginning a new academic program or planning to graduate at the end of the term for which they are registering should consult with either a faculty advisor or their academic advisor.

## International Students (F1 and J1 Visa)

Before registering, students will need the approval of their academic advisor in the if they:

- Are registering for their first term.
- Want to drop/withdraw from a course.

## Math or English Conditional Admissions

Students who have not satisfied the math or English admissions requirements must receive advising and obtain the approval of an academic advisor prior to registration.

## Open Enrollment Status

Prospective students who are seeking to earn degrees or certificates, who have applied for admission to the university but whose applications have not been processed, may enroll in courses through open enrollment status. In addition, students who desire to take courses from GGU to transfer back to their home institutions or for personal enrichment and who are not seeking to earn academic credentials may request to enroll through open enrollment status. Permission to register for individual courses is based on prior academic performance and preparation in appropriate prerequisites. See the Open Enrollment Status policies for more information.

## Adding or Dropping Courses

### Adding Before the Add Deadline

Students may register for a course section after it has begun during the Add Period. The Add Period extends through the second week of classes for trimester terms, and through the first week of classes for eight-week terms. Students are not allowed to register for intensive courses (less than eight weeks long) once they have begun, without instructor permission. The specific dates are published in the course schedule and can be found in the Academic Calendar. Students must submit add requests either in writing online through GGU4YOU, by fax, email, or in person to the Office of Records and Registration. Making an oral/spoken request or submitting a written request to the instructor or any other university office is insufficient.

### Adding After the Add Deadline (Late Registration)

Students who want to register for a course section after the "Last Day to Register/Add Course" may request late registration. For specific dates, students should consult the Academic Calendar. To request late registration, students must submit all of the following with their registration request:

- Written or emailed approval from the course's instructor
- Written or emailed approval from a senior administrator in the school that is offering the course, such as the dean, director or department chair
- A \$100 late registration fee. This fee will be charged only once per trimester term, regardless of whether students have already registered for courses within that term. This fee will be waived only if students present written evidence of extenuating circumstances beyond their control that

prevented them from registering before the registration deadline. Only the Office of Records and Registration or school's senior administrator can authorize a waiver - not the course's instructor.

## Drop "W" Grade Policy

After the "Last Day to Drop Without Tuition Charge or 'W' Grade" dropped courses are automatically assigned "W" grades by the registrar; the only exceptions are for courses that are canceled by the university or when a student changes from one section to another section of the same course, both of which are offered in the same academic term. Students are liable for the tuition for all courses dropped after the "Last Day to Drop Without Tuition Charge or 'W' Grade." For specific dates, students should consult the Academic Calendar. Course sections that are dropped after the "Last Day to Drop Without Tuition Charge or 'W' Grade" are included in the attempted units for evaluating Satisfactory Academic Progress (SAP) for financial aid recipients.

## Dropping and Withdrawing from a Course Section

Students may withdraw from a trimester course section through its fourteenth week, an eight-week course section through its seventh week, and a nine-week course section through its eighth week, as published in the Academic Calendar. If the student has been admitted conditionally or placed on academic probation, the student must meet with their academic advisor before dropping or withdrawing from a course or withdrawing completely from the university.

If the student drops a course section before the "Last Day to Drop Course Without Tuition Charge or 'W' Grade," as published in the Academic Calendar, which is approximately the end of the third week of the course, the full tuition charge will be credited to the student's account. If a student withdraws from a course section after this deadline, the registrar will record a "W" grade on the student's transcript and the student will be liable for the tuition charge.

In order to officially withdraw, the student must drop the course online via GGU4YOU or submit a drop request in writing by email, fax, or in-person to the Office of Records and Registration. Making an oral/spoken request or submitting a written request to the instructor or any other university office is insufficient.

Requests for withdrawal or change-to-audit status will not be approved after the "Last Day to Withdraw from Course" as published in the Academic Calendar and the student will receive a grade for the course. If the student ceases to attend a course section and does not officially withdraw, the instructor will assign an "F" grade, and will record the student's last date of attendance (LDA) in class or participation online. When applicable, the student's LDA will be reported to 3rd parties that have provided funding for the student's education, such as the US Department of Education or the US Department of Veteran Affairs.

## Changing to Audit Status

Students may change to audit status for a trimester course section through its fourteenth week and an eight-week course section through its seventh week. For specific dates, students should consult the Academic Calendar. However, if the student registers for a course in non-audit status and later changes to audit, no audit discount will be given. Doctoral courses may not be audited.

Requests for changes to audit status must be submitted in writing to the Office of Records and Registration. An oral/spoken request or a written request submitted to the instructor is insufficient.

Students who elect audit status may not change their registration status later to receive a letter grade or a "CR" (Credit) grade without the approval of the dean, program director, or department chair that oversees the student's academic program. Refer to "Auditing Courses" for additional policies relating to auditing courses.

## Financial Aid Recipients Who Withdraw Completely From All Courses

Financial aid recipients who withdraw from all courses during a financial aid award period (fall, spring, summer) must notify the Financial Aid Office by email at [finaid@ggu.edu](mailto:finaid@ggu.edu) after submitting the proper withdrawal request to the registrar. Complete withdrawal may be accomplished by dropping or withdrawing from all enrolled courses.

## International Students

International students (F-1 or J-1 visa), must contact the Graduate Advising office before dropping or withdrawing from a course. The advisor will advise the student about compliance with US immigration policies, Department of Homeland Security regulations.

## Refunds

If students drop courses before the "Last Day to Drop Course Without Tuition Charge or 'W' Grade," the tuition charge for the dropped courses will be reversed, and their accounts will be credited. This credit will be applied toward their future registration charges. If, instead, students would like the credit balance refunded to them, they should send a written request to Student Accounting Services via fax at 415-442-7819 or email to [sas@ggu.edu](mailto:sas@ggu.edu). Oral/spoken requests will not be processed.

## Section Waitlists

Students attempting to register for full/closed course section(s) will be given the option of placing themselves on the section's waitlist. Tuition is not assessed when students are added to a waitlist. Students

may remove themselves from course waitlists via GGU4YOU if they no longer want to be enrolled in the waitlisted course.

Course waitlists are managed by each school or academic department. Students are registered from the waitlist if seats become available or the section capacity is expanded. Students who are already registered for another section of the same course or who are registered for a conflicting course section will not be registered from the waitlist. Students will be notified by email if they are registered from the waitlist. Students who do not want to be enrolled in the previously waitlisted course must drop it using GGU4YOU or by contacting the school or department that added them to the course.

A course section may have a waitlist even though the capacity of the section may be greater than the number of students currently registered. This situation may occur when the course section was full at a prior time and a waitlist was created, after which students dropped the course section, making seats available. However, students may not bypass the waitlist, as there may still be students ahead of them on it. Students who seek to register for a closed course section should add themselves to the waitlist and wait for the school or department to respond.

## Administrative Withdrawal

The university reserves the right to administratively withdraw a student from courses in the event of any of the following:

- Failure to meet financial obligations with the university
- Course prerequisites are not met
- Violations of academic or administrative policies

If a student is administratively withdrawn, the student's withdrawal date will be recorded as the first day of the term. All registration charges (tuition and fees) associated with the course will be reversed. Golden Gate University must return the funds for students who are administratively withdrawn who have received any form of Federal Student Aid, including loans, if the withdrawal results in complete withdrawal from the trimester term. The Return of Title IV Funds may result in a balance due on the student's account.

## Directed Study

Students may study a topic not offered in the course schedule individually under the guidance of a faculty member by requesting a directed study. To register for a directed study class, the student must obtain the approval of the supervising faculty member and the appropriate school administrator, and submit the approvals and a Registration form to the Office of Records and Registration. Directed study classes are subject to the following restrictions:

- Undergraduate students may register for only three units of directed study coursework per term.
- Graduate students may register for only three units of directed study coursework per degree program.

- Directed study classes must be taken for letter grades only; making a credit/no credit election and auditing are not allowed.

Directed study classes may be substituted for requirements in an academic program and are subject to the same administrative and academic policies as regular courses.

## Custom Study

On rare occasion, the university will need to alter the meeting times of a course section from those that were published in the course schedule or on the GGU website. Students registered for the course will be offered the option of dropping the course along with a full tuition credit, or continuing with an altered schedule that is agreed upon by the instructor and all of the students. This course section is referred to as a "custom study," as its meeting dates and times are customized by the participants. This change may result in less frequent contact between the instructor and students, but in no way alters the course's learning objectives, unit load, tuition amount or administrative requirements.

## Internships

Internships are structured learning experiences that allow students to work while attending the university. The internship program at Golden Gate University integrates students' academic and career interests with work experience. The objectives of the program are to provide students with opportunities to apply academic theory in their major to the work world by gaining relevant field experience, earn academic credit toward degree requirements, and further their career and professional growth. Internships may be either paid or unpaid. Internships are subject to the same registration, financial and grading policies as regular courses.

Units earned may be applied to fulfill degree requirements; students may complete one or more academic internships per degree program. Students should contact their academic advisor or school or academic department for more information. Office of Career Planning staff members, deans, department chairs and faculty are available to help students identify internship opportunities that match their academic program and career interests. Students can learn more about the internship program and how to locate and prepare and register for an internship by accessing the Internship Information webpage via GGU4YOU. All internship course registrations must be approved by the department chair or the designated faculty internship supervisor and the academic advisor for international students.

## Internship Academic Credit (Varies by Academic Program)\*

- 3 units = 11 to 12 hours (minimum) per week for 16 weeks (180 minimum total hours; weekly hours are flexible)
- 2 units = 7 to 8 hours per week for 16 weeks (120 minimum total hours; weekly hours are flexible)

- 1 unit = 3 to 4 hours per week for 16 weeks (60 minimum total hours; weekly hours are flexible)

\*Your academic department will determine the maximum number of internship hours and units applicable toward degree and certificate programs. Contact your school or department for more information. All students approved for internships must complete the minimum required work hours within the dates of the term in which the course is taken, unless otherwise approved by the department.

## Internship Grading Criteria

The schools and departments will determine the criteria used for grading. The department chairs or the designated faculty internship supervisor will provide students with their internship assignments and inform them of the grading criteria when they receive approval for the internship.

## Internship Eligibility Requirements for Undergraduate Degree Students

- Must have accumulated at least 60 units
- Must have successfully completed at least 12 units at Golden Gate with a 2.50 GGU GPA or higher
- Must have completed major subject area requirements
- Must be fully (not provisionally or conditionally) admitted
- Undergraduate students must receive a letter grade (A-F) for internship units taken to satisfy "Required for the Major" courses or "Business Core" courses.
- Must meet departmental guidelines for qualifications for the internship

## Internship Eligibility Requirements for Graduate-Degree Students

- Must have successfully completed at least nine graduate units at Golden Gate University
- Must be in good standing
- Must have completed degree graduate proficiency and foundation program requirements. Since individual degree programs have exceptions, the appropriate catalog sections should be consulted.
- Must be fully (not provisionally) admitted
- Must meet departmental guidelines for qualifications for the internship

## Internship Eligibility Requirements for Certificate Students

Fully admitted certificate-seeking students should consult with their department for specific eligibility requirements and application of internship units to their certificate programs.

## Internship Eligibility Requirements for International Students

United States federal regulations govern the ability of international students and other international visitors to be employed in the United States. Internships, training and education programs that enable international visitors to provide services are generally considered as employment. Students in these programs are required to comply with the immigration laws and regulations pertaining to employment. Any activity performed by an international student or visitor for which the student or visitor receives any type of pay, remuneration, compensation, bonus or gift may be considered as employment under the regulations. Examples of compensation include, but are not limited to, the receipt of any type of benefit to the student such as money, meals, lodging and gifts of any type.

Students residing in the United States under any type of nonimmigrant visa status who intend to participate in the internship program at Golden Gate University may be eligible to participate if they are maintaining their immigration status and have permission in writing from an academic advisor in the Graduate Advising Center. Specific information regarding all of the eligibility requirements is available from the Graduate Advising Center.

Immigration rules and regulations generally control the following:

- The length of time the student must be present in the US before being eligible for an internship
- The relationship between the degree level, major, concentration or field of study and the internship field
- The number of hours the student may be employed each week
- The number of credit hours the student must be enrolled - in addition to the internship credit hours
- The length of time permissible for each internship period

International students should consult the resources provided by the Graduate Advising Center to determine their eligibility and to obtain detailed information concerning immigration regulations for the internship program.

## Undergraduate Students Taking Graduate Courses

Undergraduate students enrolling in their final term prior to graduation may concurrently register for both undergraduate and graduate courses, provided they are within six units of earning the bachelor's degree and are in good academic standing. Except for students in a Pathway Programs, students must have been provisionally admitted to a graduate program or apply for open enrollment at the graduate level prior to registration. Tuition is based on the academic level of the course, and not the student's academic level. Academic credit for a course is granted for either the graduate level or the undergraduate level, but not both, with the exception of certain Pathway Programs. This policy does not apply to graduate

proficiency, foundation program courses, or accounting foundation courses.

## Grading Policies and Procedures

### Grading System

The university uses a four-point scale, including plus (+) and minus (-), to calculate a grade point average (GPA). Grade point values are assigned as follows:

GRADE		POINTS PER UNIT
A+	Outstanding	4.0
A	Outstanding	4.0
A-	Outstanding	3.7
B+	Good	3.3
B	Good	3.0
B-	Good	2.7
C+	Fair	2.3
C	Fair	2.0
C-	Fair	1.7
D+	Poor	1.3
D	Poor	1.0
D-	Poor	0.7
F	Failure	0.0
IF	Incomplete Failure	0.0

The following symbols have no grade point value and are not used in the calculation of the grade point average: AU (Audit), I (Incomplete), CR (Credit), NC (No Credit), W (Withdrawal), UW (Unofficial Withdrawal).

The grade point average is calculated by dividing the grade points earned by the units completed. The cumulative Golden Gate University grade point average is calculated using only courses completed at Golden Gate University. The grades students have earned at the time their degrees are conferred are not used to satisfy the requirements of subsequent academic programs they may pursue, with the exception of certain Pathway Programs.

### Grade Point Average Calculation

The GPA is calculated by dividing the total grade points earned by the total letter-graded units completed. For example

COURSE	GRADE	UNITS	GRADE POINTS	GRADE POINT AVERAGE
Course 1	A-	3.0	11.1	
Course 2	B+	3.0	9.9	
Course 3	A	<u>1.0</u>	<u>4.0</u>	
TOTAL		7.0	25.0	GPA = 3.57

Only Golden Gate University courses are used to compute the GPA, not courses transferred in from other schools. Courses graded on a CR/NC (pass/fail) basis are not included in the calculation.

The GPA is calculated by academic level: undergraduate, graduate or doctoral. Each course is assigned one and only one academic level. A student's academic level for a given course may be different from its default course academic level. For example, the default academic level for MATH 30 is "Undergraduate." If the course is taken by a student enrolled in an undergraduate program, it will have an undergraduate academic level; however, if the course is taken by a student enrolled in a graduate program, it will have a graduate academic level.

The GPA calculation will include all courses taken with a given academic level, regardless of whether those courses apply toward the student's degree or certificate program requirements. Golden Gate University does not issue program GPAs.

The GPA calculation is frozen at the point a degree is awarded. Courses taken after the degree is awarded will not be included in the student's degree GPA, even if they are associated with the same academic level. For example, undergraduate courses taken after a student earns a bachelor's degree will not be retroactively included into the student's bachelor's degree GPA.

### Auditing Courses

Students who audit courses are not required to participate in class or to take examinations and do not receive academic credit or grades for the courses. An "AU" grade is recorded on the student's transcript and has no effect on the student's grade point average. Students may initially register to audit a course or change their registration to an audit status within the first fourteen weeks of a trimester term, or the first seven weeks of an eight-week term. For specific dates, students should consult the Academic Calendar.

However, if the student registers for a course in non-audit status and later changes to audit, no audit discount will be given. Doctoral courses may not be audited. Requests for changes to audit status

should be submitted in writing to the Office of Records and Registration. An oral (spoken) request or a written request submitted to the instructor is insufficient. Students who elect to audit courses may not change their registration status later to receive a letter grade or make the Credit/No Credit Grade Election without the approval of the dean, program director, or department chair that oversees the student's academic program.

The tuition assessed for audited courses is two-thirds of the tuition for non-audited courses. This discount is only available at the time of initial registration, and students who change their status to "audit" after initial registration are not eligible for this discount. Consequently, a change to "audit" status after initial registration will not result in a reduced tuition charge.

International students (F and J visa) with a student or scholar visa may audit courses; however, these units are not included in their full-time unit load calculation.

## Credit/No Credit Grade Election

Under certain circumstances, students may elect to receive Credit/No Credit (pass/fail) grades instead of letter grades. Neither a "CR" (credit) grade nor an "NC" (no credit) grade is used in the student's grade point average calculation. However, a "CR" grade counts as academic credit, whereas an "NC" grade does not.

In order to make the Credit/No Credit Grade Election, students must obtain the permission of their academic advisor. Students may make the Credit/No Credit Grade Election at the time of registration by forwarding their advisor's approval to [registration@ggu.edu](mailto:registration@ggu.edu). Students must make the Credit/No Credit Grade Election no later than the end of the fourteenth week for a trimester course or the end of the seventh week for an eight-week term course. For specific dates, students should consult the Academic Calendar.

Once a student has made the Credit/No Credit Grade Election, the decision may not be revoked unless a grade of "NC" (no credit) is received. Students receiving a grade of "NC" may submit a written request to restore the actual letter grade received. Requests should be submitted to [records@ggu.edu](mailto:records@ggu.edu).

The following restrictions apply to the Credit/No Credit Grade Election:

- Undergraduate students may make the Credit/No Credit Grade Election for general elective courses only. A grade of "C-" or better must be earned to receive a "CR" grade and to earn academic credit for the course.
- Graduate students may make the Credit/No Credit Grade Election for 200-level foundation courses or courses used to fulfill proficiency requirements only. A grade of "B" or better must be earned to receive a "CR" grade and to earn academic credit for ENGL 200 or ENGL 201; a grade of "C-" or better must be earned in all other 200-level courses to receive a "CR" grade and to earn academic credit.

- Doctoral students may make the Credit/No Credit Grade Election for DBA 899 Dissertation Research only.
- Students who are admitted with an academic conditional admission or who are on probation are not allowed to make the Credit/No Credit Grade Election.

## Failing (F) Grades

When a student fails to earn academic credit for a course, and does not withdraw by the "Last Day to Withdraw from Course" as published in the Academic Calendar, the instructor will assign an "F" grade. In addition, the instructor will record the student's last date of attendance (LDA) in class or participation online. When applicable, the student's LDA will be reported to 3rd parties that have provided funding for the student's education, such as the US Department of Education or the US Department of Veteran Affairs.

## Incomplete (I) Grades

A student may request an instructor to assign an "I" (Incomplete) grade for a course. The instructor has full discretion as to whether to grant an incomplete grade request. The assignment of an incomplete is allowed only if the following criteria are met:

- The student is making satisfactory course progress as evidenced by a passing grade.
- The student has completed the majority of the academic coursework.
- The student is unable to complete the remaining course material because of unforeseen - but fully justifiable - circumstances.

Coursework must be completed and the grade received by the Office of Records and Registration by the deadline date established by the instructor, which can be no later than the end of the following trimester.

If the coursework is not completed by the designated deadline, the "I" grade will convert automatically to "IF" (Incomplete Failure). If eligible to enroll, and the student chooses to repeat the same course in a subsequent academic period, he/she will be required to pay all applicable tuition and fees.

International Students (F and J Visa) with a student or scholar visa may receive "I" grades; however, these units are not included in their full-time unit load calculation.

## Withdrawal (W) Grades

A student, who ceases to attend a course after the "Last Day to Drop Course Without Tuition Charge or 'W' Grade" has passed, as published in the Academic Calendar, may withdraw from the course by dropping it online via GGU4YOU or by submitting a withdrawal request to the Office of Records and Registration. The student must withdraw from the course prior to the "Last Day to Withdraw from



Course" as published in the Academic Calendar, which is approximately the end of the fourteenth week of the trimester term or the end of the seventh week of an eight-week term. The registrar will automatically assign the grade of "W" for courses from which students withdraw. The instructor may not assign the grade of "W" to students. The grade of "W" has no effect on the student's GPA. If eligible to enroll, and the student chooses to repeat the same course in a subsequent academic period, he/she will be required to pay all applicable tuition and fees.

Federal Student Aid recipients are advised that "W" grades affect their Satisfactory Academic Progress (SAP) evaluation, a regulation established by the US Department of Education. The Department authorizes Golden Gate University to award federally subsidized loans. It requires that Federal Student Aid recipients satisfy the following completion rates: undergraduate students must complete at least 67% of attempted units; graduate and doctoral students must complete at least 75% of attempted units. Courses graded with "W" grades count toward the attempted units, but do not count toward completed units. Students who do not meet the SAP requirement will not be eligible to receive Federal Student Aid. International Students (F and J Visa) with a student or scholar visa may receive "W" grades; however, these units are not included in their full-time unit load calculation.

## Unofficial Withdrawal (UW) Grades

A student who has never attended an onsite course or participated in an online course by the end of the second week of instruction will be assigned a temporary "UW" grade (Unofficial Withdrawal) by the instructor. This grade will have no effect on the student's GPA. As a consequence of receiving the "UW" grade, the registrar will administratively drop the student from the course. When the student is administratively dropped, the registrar will delete the "UW" grade from the student's academic record and will credit the student's account for the full amount of the tuition charges.

## Transferability of Credits

The transferability of credits earned at Golden Gate University is at the discretion of the receiving college, university, or other educational institution. Students considering transferring to any institution should not assume that credits earned in any program of study at Golden Gate University will be accepted by the receiving institution. Similarly, the ability of a degree, certificate, diploma, or other academic credential earned at Golden Gate University to satisfy an admission requirement of another institution is at the discretion of the receiving institution. Accreditation does not guarantee credentials or credits earned at Golden Gate University will be accepted by or transferred to another institution. To minimize the risk of having to repeat coursework, students should contact the receiving institution in advance for evaluation and determination of transferability of credits and/or acceptability of degrees, diplomas, or certificates earned.

## Course Repeat Policy

Students can repeat courses by enrolling in the same course, or an equivalent course, after having previously earned grades for those courses. When students repeat courses, the original and the subsequent grades will appear on their academic transcripts. However, only the most recent graded attempts will be used to fulfill their academic program requirements, and only those grades will be used in students' cumulative grade point average (GPA) calculations.

However, when GGU grants transfer credit for coursework completed at other institutions or by completion of CLEP or DSST exams that is equivalent to courses they have completed at GGU, the "CR" grades recorded on students' GGU transcripts will not replace the grades earned at GGU in their cumulative GPA calculations.

All graded course attempts are used in students' cumulative attempted unit calculations. However, only the most recent graded attempt will be used in students' cumulative completed unit calculations.

There is no discount in tuition or fees for repeated courses. There are restrictions on the number of attempts that can be used to determine enrollment status for Federal Student Aid eligibility. See Eligibility Requirements for more information.

## Dean's List for Undergraduate Students

Undergraduate students who have matriculated into a degree or certificate program who demonstrate academic excellence are included on the School of Undergraduate Studies' Dean's List. The Dean's List notation appears on the academic transcript when the student has met the following criteria:

- Achievement of at least a 3.50 grade point average (GPA) in one trimester term period (e.g., fall, spring, summer) when completing a minimum of six units for that period; corresponding 8-week term course grades are included in students' GPA calculations for the trimester term period

Only courses completed at Golden Gate University are considered for the Dean's List. Eligible students will receive a letter from the Dean of the School of Undergraduate Studies and their names will be posted on the Golden Gate University website.

## Dean's List for Graduate Students\*

Graduate students who demonstrate academic excellence are included on the Dean's List for the respective school in which they are enrolled. To qualify for the Dean's List, a graduate student must have completed at least six units per trimester term period for the previous two trimester term periods and maintained a 4.00 grade point average. Eligible students will receive a letter of recognition from the dean of their school after all grades have been posted.

\*Non-law students only

## Grade Grievance Policy

Golden Gate University subscribes to principles of fairness of academic decisions. The grade grievance process can be used to dispute or appeal a course grade that a student believes was given unfairly or in error, other than in situations where a reduced grade was given as a result of a student having violated the Academic Integrity Policy. In that situation, the appropriate appeal process is detailed in the Academic Integrity Policy.

In all other situations where the student wishes to appeal a course grade, the student is encouraged to contact the course instructor. Students must contact the instructor within 15 calendar days of the beginning of the term following the term in which the grade in question was received. It is hoped that a satisfactory resolution can be reached through meaningful and respectful dialog between the student and faculty member. However, in cases where a satisfactory resolution cannot be achieved, a student may file a formal grade grievance using the grade grievance form within 45 calendar days of the beginning of the term following the term in which the grade in question was received. In cases where a student wishes to grieve a grade for a class in which an incomplete was initially awarded, the grievance must be filed within 45 calendar days of the date the letter grade for the course is recorded by the Records Office.

A student who is academically disqualified as a result of not meeting GPA requirements will be withdrawn from the university. Should the student wish to file a grade grievance, the student will remain withdrawn and ineligible to enroll in classes while the grade grievance is under review. If the approval of a grade grievance results in a higher grade, and the student's GPA subsequently meets the university's standard, the student will be readmitted the term after the grade grievance is resolved, and the academic disqualification notation will be removed from the student's record.

A submitted grade grievance form will be forward to the appropriate review committee. The committee's decision will be communicated to the student and instructor within 20 working days of receipt of the form.

The decision of the review committee is final and is not subject to further appeal.

## Grade Submission Deadlines

All instructors are required to submit grades within ten business days after the end of the term. The Office of Records and Registration notifies the schools regarding instructors who have not submitted grades by this deadline. Students who do not see their grades on GGU4YOU after this deadline should contact the school that offered the course for assistance. When the instructor fails to submit a final grade by a reasonable amount of time after the deadline, the university registrar records an administrative "NC" grade. The instructor may change the administrative "NC" grade to an "I" grade or the grade earned by the student if the student completed the course.

## Grade Reports

Students may view grades online through GGU4YOU within one business day after the instructor submits them. The Office of Records & Registration will mail out grade reports only upon individual request from the student, and will mail them only to the address on record as the student's preferred address. To request a grade report, students should email [records@ggu.edu](mailto:records@ggu.edu) or call 415-442-7200. The Office of Records & Registration will not fax grade reports, nor give out grades or grade point averages over the telephone.

Neither online access to grades nor hard copy grade reports will be given to students with any unresolved obligations with the Office of Student Accounting Services. This policy also applies to any outstanding balances with the Golden Gate University Bookstore or any other company that operates a concession or service on behalf of the university.

## Official Academic Transcripts

An official academic transcript is a legal document, and therefore, a student's legal name must appear on the student's Golden Gate University transcript. Students may change their legal names by submitting the Student Information Change Request form along with supporting legal documentation, such as a birth certificate, marriage license, divorce decree, diver license, passport, or court order.

An official academic transcript is a copy of a student's permanent academic record, which includes all graded academic work attempted and/or completed while in residence at GGU or accepted as transfer credit from other post-secondary institutions, credit awarded for tests such as CLEP, honors received, and degrees or certificates earned. Only those courses completed in residence at GGU will appear with letter-grades and will be used in the student's grade point average (GPA) calculations. Academic records are listed chronologically by trimester term. Transcripts are issued only in their entirety. However, students who enroll in both the School of Law and any of the business schools will be issued separate transcripts. Consequently, students who complete the JD/MBA program will be issued two separate transcripts. One will show the JD program coursework and the other will show the MBA program coursework. GGU does not issue unofficial transcripts.

Golden Gate University has authorized the National Student Clearinghouse to provide transcript ordering online at [studentclearinghouse.org](http://studentclearinghouse.org). Students can order transcripts using any major credit card; the credit card will only be charged after the order has been completed. The Clearinghouse website will walk students through placing an order, including delivery options and fees. Students can order as many transcripts as they like in a single session. A processing fee of \$2.25 will be charged per recipient. Order updates will be emailed to the student. Students can also track the order online.

Transcript orders should be submitted online through GGU4YOU using the link on the "Student" menu. Students who do not have a

GGU4YOU account may submit requests online at [studentclearinghouse.org](http://studentclearinghouse.org). Students unable to submit an online request may submit a written offline request for an additional charge. Offline requests should either be mailed or faxed to the Office of Records and Registration, Golden Gate University, 536 Mission Street, San Francisco, CA 94105-2968; phone 415-442-7200; fax 415-442-7223. Emailed requests will not be accepted. The student must sign and date the request and provide payment in the form of cash, check or money order (made out to "Golden Gate University") or a credit card number with expiration date and billing address. The university offers two processing services:

- Regular service - mailed out within 10 business days
- Rush service - mailed out by the next business day via overnight delivery (two-day delivery to PO boxes and international addresses) Requests must be received by 4 PM Pacific Time to receive rush service the following day. Rush service fulfillment time may extend up to five business days for students who attended before 1985, as records prior to that year have been archived and may take additional time to produce.

Each transcript is \$10 if requested online (plus \$2.25 per recipient) and \$15 if requested offline. Rush service requests will be charged an additional \$20 per recipient address or hold for pick-up or \$30 per non-US recipient address.

The Office of Records & Registration will mail out, free of charge, one transcript per student to all degree recipients upon graduation. This copy cannot be requested or individually expedited. Students wanting a copy of their transcript before receiving their free copy must submit a request and pay the requisite fee.

Transcripts are not released for students with any unresolved obligations to the University, the Golden Gate University Bookstore, or any other company that operates a concession or service on behalf of the University.

## Golden Gate University Student Records Retention Plan

The Office of Records and Registration follows the records retention plan below, which is based on recommendations developed by the American Association of Collegiate Registrars and Admission Officers' (AACRAO) as published in the *Retention, Disposal, and Archive of Student Records* (2014 Edition).

Many of the student records covered by this retention plan contain confidential information protected by federal and state law. The office staff is required to handle and dispose of these confidential records appropriately to protect student privacy. This retention plan provides a schedule for the length of time these records are to be maintained.

## Records not Maintained by the Records Office:

- Letters of recommendation

## Records Maintained by the Records Office After Admission:

Record Type	Retention Period
Application for Admission	One year if student does not enroll after admission or readmission Five years after graduation or last attendance date
Other schools' transcripts	Five years after graduation or last attendance date
Change of degree program forms	Five years after graduation or last attendance date
Academic petitions	Five years after graduation or last attendance date
Certificate of completion request forms (certificate programs)	Five years after graduation or last attendance date
Advanced placement and other placement tests reports	Five years after graduation or last attendance date
Standardized test score reports (GMAT, TOEFL, CLEP, etc.)	Five years after graduation or last attendance date
Withdrawal request forms	Five years after graduation or last attendance date
Transfer credit evaluation	Five years after graduation or last attendance date
Program evaluation reports (degree audit)	Five years after graduation or last attendance date
Registration records	Five years after graduation or last attendance date
Golden Gate University Transcript	Permanent

## Degree Requirements

### Undergraduate Programs

Golden Gate University grants three undergraduate degrees: Associate of Arts, Bachelor of Arts, and Bachelor of Science. Partial requirements for the degrees are listed in the chart below and described in detail in the paragraphs that follow.

UNIT REQUIREMENTS	AA
Total	60
General Education	48
Proficiencies	15
Liberal Studies Core	21
Foundation	12
Major Requirements*	0
Electives	12

\*Major unit requirements are indicated in the degree descriptions in this catalog.

### Residency

All Bachelor's Degree programs require a minimum of 30 credits be completed at Golden Gate University. For the Associate in Arts degree, a minimum of 15 credits must be completed at GGU.

### Minimum Grade-Point Average

To maintain good academic standing and to be conferred a degree or to be awarded a certificate, undergraduate students are required to achieve a cumulative grade-point average of 2.00 "C" or higher in all courses taken at Golden Gate University. For further information, refer to the catalog section Required Academic Progress and GPA Requirements.

### General Education at Golden Gate University

Golden Gate University's curriculum is designed to equip graduates with the intellectual skills, habits of mind, and broad-based liberal learning they will need for leadership in their professional careers and to live intelligently and responsibly as citizens of a globally interdependent world. The basic General Education and Liberal Studies requirements are designed to develop in students the skills that make autonomous and efficient learning possible. The liberal studies core helps students develop a broad understanding of the

fundamental areas of human knowledge, their methods of inquiry, and their application to professional life. Therefore, in addition to mastering a body of specialized knowledge through in-depth study in a professional major, all baccalaureate candidates must complete the university's General Education and liberal studies core requirements.

The General Education and liberal studies core courses are designed to teach the following skills, basic knowledge, and understanding:

- Competence in communication.
- Competence in critical thinking, analysis, and problem-solving skills.
- Ability to access, evaluate and apply information using a wide variety of research tools, including print and electronic resources (information literacy).
- Proficiency in quantitative skills.
- An understanding of how knowledge is acquired and applied through the intellectual traditions of the arts, humanities, social sciences, and natural sciences.
- Ability to identify ethical issues in professional and personal life, to analyze ethical reasoning, and to formulate responsible, well-reasoned opinions and positions on questions related to ethics.
- Understanding of the methodologies for lifelong learning and self-reflection and respect for the value of education and lifelong learning.

Each subject area in the liberal studies core introduces students to an area of knowledge and to ways of studying and using it. The courses are also designed to introduce in each subject area its practical relevance and application to business, technology, and other areas of focus in students' major programs.

### General Education Requirements

Degree-seeking undergraduate students must complete their English, mathematics, critical thinking, and Gateway course requirements within their first 27 units at Golden Gate University, unless they are transferring those courses or equivalent credits from another institution or acceptable source. Students who do not place into ENGL 1A with a minimum score on the English Placement Test must satisfactorily complete the prescribed pre-ENGL 1A Writing Workshop sequence ENGL 10A and ENGL 10B before taking ENGL 1A. Students who do not place into the required mathematics course(s) must satisfactorily complete the prerequisite MATH 10 or MATH 20 course before enrolling in the required courses.

### English Placement Test and CLEP Exam

Students wishing to enroll in ENGL 1A must take the English Placement Test. The results of the test will be used to determine if the student will be required to complete ENGL 10A and/or ENGL 10B prior to enrolling in ENGL 1A. Students are allowed an hour and a half to complete the test, and no outside materials may be brought in to assist with this computer-based test. Tests are offered by GGU

Testing Service ggutesting@ggu.edu. The test is administered free of charge. For more information, visit Testing Services. Students may also place out of the required English courses with a score of 50 or higher on the CLEP English Composition with Essay exam. For more information, visit Testing Services.

## Math Placement Test and CLEP Exam

The math placement test is designed to place students in the math class that best suits their current skills. On the basis of this exam, students are placed into either MATH 10, MATH 20, MATH 30 or MATH 40. Students may register for MATH 10 without taking the placement test. Tests are offered by GGU Testing Services. To schedule an on campus exam session or find out how to take the exam remotely visit Testing Services. The test is administered free of charge by GGU, though there may be a fee if the exam is proctored by a third party. Students may also place out of the required Math courses with a score of 50 or higher on the CLEP College Mathematics, College Algebra, or Precalculus exams, depending on the course. For more information, visit Testing Services.

## Lower- and Upper-Division Requirements

Students should try to plan their courses of study so as to complete lower-division requirements (courses numbered 1-99) before taking upper-division courses (courses numbered 100-199).

## General Electives

The number of general electives differs from degree program to degree program, depending on the number of courses required as basic proficiencies, required for the major, general electives or combination of concentration and general electives. General electives can be courses in any academic discipline.

## Residency Requirement

Candidates for bachelor's degrees must complete at least 30 units at Golden Gate University. The 30 units may be drawn from any part of the degree requirements, except in cases where specific degree programs require that specific courses are to be taken at Golden Gate University. The 30-unit minimum can be taken anytime within the degree program. Candidates for undergraduate certificates must complete all courses required for the certificate at Golden Gate University. Exceptions to these requirements will be made only on petition to and approval by the dean of the program.

## General Education and Liberal Studies Core Requirements

In compliance with the standards set for accreditation by the Western Association of Schools and Colleges, the basic proficiencies and liberal studies core requirements for students admitted to Golden Gate University in fall 2002 or thereafter are as follows:

1. Students must complete the number of units prescribed by the major for the general education requirements. Degree descriptions in this catalog should be consulted.
2. Students must complete 21 units within the liberal studies core.
3. A course used to fulfill a General Education or Liberal Studies requirement or a subject area requirement in the liberal studies core cannot be used to fulfill any other degree requirement. Likewise, a course used to fulfill a major requirement of any kind cannot be used to fulfill a General Education or liberal studies core requirement.
4. All courses taken for General Education or liberal studies core credit at GGU must result in letter grades.

## Graduate Programs

### Minimum Grade Point Average

To maintain "good" academic standing and to be conferred a degree or to be awarded a certificate, graduate students are required to achieve at least a 3.00 cumulative grade-point average (GPA) in the academic programs in which they are enrolled. For further information, refer to the catalog section Required Academic Progress and GPA Requirements.

### Time Limit for Completion of Master's Degrees

Students ordinarily complete the requirements for a master's degree within six calendar years from the date of admission to the graduate program. This period may be extended with permission of the appropriate school dean, and may require change of degree and program requirements.

### Residence Requirement

Candidates for master's degrees may transfer up to six 300-400 level units to the advanced program from graduate coursework completed at other regionally accredited institutions, or the number of transfer units stipulated in corporate or government contracts or agreements. While it is strongly recommended that the final six units be completed at GGU, those units may be transferred with prior faculty approval of the specific coursework if the six-unit transfer limit has not yet been met. Students should note that certain graduate course

requirements may not be fulfilled by courses taken at other institutions, as designated by the faculty. Candidates for graduate certificates must complete all courses required for the certificate at GGU. Exceptions to these requirements will be made only on petition to and approval by the dean of the program.

## Math Proficiency Tests

Students who have not received credit for MATH 20, MATH 30, or MATH 40, either through transfer credit or by taking the courses at Golden Gate University may satisfy these course requirement(s) by taking one of the tests listed below, or the CLEP exam. Graduate students should see Proficiency in Mathematics, English and Computer Skills Required for Certain Master's Degrees, for additional ways to satisfy the MATH 20 or MATH 30 requirement.

### Proficiency Test for MATH 20 and MATH 30

This test is available for graduate students only and is designed to establish proficiency at a given level of algebra to eliminate the need to take the course. MATH 20 or MATH 30 can be waived for students who pass the proficiency test with an acceptable score. Tests are offered by GGU Testing Services. Students are allowed 2 1/2 hours to complete the test. The test is administered free of charge. For more information, visit Testing Services and view the "Graduate Math Proficiency Requirements" information.

### Proficiency Test for MATH 40

This test is available to graduate students whose programs include a MATH 40 proficiency requirement and is designed to establish proficiency at the college statistics level. MATH 40 can be waived for students who pass the test with an acceptable score. The test may not be substituted for the course in programs that require three units of course credit for statistics. Tests are offered by GGU Testing Services. Students are allowed 3 hours to complete the test. The test is administered free of charge. For more information, visit Testing Services and view the "Graduate Math Proficiency Requirements" information.

## Graduate Writing Proficiency Requirement

Graduate programs require proficiency in writing to ensure that students are successful in their course of study. All students are required to satisfy the Graduate Writing Proficiency Requirement or to take the Graduate Writing Placement Exam.

The Graduate Writing Proficiency Requirement is satisfied for students who meet one of the following:

- Earned at least the grade of "B" in a graduate writing course from a regionally accredited U.S. institution of higher learning (or the equivalent from Australia, Anglophone Canada, United Kingdom, Ireland or New Zealand), or
- Earned a graduate degree from a regionally accredited U.S. institution of higher learning (or the equivalent from Australia, Anglophone Canada, Ireland, United Kingdom, or New Zealand), or
- Passed a nationally recognized US exam that includes a significant written component such as the CPA, CFP, Bar Exam, or Foreign Service exam, or
- Earned a score on the Graduate Writing Placement Exam high enough to receive a waiver, or
- Waived by Dean, Department Chair, or Program Director, based on applicant's submission of an Enrollment Services Petition form, available here:  
<http://www.ggu.edu/media/shared/documents/admissions/enrollment-services-petition.pdf>

## Braden School of Taxation and School of Accounting:

- Earned at least the grade of "B" in a graduate writing course from a regionally accredited U.S. institution of higher learning (or the equivalent from Australia, Anglophone Canada, United Kingdom, Ireland or New Zealand), or
- Earned at least the grade of "B" in an upper division undergraduate writing course from a regionally accredited U.S. institution of higher learning (or the equivalent from Australia, Anglophone Canada, United Kingdom, Ireland or New Zealand), or
- Earned an undergraduate or graduate degree from a regionally accredited U.S. institution of higher learning (or the equivalent from an institution based in Australia, Anglophone Canada, Ireland, United Kingdom, or New Zealand), or
- Earned a GMAT score of 4.5 on the analytical writing section, or
- Earned a GRE combined score of 4.5 on the analytical writing sections, or
- Passed a nationally recognized US exam that includes a significant written component such as the CPA, CFP, Bar Exam, or Foreign Service exam, or
- Earned a score on the Graduate Writing Placement Exam high enough to receive a waiver, or
- Waived by Dean, Department Chair, or Program Director, based on applicant's submission of an Enrollment Services Petition form, available here:  
<http://www.ggu.edu/media/shared/documents/admissions/enrollment-services-petition.pdf>

## Agno School of Business:

## Graduate Writing Placement Exam

All students who have not satisfied the Graduate Writing Proficiency Requirement as detailed above must take the Graduate Writing Placement Exam. Students must be admitted to a program before registering for the exam. For exam registration and remote testing information visit Testing Services. The priority admission deadline for graduate program applicants is 15 business days before the start date of each term. New students should take the Graduate Writing Placement Exam as soon as possible after being admitted, but no later than 10 business days prior to the start of the term. Students who have not completed the exam in a timely manner will have limited eligibility for registration.

The Graduate Writing Placement Exam is a web based exam and asks students to read an article and write a multi-paragraph response. Students have ninety minutes (one-and-one-half hours) to complete the test. Performance on the writing placement exam determines placement. There are three levels of placement: waiver of further writing requirements, placement into ENGL 201 Graduate Writing, or placement into ENGL 200 Graduate Communications.

ENGL 200 is a six-unit course that focuses on building skills in both written and spoken English that lead to success in Golden Gate University's graduate business degree and certificate programs. Note: ENGL 200 may be taken a maximum of two times. Failure to earn a "B" or better grade after the second attempt will result in the student's immediate academic disqualification without a right to appeal. With the exception of accounting students, those who enroll in ENGL 200 enroll concurrently in BUS 201 Economic and Regulatory Essentials of U.S. Business, a three-unit course that introduces students to the economic and regulatory environment of business in the U.S.

## Proficiency in Mathematics and Computer Skills Required for Certain Master's Degrees and Certain Graduate Certificates

Master's degree applicants are required to meet basic proficiency requirements in mathematics, writing and computer skills. Enrolled students are expected to register for classes to satisfy their proficiency requirements in their first term, and to have completed all outstanding proficiency requirements no later than within the first nine units of credit taken at Golden Gate.

### MATH 20 Intermediate Algebra

Applicants to the Master of accountancy degrees, MS in accounting degrees, MS in information technology management degrees, MS in marketing degrees and the MS in project management are required to possess a level of mathematical skill equivalent to the university's MATH 20 Intermediate Algebra. Students who cannot demonstrate adequate mathematical skills will be required to enroll in and satisfactorily complete appropriate mathematical courses and/or

noncredit workshops offered or recommended by Golden Gate University's Mathematics Department.

To screen for minimal skills, the university uses the following alternative criteria:

- Transfer of Intermediate Algebra from a regionally accredited college or university with a grade of C- or better
- Completion of MATH 20 at GGU with a grade of C- or better; however, graduate students must maintain a 3.00 (B) cumulative grade point average to remain in good standing
- Pass GGU's Intermediate Algebra Proficiency Exam with a score of 70 percent or better
- Pass the College Mathematics CLEP Exam with a score of 50 or better
- Score in the 50th percentile (or above) on the Quantitative Section of the GMAT Exam
- Score in the 50th percentile (or above) on the Quantitative Section of the GRE Exam

### MATH 30 College Algebra

Applicants to the MBA, MS in financial planning degrees, MS in finance degrees are required to possess a level of mathematical skill equivalent to the university's MATH 30 College Algebra.

To screen for minimal skills, the university uses the following alternative criteria:

- Transfer of College Algebra from a regionally accredited college or university with a grade of C- or better
- Completion of MATH 30 at GGU with a grade of C- or better; however, graduate students must maintain a 3.00 (B) cumulative grade point average to remain in good standing
- Pass GGU's College Algebra Proficiency Exam with a score of 70 percent or better
- Pass the College Algebra or Precalculus CLEP Exam with a score of 50 or better
- Score in the 80th percentile (or above) on the Quantitative Section of the GMAT Exam
- Score in the 80th percentile (or above) on the Quantitative Section of the GRE Exam

### MATH 40 Statistics

Applicants to the MA in psychology degrees are required to possess a level of statistical skills at least equivalent to the university's MATH 40 Statistics.

To screen for minimal skills, the university uses the following alternative criteria:

- Transfer of Business Statistics, Introductory Statistics, or Elementary Statistics, or a statistics course offered in behavioral sciences, public administration, and social sciences from a regionally accredited college or university with a grade of C- or better

- Completion of MATH 40 at GGU with a grade of C- or better. However, graduate students must maintain a 3.00 (B) cumulative grade point average to remain in good standing
- Pass GGU's Statistics Proficiency Exam with a score of 70 percent or better

## Computer Proficiency

Applicants are expected to have access to current levels of computing, including the internet, and to demonstrate a working familiarity and skill with computers and software applications appropriate for graduate studies. This includes knowledge of word processing, spreadsheet analysis, visual presentation software and network access capabilities. Faculty may require additional preparation for those students who have not achieved the needed proficiency.

## Proficiency in Mathematics and Computer Skills Required for All Master of Business Administration (MBA) Degrees

All students admitted to the MBA degree program, regardless of specific concentration objective, are expected to possess adequate graduate-level proficiencies in mathematics, writing and computing as follows:

### Mathematics Proficiency

Mathematical skills at least equivalent to College Algebra (Pre-Calculus) are necessary.

To screen for minimal skills, the university uses the following alternative criteria:

- Transfer of College Algebra from a regionally accredited college or university with a grade of C- or better
- Completion of MATH 30 at GGU with a grade of C- or better. However, graduate students must maintain a 3.00 (B) cumulative grade point average to remain in good standing.
- Pass the College Algebra Proficiency Exam with a score of 70 percent or better
- Pass the College Algebra or Pre-calculus CLEP Exam with a score of 50 or better
- Score in the 80th percentile (or above) on the Quantitative Section of the GMAT Exam
- Score in the 80th percentile (or above) on the Quantitative Section of the GRE Exam

## Computer Proficiency

Applicants are expected to have access to current levels of computing, including the internet, and to demonstrate a working familiarity and skill with computers and software applications appropriate for graduate studies. This includes knowledge of word processing, spreadsheet analysis, visual presentation software and network access capabilities. Faculty may require additional preparation for those students who have not achieved the needed proficiency.

## Graduate Foundation Program Waiver Requirements for All Master's Degrees

These foundation program courses may be waived based on undergraduate coursework transferred from a regionally accredited institution with a grade of C- or better, or by passing the appropriate CLEP exam with a score of 50 or greater. The number of waivers an individual student receives depends on a variety of factors and the particular foundation course. Prospective students who have questions about waivers should consult individually with the Office of Enrollment Services. An initial evaluation of the academic records of all admitted students identifies waivable courses, and students are informed of the results of this evaluation with their acceptance letter. If there are additional courses that the student believes should be waived given the rules, he or she may file a written petition and accompany the request with appropriate documentation including catalog descriptions, course syllabi, lists of required texts, etc.

Course titles of the seven waivable foundation courses and their associated waiver rules for applicable undergraduate course equivalents are listed below. See Course Descriptions.

- ACCTG 201 Accounting for Managers  
Waiver Rule: A minimum of six semester units of accounting coursework covering both financial and managerial accounting including financial statement analysis, or current CPA status. If this coursework has not been completed in the last seven years, students must also pass the Accounting Currency Examination. GGU undergraduate course equivalence is ACCTG 1A and ACCTG 1B.
- ECON 202 Economics for Managers  
Waiver Rule: A minimum of six semester units of microeconomics and macroeconomics. GGU undergraduate course equivalence is ECON 1 and ECON 2.
- MATH 240 Data Analysis for Managers  
Waiver Rule: A minimum of six semester units in statistics and regression including coverage of probability theory, estimation, hypothesis testing, multiple regression analysis and forecasting. GGU undergraduate course equivalence is MATH 40 and MATH 104.



- MGT 210 Management Theory and Communications  
Waiver Rule: A minimum of six semester units of upper-division coursework in managerial theory and managerial communications. GGU undergraduate course equivalence is MGT 100 and MGT 140.

## Student Services

Golden Gate University provides resources and services for the benefit of the university's students and faculty at all locations. Programs and services complement the academic programs, promote student learning and personal development, and help students address special needs or difficulties. They also help to motivate and inspire students to devote time and energy to educationally purposeful activities, both inside and outside the classroom. Programs and services are designed to promote student satisfaction and student perseverance.

Golden Gate University believes student life, academic work and professional studies are interrelated parts of the university experience. We encourage students to develop their professional and personal skills through the academic and student life programs.

## Enrollment Services

### Admissions & Re-Admit Advising

415-442-7800      Fax 415-442-7807      [info@ggu.edu](mailto:info@ggu.edu)

### Tax Program New Student & Re-Admit Advising

415-442-7880      [tax@ggu.edu](mailto:tax@ggu.edu)

## Academic Advising Services

### University Advising Center

415-442-7800      [uac@ggu.edu](mailto:uac@ggu.edu)

## Student Affairs

### General Information and Student Resources

415-442-7288      Fax 415-442-7284      [studentaffairs@ggu.edu](mailto:studentaffairs@ggu.edu)

## Office of Career Planning

415-442-7299      [careers@ggu.edu](mailto:careers@ggu.edu)      [ggucareers.com](http://ggucareers.com)

## Disability Resources & Academic Accommodations

415-442-7862      Fax 415-543-6680      [gguds@ggu.edu](mailto:gguds@ggu.edu)

## Student Government Association (SGA)

536 Mission St., Plaza-69      [sga@ggu.edu](mailto:sga@ggu.edu)

## Student Life

415-442-7288, ext 1      [studentlife@ggu.edu](mailto:studentlife@ggu.edu)

## Tutoring Services - San Francisco Campus

### Math Lab

University Library, Room 1331      See GGU4YOU: [ggu.edu/mathlab](http://ggu.edu/mathlab)

### Writing Lab

University Library, Room 1331      See GGU4YOU: [ggu.edu/writinglab](http://ggu.edu/writinglab)

## Tutoring Services - Online

### MOTH (Math Online Tutoring Help)

See GGU4YOU: [ggu.edu/moth](http://ggu.edu/moth)

### OWL (Online Writing Lab)

See GGU4YOU: [ggu.edu/owl](http://ggu.edu/owl)

## Veterans Services

415-442-7288, ext 6      [veterans@ggu.edu](mailto:veterans@ggu.edu)

## Wellness Resources

415-442-6578      [wellness@ggu.edu](mailto:wellness@ggu.edu)

## Office of Enrollment Services

The Office of Enrollment Services includes the following services: admissions process; evaluation of transfer credit; services for international students.

## Academic Advising Services

Academic advising and academic services are available to explain the sequence and strategies of an academic program. Advisors can help students select classes in a logical and appropriate order, and help students satisfy requirements without delay or conflict. All new students are required to have their registration approved in advance. For more information about making an appointment or speaking to your advisor visit [www.ggu.edu/experience/student-services/academic-advising/](http://www.ggu.edu/experience/student-services/academic-advising/).

## International Student Advising

The University Advising Center provides services and programs to students from countries throughout the world. Currently, more than 400 international students attend Golden Gate University during an academic year. The office assists international students with understanding and interpreting US immigration regulations governing their status, designs and implements programs and services to enhance international students' educational, personal and professional experience, and promotes and facilitates intercultural exchanges and understanding among all Golden Gate University students.

The University Advising Center counsels students and scholars regarding employment regulations, immigration matters, travel, and more. There are many rules, regulations and policies that apply to international students studying in the United States under nonimmigrant visas. All international students enrolling at GGU are encouraged to contact The University Advising Center to obtain information regarding their rights and responsibilities.

## Registration Requirements Prior to Travel

F1 and J1 visa students traveling between terms are required to register for the next semesters' classes before an international student advisor will approve and sign the students' form I-20 or DS-2019.

## Health Insurance for International Students

Golden Gate University encourages all students with a student or scholar visa to maintain health insurance from the first day that they enroll at the University through their last day of enrollment. Health insurance options for international students are posted on the Golden Gate University website ([www.ggu.edu](http://www.ggu.edu)).

## College Level Examination Program (CLEP)

The university administers the CLEP exams to help students achieve their educational and career goals by earning college credit by examination. Additional information regarding CLEP exams is available at Testing Services or at 415-442-6569. You will need your GGU4YOU login and password to access the page.

## Office of Student Affairs

The Office of Student Affairs is responsible for many student services, such as orientation for new students, housing resources, disability resources & academic accommodations, commencement ceremony, student life, advocacy services, personal counseling, mediation, judicial and conflict resolution, wellness resources, veteran services and special events. It also oversees the Student Government Association (SGA), student blog (GGU Social), and student clubs and activities. Information regarding student affairs can be obtained on the University website at [www.ggu.edu](http://www.ggu.edu) or by contacting the Office of Student Affairs at [studentaffairs@ggu.edu](mailto:studentaffairs@ggu.edu) or 415-442-7288.

## Clubs and Organizations

Student clubs and organizations offer many opportunities to Golden Gate University students. Clubs can form around career related interests (ex: accounting, ITM, data analytics) or social (ex: running club, ping pong club). To form a new club or organization, or to renew an old club charter, the group must register with the Office of Student Life. For a list of currently active clubs and organizations, see the Clubs and Government webpage, or contact the Office of Student Life or the Student Government Association, or check the information listed under "Groups and Clubs" on the GGU App.

## Commencement

The University provides annual commencement exercises for graduating students. Speakers of national and local merit are frequent guests. Commencement exercises are held in the San Francisco Bay Area after the spring trimester. For questions regarding the commencement ceremony, call 415-442-7288 or visit the commencement page at <http://www.ggu.edu/experience/student-services/special-events/>. For questions regarding the graduation requirements and/or diploma and degree status, call 415-442-7278.

## Wellness Resources

The University's Wellness Resources Office helps students incorporate healthy lifestyle choices while they work toward their academic goals. Our programs assist students in using effective

wellness tools to enhance their academic success and to balance their educational demands with other important areas of life.

To help students develop and maintain a wellness lifestyle, we host workshops and events and disseminate materials that address physical, social, spiritual, emotional and intellectual dimensions of health and wellness. Activities are hosted throughout the year to support students in increasing their health awareness and achieving their wellness lifestyle goals.

In addition, students may also receive private, confidential counseling services, including confidential assessment and consultation by telephone or in person. Brief face-to-face personal counseling is available on the San Francisco campus. Regardless of where they live, work or attend classes, Wellness Resources also helps students find appropriate off-campus health and psychological resources, including referrals to conventional and holistic practitioners and services. Privacy is always respected and all our records are maintained separately from academic records.

## **Disability Resources & Academic Accommodations**

Golden Gate University, through the Office of Student Affairs, continuously seeks to ensure that its programs and services are fully accessible to all students. Staff will work with students to clarify their needs, and help them identify and utilize appropriate accommodations. Students are also provided University guidelines for the documentation of a disability that requires academic accommodations. Students are strongly encouraged to meet early in the term with the Office of Disability Resources & Accommodations to most effectively use the following services:

- Testing accommodations and other services
- Introduction to faculty regarding classroom and academic accommodations, including testing alternatives and audio recording lectures
- Alternative-formatted textbooks
- Individual counseling and support
- Referrals to outside resources and advocacy, as needs are identified

## **Leadership Programs**

The Student Government Association and the student blog, GGU Social, both provide scholarships for student leaders. Contact the Office of Student Life for more information.

## **Orientation Programs**

Prior to each trimester, newly admitted students are invited to attend an orientation where they receive information about University services, academic advising and success strategies. All new students are encouraged to attend. New students are also provided with an

online orientation that guides students through the services and resources that are available to them at Golden Gate University. This orientation is offered through eLearning and students are sent the information to log in prior to the start of their first term.

## **Student Activities, Programs and Events**

Golden Gate University seeks to develop student activities and events that promote student learning and personal development while being purposeful and reflective of the demographic and developmental nature of the student body. Student activities include social, cultural, intellectual, recreational, governance, leadership and community service opportunities. Activities are planned and coordinated by student groups; some are planned by faculty and staff and coordinated with student groups.

## **Student Government**

All students are invited to participate in the Student Government Association. The SGA represents students on a variety of University decision-making committees such as the Board of Trustees and the faculty senate. More information about the SGA can be found on our website at [www.ggu.edu/student-resources/student-services/services-and-resources/community/student-government-association/](http://www.ggu.edu/student-resources/student-services/services-and-resources/community/student-government-association/). Up-to-date information about the SGA can also be found on the GGU App.

## **Student Information and Regulations**

A university requires an environment conducive to the intellectual and personal growth of its students. Golden Gate University seeks to cultivate a sense of personal integrity in each of its students. Students are expected to strive toward this objective and to develop as individuals in a manner consistent with the educational purposes of the university. Information about student policies and regulations is contained on the GGU website on the policies page, <http://www.ggu.edu/about-ggu-policies/>. Students should pay particular attention to the Student Code of Conduct, the Academic Integrity Policy, the Discrimination, Harassment, Sexual Harassment, and Title IX Policy as these policies govern appropriate behavior inside and outside the classroom. Questions about university policies pertaining to students should be directed to the Dean of Student Affairs at 415-442-7288.

## **Student Blog**

GGU Social is the official communication for the student community. GGU Social informs students of events and activities, provides a venue for the responsible exchange of student opinions, and contains informative articles on various topics of interest to the University community. You can view it online at <https://ggu-social.com/>.

## Health Insurance for Domestic Students

GGU encourages all students to maintain health insurance. Students who do not have coverage through work, spouse or another resource, are encouraged to check the state of California's health insurance exchange: <https://www.coveredca.com/>

## Housing Information

The Office of Student Affairs provides housing information and referrals.

## Complaint Resolution Procedures

We encourage students and others to first address their concerns by contacting the individual student, professor, department, or employee involved to try to resolve the issue.

Students have several options for filing complaints at the University:

Grade Grievance - the grade grievance process is for students who feel that their final grade in a course was incorrect for one (or more) of the following reasons:

- The instructor deviated from written grading policies outlined in the course syllabus;
- The mathematical means by which a final course grade was calculated was not consistent with policies outlined in the course syllabus (including factual and calculation errors);
- Deviation from University policies pertaining to grading;
- The final course grade was influenced by factors other than published criteria (i.e. the decision was discriminatory);
- Factual errors or errors in judgment regarding the academic quality of a student's work; and/or,
- An academic sanction for academic dishonesty was unfair, improper or unwarranted.

General Student Grievance - the general grievance process can be used when you feel that you have not been treated fairly or you have a complaint about a decision that was made (there are several exceptions where this procedure is not used because there is another process in place already).

Discrimination and Harassment, Sexual Harassment, Title IX Policy - this policy and process would come into place if you believe that you have been discriminated against or harassed due to a number of reasons, including your race, color, national origin, ancestry, gender, marital status, religion and/or age. This policy provides information about applicable federal and state standards that apply to the Golden Gate University community in regards to discrimination and harassment.

Code of Conduct Violations - If you believe that a fellow student may have violated the student code of conduct, you should report that to the Dean of Student Affairs - [deanofstudents@ggu.edu](mailto:deanofstudents@ggu.edu).

Academic Integrity Violations - If you are aware of a student who has violated GGU's Academic Integrity Policy, please contact the course instructor or the dean of the school in which you are enrolled. If you are unsure who to reach out to, please contact the Dean of Student Affairs - [deanofstudents@ggu.edu](mailto:deanofstudents@ggu.edu).

If you have questions, feel free to reach out to:  
Business Schools (Tax, Accounting, Ageno, and Undergraduate)  
Kayla Krupnick Walsh  
Dean of Student Affairs  
415-442-7228  
[kkrupnickwalsh@ggu.edu](mailto:kkrupnickwalsh@ggu.edu)

If you feel you are unable to resolve the complaint through informal and formal steps taken within GGU, you may choose to contact the oversight agency below depending on the physical location you are attending.

### California

Bureau for Private Postsecondary Education (BPPE)  
Address: 2535 Capitol Oaks Drive, Suite 400, Sacramento, CA 95833

Telephone: (916) 431-6924  
FAX: (916) 263-1897  
Website: [www.bppe.ca.gov](http://www.bppe.ca.gov)

### Oregon

Higher Education Coordinating Commission  
ATTN: Complaints-ODA  
255 Capitol St NE  
Salem OR 97310  
[www.oregon.gov/highered/institutions-programs/private/Pages/private-postsecondary-complaints.aspx](http://www.oregon.gov/highered/institutions-programs/private/Pages/private-postsecondary-complaints.aspx)  
**Washington**

Washington Student Achievement Council  
917 Lakeridge Way SW  
Olympia, WA 98502  
[complaints@wsac.wa.gov](mailto:complaints@wsac.wa.gov)  
[www.wsac.wa.gov/student-complaints](http://www.wsac.wa.gov/student-complaints)

## Office of Career Planning

### Career Consulting

Career consultants are available to meet with students and alumni either in-person, online, over the phone, or during our drop-in hours to clarify career goals, establish career plans and goals, discuss career concerns, and teach the skills necessary to be successful in the job search and build career satisfaction. Individual sessions are available by appointment via GGU Careers. Career services are free for students and alumni.

Career consultants can also support students with identifying their career interests, skills, values and work-style characteristics through self-assessment instruments, including the Strong Interest Inventory, Myers-Briggs Type Indicator, and StrengthsFinder 2.0. These assessments are available online and in person. A nominal fee is charged for assessments.

## GGU Careers - Golden Gate University's Online Career Portal

Career planning resources and tools are available to all students and alumni and can be accessed anytime at <https://ggu-csm.symplicity.com/students>. Our virtual career center includes job and internship listings, an events calendar, and access to online resources. New students will automatically be enrolled in GGU Careers during their first term of enrollment. Alumni and current students can also register at any time by visiting the website.

## Online Career Resources

Our eLearning course has a wide variety of brief webshops on selected topics. These webshops are accessible 24/7. Simply login with your eLearning credential and locate our course under the Student Resources section.

## Networking Events

The Office of Career Planning sponsors a variety of career events including employer information sessions, panel events, and networking luncheons. Students can log in to their GGU Careers account to learn about and register for upcoming events.

## Internships

Career consultants work with students on defining their career goals and identifying internships to meet those goals. While we do not place students in internships, a list of employers who have hired GGU students as interns can be found on GGU4YOU on the Career Planning page.

## Learning Support Services

Tutoring is available throughout the academic year on the San Francisco campus from the following departments:

- San Francisco campus Math Lab
- San Francisco campus Writing Lab
- Online through MOTH (Math Online Tutoring Help)
- Online through OWL (Online Writing Lab)

These services are available at no cost to all Golden Gate University students.

## The Alumni Association

The GGU Alumni Association fosters mutually beneficial connections among alumni, students, faculty and staff. The Alumni Association board of directors works with the Office of University Advancement to develop meaningful alumni outreach activities that support the mission of Golden Gate University. The president of the alumni association board also serves as a voting member of the University's board of trustees for the duration of his or her term.

Association membership is free to any person who holds a degree, diploma or certificate from Golden Gate University, or who has completed 12 or more units and is not currently enrolled. Alumni are encouraged to confirm or update their contact information in the private online alumni directory, so that they may receive the alumni magazine and event announcements.

For more information, visit the alumni website at [www.ggu.edu/alumni](http://www.ggu.edu/alumni) or contact alumni services at 415-442-7824 or [alumni@ggu.edu](mailto:alumni@ggu.edu).

The mission of the Golden Gate University Alumni Association is to foster beneficial connections among alumni, students and faculty. The Alumni Association Board of Directors works with the Office of Development and Alumni Relations to develop meaningful alumni outreach activities that support the mission of Golden Gate University. Alumni can volunteer on the Alumni Association Board or the Ambassadors Council. Alumni are encouraged to engage online on *GGU Connect*. To learn more on how you can engage and give back, email us at [alumni@ggu.edu](mailto:alumni@ggu.edu).

Association membership is free to any person who holds a degree, diploma or certificate from Golden Gate University, or who has completed 12 or more units and is not currently enrolled. Alumni are encouraged to confirm or update their contact information on their online alumni profile, or by emailing [alumni@ggu.edu](mailto:alumni@ggu.edu), so that they may receive the alumni e-newsletter and event invitations.

For more information, visit the alumni website at [alumni.ggu.edu/connect](http://alumni.ggu.edu/connect) or call us at 415-442-7832.

## The GGU HUB

The GGU HUB is Golden Gate University's "one-stop-shop" for all non-academic departments that students may need to visit, and provides a comfortable indoor setting for socializing, studying and relaxing. Open continuously throughout the day, the center is located on the first floor of 536 Mission Street, which also houses the Golden Gate University Bookstore and GGU Café.

## The Golden Gate University Bookstore

Working in partnership with the Follett Higher Education Group (FHEG), the Golden Gate University Bookstore is the University's main source for textbooks, reference materials, the latest bestsellers, as well as university logo clothing and gift items, school supplies and computer software.

The bookstore carries all of the required course materials (new and used texts, readers, study guides) as well as the faculty's recommended selections. In addition, a variety of study-aids, reference books, federal and state codes, and other specialized and professional titles are offered. We also carry a selection of law books, including the Rutter Group and Continuing Education of the Bar (CEB) materials.

Aside from course materials, the bookstore offers an extensive array of sport clothing and gym wear, casual shirts and ball caps, along with backpacks, diploma frames, class rings and jewelry items, and other exclusive GGU gifts.

To make life easier for everyone at all locations, students can order the books and other required materials for their classes via the bookstore website. Simply go to [www.eFollett.com](http://www.eFollett.com) and follow the instructions for placing an order. The University website, [www.ggu.edu](http://www.ggu.edu), also has direct links to the bookstore. When placing an order online, the student can select new or used textbooks and opt to have the materials shipped directly, or reserved and held in the store for future pick-up. Order status can be tracked online as well.

The bookstore accepts most major credit cards (VISA, MasterCard, Discover and American Express). Arrangements can be made to use a financial aid book voucher, and/or company special billing voucher. Personal checks are accepted with proper student/employee identification.

The Golden Gate University Bookstore is located in the 1st floor HUB of 536 Mission Street. For hours of operation and other questions, please call 415-442-7277.

## **The GGU Café by Follett**

The GGU Café is located in the 1st floor HUB of 536 Mission Street on the San Francisco campus. Operated by Follett, it offers a wide variety of made-to-order coffee drinks, as well as other hot and cold non-alcoholic beverages, plus pastries and other light snacks. This indoor café is the daily meeting place for students to socialize, study or just relax before and after classes. Hours vary throughout the trimester but, typically, the GGU Café is open Monday through Friday, from early morning until late afternoon.

## **Other Services**

Throughout the academic building on the San Francisco campus there is an assortment of vending machines, as well as change and ATM machines. Convenience copiers are located in the libraries.

## Graduation and Commencement

"Graduation" and "commencement" refer to two different activities. "Graduation" occurs at the conclusion of each trimester term, when degrees are conferred on students who have completed their program requirements during the trimester. When students graduate, their degrees are conferred and recorded on their transcripts and diplomas are issued to them. Graduation activities are administered by the Office of Records and Registration. "Commencement" is an annual ceremony celebrating the accomplishments of students who have or will graduate during an academic year. Commencement activities are administered by the Office of Student Affairs.

## Graduation Application Process

To be considered a candidate for graduation, students must apply for graduation. Submission of the application alerts the Office of Records and Registration to perform a final degree audit and to confer the candidate's degree. Consequently, all potential degree candidates must apply, whether or not they want to participate in the commencement ceremony. Students must apply for graduation online through GGU4YOU at [www.ggu.edu](http://www.ggu.edu).

The deadline to apply for graduation depends on a student's final term of enrollment:

<b>FINAL TERM</b>	<b>DEADLINE</b>
Fall 2019	December 1, 2019
Spring 2020	April 1, 2020
Summer 2020	August 1, 2020

The degrees of students who fail to comply with these deadlines will be conferred with the subsequent term for which they apply.

If students do not complete their academic program requirements within the term they have applied to graduate, their applications will expire and they will be required to reapply for graduation.

Doctoral degree candidates also must apply for graduation. They should consult further with the director of the doctoral program for other commencement eligibility requirements.

Students do not "graduate" from certificate programs, since they are not awarded degrees. Consequently, certificate-seeking students are not required to apply for graduation. However, certificate-seeking students should submit Certificate of Completion Request forms to the Office of Records and Registration. Refer to Admission to Certificate Programs for more information.

## Degree and Certificate Conferral Dates and Eligibility

The university has three degree and certificate conferral dates per academic year; each corresponds to the final day of a trimester term (i.e., fall, spring, or summer). View the academic calendars for specific dates.

Students' degrees or certificates will be conferred when they have completed all of their programs' academic requirements and have applied for graduation or submitted the Certificate of Completion Request form. The degree term will be the one in which both of these criteria have been met.

Conferral of degrees is not contingent upon students' having met their financial obligations with the university. However, the university will not release diplomas or official transcripts until their financial obligations have been satisfied.

## Commencement Registration Process

Students who want to participate in the commencement ceremony must register for commencement by March 1 of the year the ceremony is to be held. Before registering for commencement, students must apply for graduation, as described above. Students must register for commencement online through GGU4YOU at [www.ggu.edu](http://www.ggu.edu) and pay the non-refundable \$100 commencement fee. Students may not be able to participate in the ceremony and will accrue late fees to participate if they apply after March 1.

Commencement ceremony dates are different from degree conferral dates. Commencement is held in the San Francisco Bay Area during the spring. Commencement information is available at <https://www.ggu.edu/experience/student-services/special-events/#commencement>.

To be eligible to participate in commencement and to be listed in the 2020 commencement program, students must be either

1. Summer 2019, fall 2019 degree awardees, or spring 2020 degree candidates;  
or
2. Summer 2020 degree candidates with no more than 15 undergraduate units or 12 graduate units remaining to be completed in the summer 2020 term.

All tuition and fees must be paid prior to commencement unless other arrangements have been made. All candidates with outstanding balances who desire to participate in commencement must be cleared by Student Accounting Services two weeks prior to commencement.



## Honors at Graduation

### Undergraduate Programs

Honors are awarded to associate's and bachelor's degree graduates who have maintained cumulative grade point averages in their Golden Gate University courses as follows:

#### Associate's Degrees:

Honors	3.50-3.74 GPA
High Honors	3.75-4.00 GPA

#### Bachelor's Degrees:

Cum laude	3.50-3.749 GPA
Magna cum laude	3.750-3.899 GPA
Summa cum laude	3.900-4.000 GPA

Honors are awarded as of the date the degree is granted. These honors appear on both the diploma and official university transcript.

### Graduate Programs

Honors are awarded to master's degree graduates who maintained program grade point averages in their Golden Gate University programs as follows:

With honors	3.800-3.899 GPA
With high honors	3.900-3.999 GPA
With highest honors	4.000 GPA

Honors are awarded as of the date the degree is granted. These honors appear on both the diploma and official university transcript.

Honors designations do not apply to certificate programs and doctoral degrees.

### Awards and Award Ceremony

Each year, at the end of the spring trimester and prior to commencement, the Office of Student Affairs hosts an award ceremony to recognize outstanding student award winners in various categories. Outstanding students are chosen based on specific award criteria determined by their schools; the award criteria vary and are available from the appropriate dean's office. Outstanding students awards are not shown on the diploma, nor on the official university transcript.

Please note: Awardees are chosen from those students who applied for graduation by the March 1 commencement deadline and who will complete all degree requirements by the end of the spring trimester.

Summer graduates are eligible for the outstanding student award in the following spring. All students who are selected for outstanding student awards will be notified by the Office of Student Affairs.

### Diploma and Transcript Distribution

Students who have submitted an application for graduation by the deadlines listed above and who have no outstanding financial obligations with the University can expect to receive their diploma and one official copy of their transcripts approximately six to eight weeks after their degree conferral date (see above). Diplomas and transcripts will be sent by first class mail to the address that students provide on the graduation application or will be available at the Office of Records and Registration for students who requested "hold for pick-up" on their applications.

### Inquiries

Inquiries about graduation application status, degree conferral status, diplomas or certificates should be directed to the Office of Records and Registration at [graduation@ggu.edu](mailto:graduation@ggu.edu) or by calling 415-442-7278.

Inquiries about commencement ceremonies and commencement regalia should be directed to the Office of Student Affairs at [commencement@ggu.edu](mailto:commencement@ggu.edu); phone: 415-442-7288; fax: 415-442-7284.

## Standards and Policies

### Attendance Requirements and Examinations

#### Attendance

Golden Gate University encourages students to attend and participate in their classes. Active participation and engagement with course materials, instructors, and other students enhances the learning experience. The course syllabus for each class provides students with the implications of failing to attend a class and the requirements for attendance that must be met in order for students to earn passing grades. Federal Student Aid, VA Education Benefits, and F1/J1 Student Visa Programs all have attendance requirements, the consequences of which are described below:

- **Federal Student Aid:** If Return of Federal Student Aid calculations are required for students who are deemed to have withdrawn completely from a payment period, their last dates of attendance in courses in which they received "W" and/or "F" grades may be used in those return calculations. See the Return of Federal Student Aid Policy for more information.
- **VA Education Benefits:** When students receive "F" grades, their last dates of attendance (LDA) for those courses will be reported to U.S. Department of Veteran Affairs unless their LDAs are within seven (7) days of the course section end dates. In addition, VA students must physically attend "in-residence" class meetings to be certified for BAH benefits; attendance only via eLearning or attendance via web conference does not make students eligible for BAH benefits.
- **F1/J1 Student Visa Programs:** F1/J1 student immigration status requires students to maintain full time enrollment and to attend and pass all courses in which they are enrolled in order to Maintain Status. (Note: Since GGU enrolls F1/J1 students into graduate programs only, "C-" is the minimum passing grade to maintain status.) Non-attendance without Reduced Course Load authorization is a violation of F1/J1 student status and may result in SEVIS record termination.

#### Examinations

Midterm and final examinations are given in most courses. All final examinations must be taken on the dates scheduled, unless permission is granted by the instructor and the school dean to take an examination at some other time. Permission is granted on an individual basis.

### Required Academic Progress and GPA Requirements

All Golden Gate University students are required to make satisfactory academic progress toward completion of their degrees or studies. Students who are not making satisfactory academic progress will be disqualified from the university.

#### Open Enrollment Status

Open enrollment status students are required to maintain good academic standing to register for courses and to remain enrolled. Evidence of good academic standing for an undergraduate student is a minimum 2.00 cumulative grade point average, and for a graduate student is a minimum 3.00 cumulative grade point average. Open enrollment students who do not meet this requirement are not permitted to register and will be dis-enrolled in the event that ineligibility is determined after the term begins. See the Admission policies pertaining to Open Enrollment Status for more information.

#### Undergraduate Students

To maintain "good" academic standing and to be conferred a degree or to be awarded a certificate, undergraduate students are required to achieve a cumulative grade-point average of 2.00 "C" or higher in all courses taken at Golden Gate University. Students whose GPA falls below the minimum GPA requirement will be placed on academic probation. The probationary period will be the lesser of 12 units or the units remaining for degree completion, during which time the student must achieve the minimum required 2.00 cumulative GPA. All undergraduate students on academic probation must consult with an academic advisor for approval to register for classes each term. Students on academic probation will be officially removed from probationary status after the trimester term in which they achieve the minimum required GPA. Under no circumstances may a student continue taking courses once it becomes mathematically impossible to achieve a 2.00 cumulative GPA in the time remaining in the probationary period without retaking previously completed classes.

#### Graduate Students

To maintain "good" academic standing and to be conferred a degree or to be awarded a certificate, graduate students are required to achieve at least a 3.00 cumulative grade-point average (GPA) in the academic programs in which they are enrolled. A student's program GPA is calculated using all courses taken at GGU that are applicable to the academic program's requirements, including: prerequisites, graduate program proficiency courses, graduate program foundation courses, undergraduate courses taken to satisfy graduate program foundation requirements, required courses and electives. Coursework that is completed at other institutions or at GGU prior to completing an undergraduate degree may be used to satisfy graduate program requirements, but this coursework will not be used in the calculation

of the student's program GPA, with the exception of designated Pathway Programs coursework, which may be used to satisfy both undergraduate and graduate degree requirements for certain academic programs.

In addition to achieving an overall minimum 3.00 GPA, graduate students must earn a grade of "C-" or better in order for a course to be used to satisfy the program's requirements. If needed, students may repeat courses or replace elective courses with additional elective courses to raise their program GPA to meet the minimum GPA requirement.

Students whose GPA falls below the minimum GPA requirement stated above will be placed on academic probation. The probationary period will be the lesser of nine units, or the units remaining for degree completion, during which time the student must achieve the minimum required GPA. All graduate students on academic probation must see their designated academic advisor for approval to register for classes each term. Students on academic probation will be officially removed from probationary status after the trimester term in which they achieve the minimum required GPA.

When a student's degree is conferred, the student's cumulative GPA and unit calculations are recorded on the transcript with the degree information. The student's cumulative GPA and unit calculations restart from zero if the student completes additional coursework after the degree is conferred. Thus GGU will apply courses from previous graduate and undergraduate academic programs toward satisfying the credit and course requirements of a student's second (third, fourth, etc.) graduate academic program, if appropriate, but this coursework will not be used in calculating the student's program GPA for any subsequent academic program, with the exception of designated Pathway Programs coursework, which may be used to satisfy both undergraduate and graduate degree requirements for certain academic programs.

## Doctoral Students

To maintain "good" academic standing and to be conferred a degree, doctoral students are required to achieve at least a 3.00 cumulative grade-point average (GPA) in the doctoral program. A student's GPA calculation includes all university courses taken to fulfill the doctoral degree program requirements, doctoral foundation program courses completed and undergraduate courses taken to satisfy doctoral course prerequisites and foundation program requirements. Coursework used to fulfill proficiency requirements will not be included in the programmatic GPA unless the student completes the courses after seeking admission to or being admitted to the DBA program.

In addition to achieving an overall minimum 3.00 GPA, doctoral students must earn a grade of "B-" or better in order for a course to be used to satisfy the program's requirements. Students may repeat courses or complete extra elective courses if needed to raise their program GPAs to meet the minimum GPA requirement.

Doctoral students whose GPA falls below the 3.00 (B-average) cumulative grade point average requirement will be placed on

academic probation. The probationary period will be the lesser of eight units, or the units remaining for degree completion, during which time the student must achieve the minimum required GPA. All doctoral students on academic probation must see the director of the doctoral program for approval to register for classes each term. Students on academic probation will be officially removed from probationary status after the trimester term in which they achieve the minimum required GPA.

## Required Academic Progress for Students on Probation

Required academic progress for students placed on academic probation includes the achievement of a minimally acceptable grade point average (GPA) and completion of attempted units. Students on academic probation who fail to meet these requirements by the end of the probationary period will be automatically disqualified. The student may appeal to the dean of the program.

Both undergraduate and graduate students disqualified for unsatisfactory academic progress are barred from enrollment in any classes at Golden Gate University. Disqualified graduate students may not enroll as auditors, certificate or open enrollment students. Disqualified graduate students may apply for admission to undergraduate studies and, if admitted, register for undergraduate level courses. Disqualified graduate students may also enroll for noncredit workshops.

To be considered for readmission, a disqualified student must apply for admission after a period of time in which significant achievement and/or resolution of difficulties indicate a change in the conditions leading to initial disqualification.

One year is the minimum time usually required for such a change in conditions, and students will be notified at the time of their disqualification of their minimum required waiting period before applying for readmission. Applicants for readmission must meet the admission and degree requirements in effect at the time readmission. For further information refer Readmission of Former Students.

## Probation and Disqualification Policies and Procedures

Required academic progress for students placed on academic probation includes the achievement of a minimally acceptable grade point average as well as satisfactory class attendance and completion of attempted units. Students on academic probation who fail to meet these requirements by the end of the probationary period will be automatically disqualified. The student may appeal the decision to the dean of the program. See Academic Disqualification Appeal Process below for more information.

Students who are on academic probation may apply for a change of program. If the dean of the school to which the new program belongs approves the change of program, the student is still required to

achieve the minimally acceptable grade point average by the end of the probationary period. See Required Academic Progress and GPA Requirements for more information. A disqualified student may reapply and be considered for readmission after three terms.

## Academic Disqualification Appeal Process

A student who wishes to appeal the disqualification to the dean must submit a Disqualification Appeal form, within 45 working days after the end of the specific term resulting in the disqualification. The dean and faculty review committee will review the disqualification appeal and render a decision within 10 working days of receiving the appeal. Students whose disqualification appeal is granted may enroll in courses for the trimester term that begins immediately after the date their appeals are granted.

## Academic Standing Inquiries

Academic standing inquiries should be directed to your academic advisor. You may also contact the Office of Academic Affairs, Golden Gate University, 536 Mission Street, San Francisco, CA 94105-2968; telephone 415-442-6569.

## Academic Integrity Policy

Golden Gate University is committed to preparing students to lead and serve and to creating an academic community that values both individual and collaborative efforts that promote learning. The University aims to cultivate a community based on trust, academic integrity and honor. Specifically, Golden Gate University seeks to accomplish the following:

- Ensure that students, faculty, and administrators understand that the responsibility for upholding academic honesty lies with them.
- Prevent any students from gaining an unfair advantage over other students through academic misconduct.
- Ensure that students understand that academic dishonesty is a violation of the trust of the entire academic community.
- Clarify what constitutes academic misconduct among students at Golden Gate University.

The following policy applies to all students taking classes in the Schools of Business, Taxation, Accounting, and Undergraduate Studies regardless of location or course format.

### 1. Academic Misconduct

Academic misconduct is the failure to maintain academic integrity. Academic misconduct includes but is not limited to:

#### a. Plagiarism:

In any written work, including but not limited to submitted papers, discussion postings in online work, presentations, and examination answers:

- Copying all or part of another person's written work without proper citation or attribution.
- Representing as one's own specific phrases, sentences, paragraphs, or the specific substance of another person's work without giving appropriate credit.
- Paraphrasing another person's original ideas, theories, explanations, examples, models, principles, research issues and strategies, cases, conclusions, etc. without proper attribution.
- Representing as one's own another person's computer programs, web content or designs, graphic or artistic works, mathematical or scientific solutions, charts, tables, figures, or illustrations in any medium

#### b. Fabrication:

The falsification of data, information, or citations in any formal academic exercise.

#### c. Deception:

Providing false information to an instructor concerning a formal academic exercise-*e.g.*, giving a false excuse for missing a deadline or falsely claiming to have submitted work.

#### d. Cheating:

- Copying, in part or in whole, from another student's work, including exams, tests, quizzes, assignments, projects, online postings, work drafts or other evaluation instruments unless part of a group project in which collaboration is permitted and permission is given by the originator of the work.
- Using or consulting sources, materials, devices, or other assistance not authorized by the instructor during a quiz, test, or examination.
- Obtaining or attempting to obtain, or giving or attempting to give unauthorized aid of any type on a quiz, test, examination, or assignment.
- Unauthorized collaboration. Students may not combine efforts on any academic work, done inside or outside the classroom unless specifically permitted by the instructor. Although instructors should clearly define the limits of collaboration allowed, the absence of any instructions indicates that collaboration is not permitted. When uncertain, the student should seek clarification from the instructor. In cases of unauthorized collaboration, any student giving aid is as responsible as the recipient, unless

the former is unaware that she/he has provided aid. A student who seeks unauthorized aid is responsible for participating in unauthorized collaboration whether the aid was given or received.

- Obtaining or attempting to obtain unauthorized prior knowledge of a quiz, test, or examination.
- Submitting work previously presented in another course or in another section of the same course, unless specifically authorized by the course instructor.
- Doing work for another student or having one's work done by another person, or representing oneself as another person, or failing to identify oneself in a forthright and honest manner in the context of an academic obligation.
- Altering grades or interfering with grading policies or procedures.
- Submitting or attempting to submit contrived or altered data, quotations or documentation when the intent is to mislead, or deliberately attributing material to a source other than where the student obtained it.
- Any other act committed by a student in the course of academic work that defrauds or misrepresents, including aiding or abetting in any of the actions defined above.

**e. Bribery:**

Offering money or other goods and services in exchange for academic favor.

**f. Sabotage:**

Creating an improper academic disadvantage for another student or an improper academic advantage for oneself. This includes but is not limited to:

- Acting to prevent others from completing their work. This includes cutting pages out of library books or willfully disrupting the experiments of others.
- Removing, defacing, hiding or deliberately withholding library books or other materials, especially those with short-term loan periods or on reserve for courses.
- Theft or damage of intellectual property.
- Sabotaging or stealing another person's assignments, books, papers, notes, or projects.
- Improperly accessing or interfering with, electronically or via other means, the property of another person or the University.

This list is not exhaustive, and the University reserves the right to determine in a given instance what action constitutes a violation of academic integrity.

## 2. Procedures When Academic Misconduct is Alleged

Any student, faculty, or University employee who observes, discovers or has a good faith belief about the occurrence of academic misconduct must notify the faculty member responsible for the course in which the alleged misconduct occurred, or a dean or other administrator who will in turn notify the responsible faculty member.

When a faculty member responsible for a course has reason to believe that there has been an incident of academic misconduct, the faculty member shall:

- a. Inform the student in writing of the allegations(s), provide the student with two business days to submit written response.
- b. If the faculty member believes there is a potential violation after considering the student response, the faculty member is required to submit to the Dean of Student Affairs an Allegation of Academic Integrity Misconduct form and the academic sanction the faculty member recommends as appropriate as soon as administratively possible.
- c. The Dean of Student Affairs will inform the student and the faculty member that an Allegation of Academic Integrity Misconduct has been filed, requesting any additional information from both parties. Such additional information must be submitted in writing within 3 business days of the sending of the notification.
- d. The dean (or dean's designee) of the relevant school, plus one other academic dean (dean's designee), and a faculty member will review the submitted material and make a determination within 10 business days whether there was misconduct. If it is determined that misconduct occurred, academic and administrative sanctions will be imposed in accordance with Section 3 below.
- e. The Dean of Student Affairs will notify the student and faculty member of the decision whether misconduct has occurred. If there is a finding of misconduct, the notification will also indicate the resulting academic and administrative sanctions.

A copy of this notification shall be sent to the following:

- Dean of the school in which the course is given
- Dean of the school in which the student is enrolled
- Dean of Student Affairs
- Faculty member alleging the academic misconduct
- Vice President for Academic Affairs
- University registrar
- Director of the program in which the student is enrolled

If a student is found responsible for violating the Academic Integrity Policy, a conduct file will be created for the student and will include supporting documentation as well as the final determination. Students found responsible for violating the Academic Integrity Policy could have notations made on their transcript regarding these violations and the sanctions imposed.

Investigations into allegations of academic dishonesty will take place regardless of a student's status at the University or in a particular class. If found responsible for a violation, academic and administrative sanctions may be imposed even if a student dropped or withdrew from the course or withdrew from the university.

### 3. Sanctions

Sanctions are the consequences imposed on the student for acts of academic misconduct. There are two kinds of sanctions: academic sanctions and administrative sanctions. Either one or both types may be imposed for any act of academic misconduct.

#### a. Academic Sanctions:

The faculty member teaching the course in which the academic misconduct occurred has the discretion to impose an academic sanction s/he deems appropriate, including but not limited to:

- Awarding no credit for the academic exercise for which there was academic misconduct. If the faculty member chooses to award no credit, s/he may choose to allow the student to complete an alternative assignment or examination and average the two grades together. However the faculty member is under no obligation to do so.
- Assigning a grade of "F" or other reduced grade for the exam or assignment, with no possibility of ameliorating the grade by means of additional work.
- Assigning a grade of "F" or other reduced grade for the course.

In addition to imposing academic sanctions, the University may impose administrative sanctions.

#### b. Administrative Sanctions:

Any student found to have violated the Academic Integrity Policy will be placed on academic integrity probation for a period of three trimesters in which the student is enrolled in Golden Gate University coursework. Should a student be found to have violated this policy while on academic integrity probation, the student will be automatically suspended for two trimesters (including the current trimester should the student be found to have violated this policy prior to the end of a term).

Any student having been found to have violated this policy will forfeit his/her privilege to serve in any student government leadership role. Violation of the policy will also preclude the student from being awarded any honors recognition for which he/she might otherwise qualify such as dean's list or graduation honors.

An additional administrative sanction may be imposed by the Dean. For purposes of determining the appropriate administrative sanction, the Dean may seek to determine the extent to which there was past academic misconduct. The dean may impose any

administrative sanction determined to be appropriate, including but not limited to the following:

- Require the student to enroll in an academic integrity program at the student's cost.
- Suspend the student from the course and prohibit the student from retaking it for one academic term or more.
- Suspend the student from enrolling in any course at the university for a period of time.
- Permanently expel the student from the program in which he or she is enrolled and deem the student ineligible for subsequent re-admission to that program.
- Expel the student from the university.

#### c. Student Appeal Process:

A student may appeal a finding of misconduct and the academic and administrative sanctions imposed within 7 business days of the sending of the notification. Appeals must be filed in writing submitting the Academic Integrity Sanction Appeal form. Academic and Administrative sanction appeals will be evaluated and a decision will be made within 7 business days of receipt of student appeal.

The Vice President for Academic Affairs will evaluate all documentation provided by the student, faculty member, dean of the school and Dean of Student Affairs and determine whether to uphold the finding of misconduct. If the misconduct finding is upheld, the Vice President for Academic Affairs will determine whether the academic and administrative sanctions are appropriate for the severity of the misconduct. The Vice President for Academic Affairs will communicate such ruling to the student in writing within 7 business days of receipt of the student's appeal. The student shall have no further appeal rights.

### 4. Protection of Privacy

Unless noted otherwise above, all written or spoken communications between the student and the faculty member and the student and University administration will be disclosed only as (1) reasonably necessary to investigate the allegations of academic dishonesty, (2) required to report the allegations of academic dishonesty to the University and student, (3) appropriate in any subsequent disciplinary proceedings or legal actions, (4) reasonably necessary in the ordinary business of advising students and administering courses, and/or (5) required by law or court order.

### Disciplinary Suspension or Dismissal

Golden Gate University reserves the right to suspend or dismiss a student for violation of its policies or regulations or for conduct inimical to the best interest of the University or to other students in attendance. Information is available in the Griffin Student Handbook and from the Office of Student Affairs.

## Policy on Alcohol and Other Drugs

Golden Gate University complies with federal and state laws regarding the possession, sale and consumption of alcohol and other drugs (Drug-Free Workplace Act of 1988; the Higher Education Act of 1986; Drug-Free Schools and Communities Act of 1986 [PL 99-570]; Drug-Free Schools and Communities Act Amendments of 1989 [PL 101-226]; Anti-Drug Abuse Act of 1988 [PL 100-690]). Federal and state laws prohibit the sale and use of drugs that are not prescribed by a physician or available for regular retail sale. Any student known to be possessing, using or distributing such drugs is subject to serious university disciplinary action (suspension or dismissal) and arrest under the state and federal laws. The university will facilitate counseling and referral to treatment as appropriate. Additional information is available in the Griffin Student Handbook and from the Office of Student Affairs.

## Substance and Alcohol Counseling and Treatment

Students and employees who are concerned about problems relating to substance/alcohol use, abuse, and rehabilitation should be aware of various treatment programs. The university offers an Employee Assistance Program (EAP). This program, which is available to all regular employees, offers confidential telephone assistance, a referral service and follow up. The Employee Assistance Program (EAP) provides a constructive way for employees to voluntarily deal with drug and other substance-related problems. For further details, and the telephone number of the EAP, please contact human resources. Students may consult with a staff member of Wellness Resources.

## Privacy of Student Education Records

The Family Educational Rights and Privacy Act (FERPA) and the California Education Code afford "eligible students" certain rights with respect to their education records. Eligible students are those who are or have been in attendance at Golden Gate University. These rights include:

1. The right to inspect and review the student's education records within 45 days of the date the university receives a request for access.  
A student should submit to the registrar, dean, head of the academic department, or other appropriate official, a written request that identifies the record(s) the student wishes to inspect. The school official will make arrangements for access and will notify the student of the time and place where the records may be inspected. If the records are not maintained by the school official to whom the request was submitted, the official shall advise the student of the correct official to whom the request should be addressed. If the student cannot inspect the records at

Golden Gate University's San Francisco campus, copies of the records will be made available by regular mail at the cost of \$0.25 per page, upon satisfactory proof of the student's identity.

2. The right to request the amendment of a student's education records that the student believes is inaccurate, misleading, or otherwise in violation of the student's privacy rights under FERPA  
A student who wishes to ask the school to amend a record should write the school official responsible for the record, clearly identify the part of the record the student wants changed, and specify why it should be changed.  
If the University decides not to amend the record as requested, the University will notify the student in writing of the decision and the student's right to a hearing regarding the request for amendment. Additional information regarding the hearing procedures will be provided to the student when notified of the right to a hearing.
3. The right to provide written consent before the University discloses personally identifiable information (PII) from students' education records, except to the extent that FERPA authorizes disclosure without consent  
FERPA contains various exceptions to the general rule that the University should not disclose education records without seeking the prior written consent of the student. The following circumstances are representative of those in which education records may be disclosed without the student's prior written consent:
  - a. The University may release "directory information" upon request. Directory information is information that is not generally considered harmful or an invasion of privacy if disclosed. See "Directory Information" for more information.
  - b. School officials who have a legitimate educational interest in a student's education record may review it. A school official is a person employed by Golden Gate University in an administrative, supervisory, academic, research, or support staff position; a person serving on the board of trustees; or a student serving on an official committee, such as a disciplinary or grievance committee. A school official also may include a volunteer or contractor outside the University who performs an institutional service or function for which the University would otherwise use its own employees and who is under the direct control of the University with respect to the use and maintenance of PII from education records, such as an attorney, auditor, or collection agency or a student volunteering to assist another school official in performing his or her duties. A school official has a legitimate educational interest if the official needs to review an education record in

order to fulfill his or her professional responsibilities for the University.

- c. The University discloses education records without consent to officials of another school, in which a student seeks or intends to enroll, upon request of officials at that other school.
  - d. The University may inform persons including either parent(s) or guardian(s) when disclosure of the information is necessary to protect the health or safety of the student or other persons.
  - e. The University must provide records in response to lawfully issued subpoenas, or as otherwise compelled by legal process.
4. The right to file a complaint with the US Department of Education concerning alleged failures by the University to comply with the requirements of FERPA. The name and address of the office that administers FERPA is:
- Family Policy Compliance Office  
US Department of Education  
400 Maryland Avenue, SW  
Washington, DC 20202-5920

## Directory Information

Golden Gate University has designated the following student records as "directory information," and at its discretion may release this information without the student's written consent:

- Full name
- Address
- Telephone number
- Email address
- Dates of attendance
- Enrollment status
- Program of study and concentration(s)
- Participation in officially recognized activities
- Awards
- Honors (including dean's list)
- Degree(s) earned and date(s) conferred
- ID card photograph

As required by Section 99.37 of the FERPA regulations, this serves as annual public notice of which student records Golden Gate University classifies as "directory information." Students have the right to withhold all "directory information," but must notify the registrar in writing by completion and submission of the Request to Prevent Disclosure of Directory Information form. Once a non-disclosure hold is placed on a student's directory information, it will remain in effect until and unless the student removes it by submission of a written request to the registrar.

## Notice of Nondiscrimination Policy

In compliance with Titles VI and VII of the Civil Rights Act of 1964, Title IX of the Education Amendments of 1972, Sections 503 and 504 of the Rehabilitation Act of 1973, the Americans with Disabilities Act of 1990, the Vietnam Era and Veterans Readjustment Assistance Act of 1974, the Age Discrimination in Employment Act of 1967, the Age Discrimination Act of 1975, and Executive Order 11246, Golden Gate does not discriminate, within the meaning of these laws, on the basis of race, color, national origin, religion, sex, sexual orientation, disability, age, marital status or veterans status in employment, in its educational programs, or in the provision of benefits and services to its students. Anyone who believes that, in some respect, Golden Gate University is not in compliance with the above statement should contact the Office of Student Affairs in San Francisco.

## Notice of the Americans with Disabilities Act

In compliance with Section 504 of the Rehabilitation Act of 1973 and the Americans with Disabilities Act of 1990, Golden Gate University affirms its commitment to its applicants and students who identify and express their special needs. Information regarding the acts and the University's policies and services may be obtained from the Office of Student Affairs, 415-442-7288.

## Golden Gate University Student Completion or Graduation Rate (Enrollment Retention Rate)

The information is provided in compliance with the Federal Student Right-to-Know and Campus Security Act of 1990. Questions should be directed to the director of planning, resources and analysis.

Golden Gate University admits very few first-time freshmen. The completion or graduation rate is a projection based on actual enrollment retention data for a defined group of newly matriculated students (including those who transferred in credit from other institutions). This information for undergraduate students can be found at <http://www.ggu.edu/admissions/undergraduate/student-success/retention-and-graduation/>. The information for graduate students is available at <http://www.ggu.edu/admissions/graduate/student-success/retention-and-graduation/>.

## Notice of Crimes

A complete record of all crimes committed on Golden Gate University's properties is provided in "Campus Safety Information" on p. 144 or in the University Street Smarts publication. The quickest way to access the report is by going to [www.ggu.edu/about-ggu/campus-safety-and-security/#](http://www.ggu.edu/about-ggu/campus-safety-and-security/#), where it is listed under the "Annual Security Report" section. A hard-copy of the University



Street Smarts publication will also be made available upon request to the campus safety office.

## Campus Safety and Security

### Campus Security Starts with You

The Business Services & Facilities Department (BSF) is responsible for campus safety and security matters. We take our charge in this regard very seriously, and we do our best to make our campus as safe and secure as possible. But we cannot do it alone. We must rely on everyone within the GGU community to stay alert, report any suspicious activity/persons/packages to this office, and always be a proactive member of our campus security program. In doing so, we can all help to keep our community a more safe and secure place for everyone.

### We Want You to Know

#### The Jeanne Clery Disclosure Act of Campus Security and Campus Crimes Statistics Act (Cleary Act)

Golden Gate University prepares and makes available an annual security report. It includes statistics for the previous three years concerning reported crimes that occurred on campus; in certain off-campus buildings or property owned or controlled by the university; and on public property within, or immediately adjacent to and accessible from, the campus. This report also includes institutional policies concerning campus security, such as policies covering sexual assault and other matters.

While we do have a very good crime-on-campus record, we typically have several incidents each year; with crimes against personal property being the most common. Laptops, backpacks and bikes seem to go missing the most often. It appears that these are "crimes of opportunity," in that the owner of the property left the item out in the open, unsecured and unattended. These kinds of thefts are easily preventable by always maintaining control of your personal property, and not leaving your possessions out in the open and unattended.

The report details are available for your review via the university web site, at <http://www.ggu.edu/about-ggu/campus-safety-and-security>. The report, and related information, is contained in the university Street Smarts publication. Copies of this document are available throughout the campus; and you can obtain a copy of this publication by contacting Business Services and Facilities. They can be reached at (415) 442-7089.

### Emergency Notification Process

Communications throughout the university may be severely limited during an emergency. Therefore all means possible will be used to disseminate information and instructions. The emergency communications methods include the following:

- The GGU-ALERT Emergency Communications System.
- E-mail blasts (using GGUALL or other similar methods).
- Telephone alerting (announcements made using the university telephone system).
- GGU Mobile-Radio Communications System (includes the BSF Emergency Response Team (ERT) radios and mobile devices).
- GGU Web Site (the university home page will be updated to reflect pertinent information).
- Radio and television announcements (Information will be provided to the applicable stations).
- Runners will be dispatched as needed to help disseminate information throughout the campus facilities.

### GGU-ALERT Emergency Notification System

The university has joined with e2Campus to provide timely communications in the event of a disaster, emergency situation or significant occurrence.

Our emergency notification system is called GGU-ALERT, and it is the quickest and most reliable way for you to receive urgent notification messages from the university. The messages that are sent via GGU-ALERT are deemed to be critical to one's safety, security or well being. These notifications could be for situations such as shelter-in-place requirements, security advisories, terrorist activities, bomb threats, severe weather, natural disasters, public-health alerts, system outages or other such events.

The university strongly encourages all students to subscribe to this service during their registration process. And you can also enroll at any time after logging in to GGU4YOU at:

[https://ggu.omnilert.net/subscriber.php?command=show\\_signup](https://ggu.omnilert.net/subscriber.php?command=show_signup)

There is no cost to you for participating; however, depending on your wireless (or other service provider) agreement, a nominal fee may be incurred for receiving text or other messages. And the information that you provide when enrolling for this service will not be sold to, or shared with, third parties.

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At a minimum the GGU-ALERT System is tested annually on an unannounced basis. Additional tests may be conducted throughout the year as well. During these tests, subscribers will receive a message announcing the test and the details of any specific responses that may be required as part of the test.

## **Emergency Response and Evacuation Plan (E-REP)**

The university maintains a detailed plan for how to respond to a variety of situations (i.e. fire, earthquake, power outage, etc.). While on campus, all members of the university community are required to comply with alarm notifications, evacuation or recovery orders and to take the appropriate actions as applicable. Copies of the E-REP are available throughout the campus facilities and also via the university web site.

## Course Descriptions

### Accounting

#### ACCTG 1A Introductory Financial Accounting

3 unit(s)

Introduces financial accounting emphasizing accounting terminology, ethics and the role of accounting information in business decisions. Coursework will provide students with a basic understanding of the accounting process; financial statements; and the content of certain asset, liability and owner's equity accounts, including IFRS. The corporate form of business is discussed in detail. Provides students with an understanding of accounting information in a decision context. Includes a computerized practice set. (CAN BUS 2)

#### ACCTG 1B Introductory Managerial Accounting

3 unit(s)

Introduces students to managerial accounting focusing on business decisions using internal accounting information. Introduces and explores relevant costs for decision-making, cost-volume analysis, costing systems, cost behavior, budgeting and performance measurements. Prerequisite(s): ACCTG 1A.

#### ACCTG 100A Intermediate Accounting I

3 unit(s)

Examines current pronouncements and practical applications. Students will read, discuss and implement the most current accounting requirements as prescribed in the FASB statements and other current accounting pronouncements. Topics include statement presentation, required disclosures, in-depth study of current assets, the time value of money, inventories and revenue recognition. Prerequisite(s): ACCTG 1A and MATH 20. Knowledge of spreadsheets is recommended.

#### ACCTG 100B Intermediate Accounting II

3 unit(s)

Continues intermediate accounting with an emphasis on current pronouncements and practical applications. Students will read, discuss and implement the most current accounting requirements as prescribed in the FASB statements and other current accounting pronouncements, including IFRS. Topics include plant and equipment, intangible assets, current liabilities, long-term debt, stockholders' equity, investments, and introduction to the cash flow statement. Prerequisite(s): ACCTG 100A.

#### ACCTG 100C Intermediate Accounting III

3 unit(s)

Continues intermediate accounting with an emphasis on current

pronouncements and practical applications. Students will read, discuss and implement the most current accounting requirements as prescribed in the FASB statements and other current accounting pronouncements. Topics include earnings per share, leases, pensions, deferred taxes, accounting changes, statement of cash flows, financial statement analysis, full disclosure and problem solving using computer spreadsheets. Professional writing is emphasized through various assignments. Master of accountancy students must take ACCTG 305. Prerequisite(s): ACCTG 100B.

#### ACCTG 103 Advanced Accounting: Consolidations

3 unit(s)

Presents advanced accounting topics related to partnerships; simple and complex business combinations; foreign operations including consolidation into US GAAP financial statements; and accounting issues related to the formation, consolidation and liquidation of corporations. Prerequisite(s): ACCTG 100C.

#### ACCTG 105 Cost Management

3 unit(s)

Surveys the methods and procedures used in determining cost for manufacturing, including cost-volume-profit relationships, costing systems in the manufacturing and merchandising sectors, process and job costing, master and flexible budgeting, variances and responsibility accounting, and allocation of overhead. Prerequisite(s): ACCTG 1A or ACCTG 201, and MATH 20.

#### ACCTG 108A Federal Income Tax I

3 unit(s)

Introduces federal taxation for individuals. Students will study taxable income, gross income exclusions and inclusions, capital gains, depreciation, business and itemized deductions, personal exemptions, passive activity losses, tax credits and methods of accounting. Required for students in the BSB in accounting. Master of accountancy students must take ACCTG 360. Students who have passed the Enrolled Agents Exam are not required to take this course; another upper-division accounting course must be substituted for those students in the bachelor's degree program. Satisfies part of the educational requirements to sit for the CFP® examination.\* Prerequisite(s): ACCTG 1A.

#### ACCTG 111 Auditing

3 unit(s)

Examines auditing theory and practice, emphasizing audit standards, reports and professional ethics, sampling, accountants' liability, and audit programs. Prerequisite(s): ACCTG 100B and MATH 40.

### **ACCTG 119 Accounting Information Systems**

3 unit(s)

Examines accounting systems as integral components of management information systems. Course work will introduce students to general systems and information theory, databases, and systems analysis. Students will be required to implement a computerized accounting system.

Prerequisite(s): ACCTG 100A.

### **ACCTG 146 Business Law**

3 unit(s)

Focuses on business law and its effects on audit performance. Topics include the law of contracts, negotiable instruments, sales, bankruptcy, partnerships, corporations, secured transactions and accountants' legal liability.

### **ACCTG 159 Accounting Research and Communication**

3 unit(s)

Presents the theory and methods of accounting research and applying technical literature to selected problems. Should be taken as part of the final 12 in the degree program. Prerequisite(s): ACCTG 100C, ENGL 1A and ENGL 1B.

### **ACCTG 197A-ZZ Special Topics in Accounting**

1-3 unit(s)

Addresses significant, topical and practical problems, issues and theories in accounting. Topics will be selected by the department chair. Prerequisite(s): consent of the department. Prerequisites will vary based on topic.

### **ACCTG 198 Internship: Accounting**

3 unit(s)

Offers students the opportunity to receive work experience in an accounting setting. Available only for students without significant prior accounting firm experience. Students will be responsible for their own placement in an internship approved by the department. A written internship proposal is required before consideration for this course. A resume and offer letter are required before being allowed to register. A written report is required upon completion of the internship. Student eligibility: Completion of 6 undergraduate-level upper division accounting courses; GPA of 3.0 or better in accounting courses; cumulative GPA of 2.8 or better; no professional work experience in the area(s) upon which the internship work will focus. This course may be taken more than once for credit.

Prerequisite(s): consent of the department.

### **ACCTG 199 Directed Study in Accounting**

1-3 unit(s)

Provides individual study of selected topics under supervision of a faculty member. Students are limited to one directed study course per trimester. This course may be taken more than once for credit.

Prerequisite(s): consent of the department.

### **ACCTG 201 Accounting for Managers**

3 unit(s)

Introduces financial and managerial accounting for non-accounting majors. Areas of study include financial statement analysis, financial accounting concepts and principles and managerial cost systems.

### **ACCTG 300 Accounting Research and Communication**

3 unit(s)

Presents certain structured methodologies to improve the professional's effectiveness in the research of relevant accounting issues, the application of research findings to transaction fact patterns, and the evaluation and communication of those results in a concise and logical manner to a reader. Incorporates real-world examples dealing with the more complex issues in accounting today. Assignments will emphasize identifying the pertinent facts, reviewing and assessing alternative answers, and understanding the concepts behind the applicable accounting rules and principles, to arrive at a conclusion that is fully supportable. Consists primarily of relevant real-world case studies and students' preparation of technical research memoranda. Corequisite(s): ACCTG 305.

### **ACCTG 301 Introduction to Accounting Standards**

3 unit(s)

Introduces financial accounting emphasizing accounting terminology, ethics and the role of accounting information in business decisions. Coursework will provide students with a basic understanding of the accounting process; financial statements; and the content of certain asset, liability and owner's equity accounts. Introduction to conceptual framework and key principles, assumptions and constraints of generally accepted accounting principles; and the role and basic regulation of the accounting profession. The corporate form of business is discussed in detail. The focus of the course will provide students with an understanding of accounting information in a decision context.

### **ACCTG 301A Intermediate Accounting I**

3 unit(s)

Provides an introduction to relevant current accounting topics and the underlying accounting standards (FASB Codification). Topics will include revenue recognition, including multiple element arrangements, inventory costing and valuation, contingent liabilities,

investments the fair value concept, and business combinations. Students will gain an enhanced understanding of the practical issues in the appropriate accounting for the transactions that are covered under these topics. Prerequisite(s): ACCTG 301.

### **ACCTG 301B Intermediate Accounting II**

3 unit(s)

Provides insight into current, relevant accounting topics, and the underlying accounting standards (FASB Codification). Topics will include long-term debt, complex debt/equity instruments, stockholders' equity, share-based payments, leasing, income taxes, consolidation (VIEs), income taxes, and partnerships/joint venture accounting. Imparts an understanding of the practical issues in the appropriate accounting for transactions that are covered under these topics. Prerequisite(s): ACCTG 301.

### **ACCTG 302 Accountants Professional Responsibilities and Ethics**

3 unit(s)

Focuses on the foundations of ethics, ethical behavior and responding to ethical dilemmas. Topical content will include relevant professional, ethical standards and regulations, as well as research and practice concerning challenging ethical situations. Will also focus on the network of advisers and the professional network available for clarity and support when faced with ethical challenges. Includes the participation of outside professionals, who will bring their own personal challenges and experiences to the table for class discussion and analysis. Case studies and required reading will include informative real-life scenarios. Prerequisite(s): ACCTG 310 and ACCTG 360.

### **ACCTG 303 Sustainability for Accountants and Finance Professionals**

3 unit(s)

Focuses on sustainability as it relates to the work of accounting and finance professionals. Background information is provided to help students understand what sustainability is, and why it matters in the current business climate. Thereafter, the topics covered are the global reporting initiative (i.e. corporate sustainability reporting), the current landscape for accounting standards and disclosures, emissions trading schemes (cap and trade) and sustainability in the supply chain. Students will then learn how to use standard corporate finance metrics to measure sustainability efforts. Draws from the two texts required and will also explore current issues related to the material in this class in the form of newspaper articles and video clips. Prerequisite(s): ACCTG 301 for students in the MAc program or ACCTG 1A for students in the MBA program.

### **ACCTG 304 Issues in Governmental and Not-for-Profit Accounting**

3 unit(s)

Studies the concepts, methods and reporting issues in accounting for federal, state and local governments and for other nonprofit entities, including voluntary health and welfare agencies, hospitals, colleges and universities, and religious organizations. Provides an overview of some of the issues of management's information requirements and taxation problems and the role that the accountant plays. Prerequisite(s): ACCTG 301B.

### **ACCTG 305 Advanced Financial Accounting Topics**

3 unit(s)

Provides a more in-depth analysis and discussion of highly relevant accounting topics previously introduced in ACCTG 301A and ACCTG 301B. Topics will be covered in part by examining examples of real-world complex transactions, and will include advanced revenue recognition, sophisticated financial instruments, complex lease accounting issues, advanced issues in consolidation, accounting for errors and changes in estimate, share-based payment pricing models and modifications, segment reporting, and partnership accounting. Imparts an enhanced understanding of the practical issues in determining the appropriate accounting for transactions covered under these topics. Prerequisite(s): ACCTG 301A and ACCTG 301B.

### **ACCTG 306 Advanced Issues in Financial and SEC Reporting**

3 unit(s)

Provides an understanding of the relevant accounting standards for preparation of financial statements for private companies in accordance with US GAAP, and for public companies under SEC regulations SX. Material will be covered through reviewing and discussing the authoritative reporting guidance, and analyzing real-world prepared financial statements. Covers the reporting requirements for the most common SEC filings required under the 1933 and 1934 Securities Acts, including understanding the various reporting forms (10K, 10Q, S-1). Imparts an enhanced understanding of some of the current reporting issues being faced by companies through reviewing actual SEC comment letters on registrant filings. Prerequisite(s): ACCTG 301A and ACCTG 301B.

### **ACCTG 310 Auditing**

3 unit(s)

On the environmental, professional and technical aspects of internal and external auditing. Ethics, auditor's legal and professional responsibilities, auditor's report, audit evidence, internal controls and statistical sampling are studied. Students will use the actual audit standards and practices to understand and evaluate audit situations. Prerequisite(s): ACCTG 301B.

### **ACCTG 311 Fraud Examination**

3 unit(s)

Focuses on auditing to prevent, identify and investigate fraud. Students will engage in an assessment activity focused on practice, realistic projects requiring professional judgment, and effective written and oral communication. Prerequisite(s): ACCTG 310 or consent of the dean.

### **ACCTG 312 Internal Controls Over Financial Reporting**

3 unit(s)

Focuses on understanding the concepts underlying the use of internal controls in financial reporting systems. Course will cover the various types of internal controls, how controls are designed to address financial processes, and how such controls are tested for effectiveness. Students will also become familiar with the PCAOB guidelines for completing audits of Internal Control in compliance with SEC reporting requirements. Prerequisite(s): ACCTG 310.

### **ACCTG 313 Performance Auditing**

3 unit(s)

Provides an overview of performance auditing (including internal business audits), focusing on audit process and reporting. By the end of the course, students will be able to apply the tools needed to conduct a performance audit in a governmental or business entity. Prerequisite(s): ACCTG 300.

### **ACCTG 315 Principles of Internal Auditing**

3 unit(s)

This course introduces students to the internal audit profession and the internal audit process. Topics that will be included in this course are: the definition of internal auditing, the IIA's International Professional Practices Framework (IPPF), risk, governance and control issues, conducting internal audit engagements, and more. Prerequisite(s): ACCTG 310.

### **ACCTG 319 Accounting Information Systems**

3 unit(s)

Examines accounting systems as integral components of management information systems. Coursework will provide students with an understanding of general systems theory, information theory, databases and systems analysis. Students will focus on detailed examination of specific accounting applications. Prerequisite(s): ACCTG 301B.

### **ACCTG 320 Issues in Modern Management Accounting**

3 unit(s)

Focuses on current trends in managing the accounting function within a for-profit organization and defines the role of top financial officers and the expertise they provide. Topics will demonstrate the accountant's role in the decision-making, implementation and evaluation processes of the firm. Begins with study of cost management issues in depth, and then moves to advanced topics such as customer profitability, cash-flow estimation focusing on controllable costs, capital budgeting and other investment decisions. Prerequisite(s): ACCTG 301.

### **ACCTG 321 Strategic Cost and Management Control Systems**

3 unit(s)

Examines the emerging role of the accountant as chief financial information officer and financial adviser to management teams. Focuses on examination of the strategic decision-making process and the need for accounting information. Through lectures, readings, problems and cases, students will study topics that include performance measurement for responsibility centers, structuring of investment and profit centers, transfer pricing, control of managed costs, incentive systems, budgeting systems and long-range planning. Students will engage in an assessment activity in which the student will confront a challenging managing accounting scenario that will require researching primary and secondary authority, considering ethical implications and communicating in a manner relevant to management accountants. Prerequisite(s): ACCTG 320.

### **ACCTG 351A Economics, Finance, and International Business for Accountants**

3 unit(s)

Focuses on economics, finance and international business as these topics are important to accountants. Specifically, the topics covered are domestic and international finance markets and institutions, interest rates, bond valuation, cost of capital, capital structure and leverage, working capital management and hybrid financing including leases. Closes with a discussion of international supply chain management in a high-technology environment. Prerequisite(s): ACCTG 301. Corequisite(s): ECON 1 or ECON 2.

### **ACCTG 351B Advanced Studies in Business Law**

3 unit(s)

Analyzes legal problems that arise in a variety of business transactions using a case study approach in which students will role play various parties engaged in complex disputes. Legal topics considered include contracts, business torts, employment discrimination, and securities laws that apply to corporations and other business entities. The course focuses on the law and the legal environment within which accountants practice, including certain

legal and professional responsibilities accountants owe to their clients and other parties.

### **ACCTG 351C Communication and Analysis of Financial Information for Accountants**

3 unit(s)

Focuses on the management and strategic planning context of financial information and its communication by accountants. This focus will include development of quantitative analysis concepts, technology concepts and communications skills required of a professional accountant. The context topics for consideration include strategic planning, supply chains, production, channels of distribution and target markets, with appropriate exposure to the international dimensions of these areas. The quantitative and technology concepts addressed include optimization, forecasting, sampling and statistical inference. A significant portion of the class will be devoted to developing communication and analytical skills based upon the course's subject matter. Corequisite(s): ACCTG 301 and ECON 1 or ECON 2.

### **ACCTG 358LS Business Leader Speaker Series**

1 unit(s)

A weekly lecture series in which featured speakers highlight personal and professional accomplishments that have shaped their leadership philosophies. The series is open to the public and can be taken as a one-unit course--credit/no credit. If taken for credit, attendance at all lectures is mandatory (though one excused absence is allowed). The speaker series can also be combined with ACCTG 359EL for 3 units. Cross-listed with and equivalent to: TA 358LS.

### **ACCTG 359EL Exploring Business Leadership**

2 unit(s)

A companion course to ACCTG 358LS Business Leader Speaker Series. We will use the speakers at the weekly Leadership Speaker Series as a jumping off point for the leadership theories we will explore. The purpose of this course is to introduce students to theories of leadership which will inform and guide students in their personal lives and professional practice as leaders. The course will examine primary styles of leadership and each week, using independent research, students will have the opportunity to apply these theories through case analysis of the speakers and to enhance personal skill development through reflective-leadership practice. Corequisite(s): ACCTG 358LS. Cross-listed with and equivalent to: TA 359EL.

### **ACCTG 360 Federal Taxation**

3 unit(s)

Focuses on a variety of subjects relevant to the federal income tax law applicable to individuals and C corporations. Subjects covered include gross income, property transactions, capital gains, depreciation, business and itemized deductions, tax credits and

accounting periods and methods. Open only to students in the master of accountancy degree program. Corequisite(s): ACCTG 301.

### **ACCTG 361 Taxation of Corporations and Other Entities**

3 unit(s)

Focuses on more advanced topics applicable to individuals, C and S corporations and partnerships. Income taxation of estates and trusts, estate and gift tax, and the basics of multi-jurisdictional taxation are also covered. Students will engage in an assessment activity which will integrate substantive tax issues, researching primary tax authority; ethical considerations for the tax professional; and forms of communication most relevant to tax practice. Prerequisite(s): ACCTG 360.

### **ACCTG 372 Introduction to Financial Forensic Accounting**

3 unit(s)

Forensic accountants serve in a variety of non-traditional capacities. Their roles include aiding in computer discovery, assisting government regulators or computing damages in the course of litigation. Many of these roles culminate in testifying as an expert in a court of law. This course will provide the student with an overview of these roles and an opportunity to explore this growing field. Based on real-world case studies. Students should expect to exercise professional judgment and demonstrate effective writing skills.

### **ACCTG 374 Damages**

3 unit(s)

Forensic accountants are frequently engaged to prepare analyses supporting or rebutting damages claimed related to personal and business litigation. Based on these analyses, accountants testify as experts. This course will provide the student with an overview of the law related to damages. The student will study various techniques available to determine damages in a variety of litigation situations. Based on real-world case studies. Students should expect to exercise professional judgment and demonstrate effective writing skills. Prerequisite(s): ACCTG 372 or consent of dean.

### **ACCTG 375A Economic Damages**

1 unit(s)

Forensic accountants are often engaged to compute damages that a plaintiff has suffered. This course will assist students in understanding the implications of this assignment. Includes learning how to estimate incremental costs, the proper discount rate, the use of hindsight, and losses in new businesses. Based on real-world case studies. Students should expect to exercise professional judgment and demonstrate effective writing skills. Prerequisite(s): ACCTG 372 or consent of the dean.



## **ACCTG 375C Forensic Valuation**

1 unit(s)

Forensic valuations are frequently performed for closely held businesses or assets for which no clearly established market valuation is available. This course will address the fundamentals of business valuation in litigation using a case study approach. Prerequisite(s): ACCTG 372 or consent of the dean.

## **ACCTG 375D Bankruptcy and Insolvency**

1 unit(s)

Forensic accountants are often engaged to evaluate and present financial information related to financially troubled businesses. These professional services can be undertaken to assist management or other responsible individuals or organizations as part of the bankruptcy process or other less formal debt restructuring environments. This course will assist students in understanding the implications of these types of assignments including consideration of relevant law, business practices, and the role and responsibilities of the forensic accountant. Based on real-world case studies. Students should expect to exercise professional judgment and demonstrate effective writing skills. Prerequisite(s): ACCTG 372 or consent of the dean.

## **ACCTG 375G Construction Claims**

1 unit(s)

Forensic accountants are often engaged to compute, or refute, damages in construction claims. This course will provide practical guidelines for the calculation and preparation of construction claim damages. Covers the general method used to calculate damages, such as actual cost, estimated cost, total cost or modified total cost. Also covers the varying types of damages, such as labor productivity losses, materials costs, home office and jobsite overhead, interest and liquidated damages. Based on real-world case studies and textbook readings. Prerequisite(s): ACCTG 372 or consent of the dean.

## **ACCTG 375I Lost Wages and Employment Litigation**

1 unit(s)

Forensic accountants are often engaged to compute lost wages and damages suffered by a plaintiff related to employment litigation. This course will assist students in understanding the implications of this assignment. Includes how to build a basic damage model, including determination of information needed and special facts that are unique to a given situation. Based on real-world case studies. Students should expect to exercise professional judgment and demonstrate effective writing skills. Prerequisite(s): ACCTG 372 or consent of the dean.

## **ACCTG 375J Disputes in Mergers & Acquisitions**

1 unit(s)

Forensic accountants are called upon to analyze disputes resulting

from mergers or acquisitions. These disputes involve misrepresentations about the historical or projected performance of acquired assets or entities, to disputes about interpretations of merger agreements, and issues about control. This course will analyze the role of accountants in conducting analysis and contributing to dispute resolution. Prerequisite(s): ACCTG 372 or consent of the dean.

## **ACCTG 375K Intellectual Property**

1 unit(s)

Provides students with a more in-depth understanding of the different types of intellectual property and the monetary remedies available to the intellectual property owner in the event of infringement. Specifically discusses the calculation of damages associated with patent, trademark and copyright infringement, as well as the preparation of expert reports. Prerequisite(s): ACCTG 372 or consent of the dean.

## **ACCTG 375L Financial Statement Investigations**

1 unit(s)

Forensic accountants are often engaged to investigate potential financial statement fraud. One key type of fraud relates directly to the misstatements of financial information provided to investors via an entity's financial statements and footnotes or other public disclosures. This course provides students with an understanding of different types of engagements, how investigative teams work, and investigative methods and techniques used when performing financial statement investigations. Highlights the many common types of financial reporting manipulations that frequently occur historically and in today's environment, which includes an overview of current accounting topics that are often susceptible to manipulations and recurring financial statement fraud. Based on real-world case studies. Includes professionals from the accounting, legal and regulatory fields. Students should expect to utilize strong analytical and organizational skills, exercise professional judgment and demonstrate effective writing and presentation skills. Prerequisite(s): ACCTG 372 or consent of the dean.

## **ACCTG 375N Complex Discovery and Data Management**

1 unit(s)

Forensic accountants are often engaged to review, analyze and evaluate complex financial and non-financial information related to investigations and legal proceedings. Given the magnitude and complexity of information for evaluation, efficient and effective analysis is essential. This course focuses on the nature of the challenge and techniques for use in discovery and data management. Based on real-world case studies. Students should expect to exercise professional judgment and demonstrate effective writing skills. Prerequisite(s): ACCTG 372 or consent of the dean.

### **ACCTG 375O Expert Testimony**

1 unit(s)

Forensic accountants are called upon to present deposition and trial testimony to assist the jury and/or the trier of fact to understand relevant and reliable expert opinions on both liability and damage related issues. The course will cover the preparation and presentation methods needed to effectively present both direct testimony and cross-examination, and to enable the expert to withstand challenges from opposing counsel. Prerequisite(s): ACCTG 372 or consent of the dean.

### **ACCTG 375P Role of the Expert and the Expert Report**

1 unit(s)

Forensic accountants serve a variety of clients in a variety of roles. This course will explore these different roles whether as a consultant or expert, working for the plaintiff, defense, or a regulator. Addresses issues confronted by the expert in developing and issuing an expert report. Prerequisite(s): ACCTG 372 or consent of the dean.

### **ACCTG 375R Allegations of Audit Failure**

1 unit(s)

Forensic accountants are engaged to evaluate whether auditors performed an audit in accordance with generally accepted auditing standards. This course will address the issues considered by the expert in developing his or her opinion. Based on real-world case studies. Students should expect to exercise professional judgment and demonstrate effective writing skills. Prerequisite(s): ACCTG 372 or consent of the dean.

### **ACCTG 376A-ZZ Selected Topics in Forensic Accounting**

1-3 unit(s)

Addresses significant, topical and practical problems, issues and theories in forensic accounting. Topics are compiled and selected by the dean. Prerequisite(s): will vary based on topic.

### **ACCTG 396A-ZZ Selected Topics in Accounting**

1-3 unit(s)

Addresses significant, topical and practical problems, issues and theories in accounting. Topics are compiled and selected by the department chair. Prerequisite(s): will vary based on topic.

### **ACCTG 398 Internship: Accounting**

1-6 unit(s)

Affords students the opportunity to gain direct accounting practice experience for course credit. The educational value of the internship lies in the student's ability to apply the substantive body of

accounting knowledge and skills in a real-world setting under the supervision of an accounting practitioner. To be eligible for internship course credit, students must be in good academic standing, and have satisfied prerequisites and additional requirements determined by the School of Accounting. For more information on student eligibility for ACCTG 398, Internship: Accounting, go to <http://www.ggu.edu/programs/accounting/internship/> This course may be taken more than once for credit.

### **ACCTG 399 Directed Study**

1-6 unit(s)

Provides an opportunity for the advanced student with a specific project in mind to do reading in a focused area and to prepare a substantial paper under the direction of a faculty member. Only one directed-study course may be taken for credit toward a master's degree. This course may be taken more than once for credit. Prerequisite(s): completion of five advanced graduate accounting courses, or consent of the department.

## **Arts**

### **ARTS 50 Contemporary Arts and Culture**

3 unit(s)

Provides an overview of influential art movements from Modernism to the present. Groupings of artists will be compared to discover thematic similarities, points of influence, and derivation. We will also examine modern and postmodern philosophy, as well as art criticism to gain an understanding of the philosophical motivation and cultural context of art. The goal of the course is to develop a rich understanding of contemporary art that allows students to comprehend the relevance and significance of art to contemporary cultural and to their personal lives. Corequisite(s): ENGL 1A.

### **ARTS 198A-ZZ Special Topics in Arts**

1-3 unit(s)

Addresses significant, topical and practical problems, issues and theories in the creative arts. Topics will be selected by the department coordinator. Prerequisite(s): consent of the department. Prerequisites will vary based on topic.

### **ARTS 199 Directed Study in Arts**

1-3 unit(s)

Provides individual study of selected topics under supervision of a faculty member. Students are limited to one directed-study course per trimester. This course may be taken more than once for credit. Prerequisite(s): consent of the department.

## Business

### **BUS 201 Economic and Regulatory Essentials of U.S. Business**

3 unit(s)

Students learn key U.S. business concepts in the areas of management practices, employment law, consumer protection, finance, commerce and environmental protection as these apply to current U. S. industry standard businesses and ethical practices. Students develop crucial understanding of how the American economy and culture shape the organization and management of American businesses compared with other key economies worldwide.

### **BUS 202 Fundamentals of Business**

3 unit(s)

Examines the foundations of business, introducing the fields of accounting, economics, finance, management, marketing, human resources, and more. Provides a basis for understanding how these elements apply across business disciplines. Prepares students for the advanced courses in graduate business programs through case analysis and hands-on learning.

### **BUS 203 Professional Skills for Business**

3 unit(s)

Provides essential skill-building for professionals in business and shapes students' abilities to apply those skills. The course focuses on persuasive writing, presentations and public speaking, team participation and leadership, project management basics, using tools for reporting and analyzing data, secondary research skills, and identifying personal learning preferences and developing lifelong learning skills. Honing critical thinking skills is a theme throughout the course.

## Business Analytics

### **MSBA 300 Foundations of Business Analytics**

3 unit(s)

Students will learn the principles, terminology, organizational roles, and application of data analytics in the business, along with the principles and challenges of data strategy and management. They will be introduced to the multi-faceted toolkit of data analytic tools, which will be presented in more detail via the curriculum. Time will be spent understanding the CRISP-DM methodology for developing usable analytics, and the implications of the Internet of Things. Corequisite(s): MATH 240 with a grade of "B" or better.

### **MSBA 301 Enterprise Performance Management and Metrics**

3 unit(s)

Students will explore what is needed today to utilize all data (historical, descriptive, and predictive) and to convert such data into metrics that have meaning for management. You will learn and practice an integrated suite of enterprise-wide managerial methodologies and tools that link strategy objectives with tactics using data analysis. Practicing how to link strategy to planning, budgeting, customers, stakeholders, processes, costing, people and performance measures will be a major component of the coursework. Strategy mapping, balanced scorecards, and dashboards will be explored as tools to holistically drive the firm towards a successful completion of strategic goals. Corequisite(s): MATH 240 with a grade of "B" or better.

### **MSBA 304 Managing Relational Structures**

3 unit(s)

Introduces students to concepts and practices of contemporary structured database technologies and data systems, their design and deployment, and their use as operational and strategic tools. Students will develop knowledge of a broad range of data types, the database-management system (DBMS), and data modeling using entity-relationship diagrams. Students will learn the Structured Query Language (SQL) and the use of built-in functions in Business Analytics and Business Reports. Prerequisite(s): MSBA 300 or MBA 300. Cross-listed with and equivalent to: ITM 304.

### **MSBA 305 Business Intelligence and Decision Support**

3 unit(s)

Provides a comprehensive and in-depth coverage of design and implementation of Business Intelligence systems in a business enterprise context. Covers data integration (including ETL process), Data Warehousing (including OLAP and Big Data) and Business Intelligence (Data mining, data visualization). A focus of this class will be to recognize business problems and needs that can be addressed with BI methods, and the tools and processes necessary to implement BI systems from requirements definition and business justification to technical implementation. BI is also discussed in the context of Business Process Management (BPM) and process improvement methodologies, such as Six Sigma. Hands-on exercises will strengthen student's ability to utilize contemporary BI tools such as Dashboards, SAS VA and Enterprise Miner, Google fusion tables, and model based scenarios. Assignments are designed to combine graduate level research with experience-building transition from theory into tacit knowledge. Prerequisite(s): MSBA 300 or ITM 300.

### **MSBA 307 Analytics, Intelligence, Security & Privacy**

3 unit(s)

Provides the basic knowledge needed to implement processes, tools

and data analytics to assure business privacy and information security. The student will gain a strong footing to cope with the changes that are to come with the use and ever-growing reliance on computer technology, the evolution of the Internet of Things and the resulting explosion of data. Issues of privacy, ethics, risk, and compliance are addressed in the context of the greater visibility and public concerns associated with global connectivity, e.g. trans-border data flow, state sponsored hacking. Students will examine emerging data analytics tools and technologies, learning how to gather information security intelligence, protect information assets, against attacks, drive policies to strengthen the overall security posture of an organization, and understand how tools support continuous monitoring, real-time distributed analysis, and global risk and security management. Prerequisite(s): MSBA 300.

### **MSBA 320 Advanced Statistical Analysis with R & Python**

3 unit(s)

Introduces students to advanced statistical theory, e.g. probability distributions, logistic regression, log transform, and time series, through the popular programming languages, Python and R. Students will explore the similarities and differences between these languages by performing complex data analysis using various statistical methods in a variety of business contexts. They will also have an opportunity to examine how these languages compare with SAS. An additional materials fee of \$59.00 will be charged at the time of registration. This fee is non-refundable. Prerequisite(s): MATH 240 with a grade of "B" or better.

### **MSBA 321 Big Data Ecosystems**

3 unit(s)

Introduces students to data frameworks supporting the building and manipulation of data sets that do not fit the standard relational database structure, i.e. very large data files and unstructured data. Students will learn how data from these data sets can be extracted, and transformed for workable solutions. They will be introduced to a selection of the tools and languages associated with building and managing Big Data structures, such as Hadoop, Hive, Spark, MapReduce, NOSQL, MongoDB, and others Prerequisite(s): MSBA 300. Cross-listed with and equivalent to: ITM 321.

### **MSBA 322 Master Data Management**

3 unit(s)

Master data drives consistency of reporting across various business verticals within an organization. This course highlights key Master Data Management concepts, methodologies, and processes including definitions, types of master data projects, and the data mastering process. Prerequisite(s): MSBA 300.

### **MSBA 324 Web and Social Network Analytics**

3 unit(s)

Focus is on the practice of business-oriented analytics by means of statistical methods, using statistical software R. The course introduces analytical techniques applicable for solving common business problems, techniques to analyze social media, and techniques to study data on web/app users. Apart from learning statistics and software R, students will be introduced to the concept of the Application Program Interface (API) in the context of data retrieval from Twitter, Facebook, and Google Analytics. Upon the course completion students are expected to be able to select the right statistical method corresponding to the business problem. Compute and interpret results of a statistical analysis and produce practical business recommendations. Prerequisite(s): MATH 240 with a grade of "B" or better and MSBA 320. Cross-listed with and equivalent to: MKT 324.

### **MSBA 326 Predictive Analytics and Machine Learning**

3 unit(s)

Designed to teach students the key concepts of predictive analytics used for deriving value from business data. Students will learn the concepts and techniques of cleaning and preparing data. They will gain an understanding of the algorithms of machine learning and learn to build predictive models using Python & SPSS Modeler. Topics include supervised learning, forecasting numeric values with regression, unsupervised learning, and additional tools to simplify noise from data. The course will also introduce optimization or prescriptive analytics, which gives options for the question "What do we do now?" Prerequisite(s): MSBA 300 and MSBA 320.

### **MSBA 327 Text Analytics**

3 unit(s)

Course will cover practical techniques and strategies for analyzing text data to extract meaningful information, discover new patterns, and support decision making and hypothesis generation. It will introduce several text mining applications that apply to domain specific problems. Students will learn the complete set of steps involved in working with text data, from reading the text data to creating categories for additional analysis, and examining the relationships discovered using the text components of SPSS Modeler and other tools. The course will emphasize the importance of finding new ways to extract meaning from text through an "accelerated discovery" process implemented by the emerging IBM Watson cognitive systems. Prerequisite(s): MSBA 300 and MSBA 320.

### **MSBA 328 Data Visualization and Communication through Storytelling**

3 unit(s)

Addresses the need for presentations that report data analytics findings in a clear, actionable format. Multiple formats for

presentation are reviewed for appropriateness to the audience. Students will be introduced to the design process and have the opportunity to learn design techniques. Students will learn techniques of storytelling through the development of storyboards. Additionally, they will learn how to design and implement dashboards in a business environment, based on sound data visualization principles and techniques. Students will work on a hands-on project for designing and developing visualizations using Tableau software. Prerequisite(s): MSBA 300, MBA 300, or ITM 300.

### **MSBA 395 Business Analytics Capstone**

3 unit(s)

Provides the students an opportunity to demonstrate knowledge and skills gained through the degree program by analyzing and developing solutions to case studies representing real situations. In addition, each student is required to complete a field research assignment (practicum) in order to graduate. The Program Director will work with each student to determine their assignment. Prerequisite(s): All required MSBA program courses, except the following, which can be taken concurrently: MSBA 307, MSBA 321, MSBA 322, MSBA 328.

## **Communications**

### **COMM 35 Speech Communication**

3 unit(s)

Teaches the principles of effective public speaking. Students will prepare and deliver speeches, and become a supportive and critical audience for others' speeches. Their own speech video will provide a tool for, and record of, their speaking improvement and success. (CAN SPCH 4)

### **COMM 40 Understanding Communication**

3 unit(s)

Examines the theory and practice of communication, from the ancient world through today's mass media, networked organizations and virtual workspaces. Looks at the social and cultural aspects of communication in small-group interactions, organizational development and interpersonal behavior.

### **COMM 199 Directed Study in Communication**

1-3 unit(s)

Provides individual study of selected topics under supervision of a faculty member. Students are limited to one directed-study course per trimester. Prerequisite: consent of the department. This course may be taken more than once for credit.

## **Critical Thinking**

### **CRTN 10 Critical Thinking**

3 unit(s)

Develops skills and knowledge to analyze and evaluate problems and arguments in personal and professional life. Students will also reflect on dispositions productive of good reasoning, and learn how to evaluate techniques of suggestion and persuasion in language and media. The course aims to prepare students to engage tasks, decisions and problems in the workplace and life with developed critical skills, awareness, and reflective judgment. Corequisite(s): ENGL 1A.

### **CRTN 198A-ZZ Special Topics in Critical Thinking**

1-3 unit(s)

Addresses significant, topical and practical problems, issues and theories in critical thinking. Topics will be selected by the department coordinator. Prerequisite(s): consent of the department. Prerequisites will vary based on topic.

### **CRTN 199 Directed Study in Critical Thinking**

1-3 unit(s)

Provides individual study of selected topics under supervision of a faculty member. Students are limited to one directed study course per trimester. This course may be taken more than once for credit. Prerequisite(s): consent of the department.

## **Data Analytics**

### **DATA 50 Introduction to Business & Data Analytics**

3 unit(s)

This course will introduce the basic concepts of data analytics as applied in various business contexts. After learning the basic concepts, students will learn how to differentiate between various topics such as statistical analysis, data mining, business intelligence, business analytics, and data science to describe which approach is most suitable given a certain problem. Finally, students will gain exposure to the various tools and programming languages that are relevant to both business and data analytics, and how these tools yield critical analysis leading to improved business decisions.

### **DATA 101 Creating Dashboards and Scorecards**

3 unit(s)

This course will introduce dashboards and scorecards using an approach that will include a consideration of theory as well as a hands-on component. Students will examine how dashboards are used for presenting enterprise performance data, for determining the Key Performance Indicators that are important to an enterprise, and for performing business analysis easily and quickly. Students will

learn how to choose data sources and the appropriate tools for their requirements, and have the opportunity to design and build dashboards using Tableau, incorporating content based on different types of visualizations such as tables, charts, and maps.  
Prerequisite(s): MATH 30 and MATH 40.

### **DATA 102 Business Intelligence & Data Mining**

3 unit(s)

Students will learn the fundamentals of data architecture for business decision making. Topics include fundamentals of data integration, data warehousing and data lakes, data visualization and business performance management. The course introduces contemporary tools such as Google fusion tables and Microfocus dashboards.

Prerequisite(s): DATA 50 and MATH 104.

### **DATA 103 Data Analytics Using SAS**

3 unit(s)

This course introduces students to core data analysis techniques using SAS. Students will learn to access data files, manipulate and transform data, combine data sets, and create basic detail and summary reports using SAS procedures. They will also conduct statistical estimations such as Chi-square tests, t-test, and multiple regressions. This course introduces basic concepts found in the SAS Certified Base Programming exam. Prerequisite(s): DATA 50 and MATH 104.

### **DATA 104 Introduction to Social Media Data Analytics**

3 unit(s)

In this course, students will learn the basics of analysis of social media data, using R programming language. Students will use R for techniques such as sentiment analysis in order to gain behavioral insights from social media data utilizing various application programming interfaces (API), and will take a critical approach to the benefits and limits of such analysis. Prerequisite(s): DATA 50 and DATA 102.

### **DATA 110 Introduction to Machine Learning and Natural Language Processing**

3 unit(s)

In this course, students will learn and apply Python programming language as well as the basics of machine learning (ML), from basic classification to decision trees and clustering, and natural language processing (NLP), including sentiment analysis, summarization, dialogue state tracking. Prerequisite(s): DATA 50 and DATA 102.

### **DATA 115 Introduction to Relational Databases & SQL**

3 unit(s)

This course provides a foundation in database essentials. Students will learn existing and emerging relational database designs and tools; data extraction, transformation, and loading (ETL); and the use of Structured Query Language (SQL) for data access, manipulation and reporting. Prerequisite(s): DATA 50 and DATA 102.

### **DATA 120 Introduction to Big Data**

3 unit(s)

This course introduces the students to the world beyond SQL and the concept of Big Data (structured and unstructured), its characteristics, and the existing and emerging ecosystems. Students will address the challenges of managing and handling big data in a business or organizational context, as well as the larger cultural and ethical implications. Students will learn about NoSQL databases, and how to use existing and emerging software tools such as Hadoop for data access, manipulation and reporting. Prerequisite(s): DATA 102 and DATA 115.

### **DATA 125 Artificial Intelligence in Business**

3 unit(s)

Artificial intelligence (AI) is increasingly being viewed by a variety of businesses as a strategic value. This course introduces the students to the basics of AI and how different businesses view the role and strategic value of AI. Prerequisite(s): DATA 50 and DATA 110.

### **DATA 190 Capstone**

3 unit(s)

This course provides the students an opportunity to apply knowledge and skills they have gained through the degree program to a hands-on project based on a case study using real data. Alternatively, students may choose, with the permission of their management, to work with an organization within their place of employment, conducting quantitative analysis on actual operational data, providing findings back to their organization. Prerequisite(s): DATA 104, DATA 110, DATA 115, and DATA 120.

### **DATA 199 Directed Study in Data Analytics**

3 unit(s)

Provides individual study of selected topics under supervision of a faculty member. Students are limited to one directed-study course per trimester. This course may be taken more than once for credit. Prerequisite(s): consent of the department. This course may be taken more than once for credit. Prerequisite(s): consent of the department.

## **Doctoral Seminars in Business Administration**

### **DBA 800 Doctoral Writing and Research Methods**

4 unit(s)

Covers the basic principles and techniques of doctoral scholarship. Students will study the principles of scientific method and techniques of research design common to both qualitative and quantitative research methods, including sampling methods and data collection techniques. Students will learn how to critically read research papers and articles. They will be introduced to the techniques of writing necessary to produce expository and analytical papers in a style that meets the standards of publishable work. Literature research methods will acquaint students with both traditional library research and the recent developments in electronic search and retrieval methods.

### **DBA 801 Quantitative Research and Analysis**

4 unit(s)

Topics include survey design; experimental design; statistical analysis of survey and experimental data; multivariate statistical analysis including analysis of variance, multiple regression, the general linear model, factor analysis, and other methods; time series analysis; and other topics. Students will learn how to interpret the statistical results contained in scholarly papers and articles. Students will learn how to apply these methods using statistical software through hands-on analysis of research data sets. Prerequisite(s): MATH 240 (or MATH 40 and MATH 104).

### **DBA 802 Qualitative Research and Analysis**

4 unit(s)

Examines contemporary approaches to qualitative analysis in business. Students will learn about and practice using such qualitative research techniques as open-ended interviewing, focus groups and the case study approach. Other topics include the use of qualitative research software, the philosophic foundations of knowledge and the effective display of data.

### **DBA 803 Economic Theory and Policy**

4 unit(s)

Explores the theory of prices and markets and examines macroeconomics policies of government that affect the management decisions of business. Explores the theoretical roots of competing policy options in areas such as taxation, fiscal and monetary policy, international trade and antitrust regulation. Also assesses the implications for business decisions of various government regulations as they affect the productivity and overall performance of the private sector.

### **DBA 804 Management and Organizational Theory**

4 unit(s)

Examines theories of organizations and individual behavior in organizations with attention to both historical context and current approaches. Topics include how organizations are structured and designed, and the behaviors and motivations of workers and managers in organizations, organizational culture, diversity in

organizations, and individuals in teams and teamwork. Students take an active role in presenting and critiquing early and current theory and practice, as well as relating theory and research to their own experience.

### **DBA 806 Operations and Technology Systems**

4 unit(s)

Integrates the theory, research and practice from the fields of operations and technology management with a focus on the deployment of technology systems into manufacturing and service-related processes. Students will explore the fundamental issues and recent developments in the field of operations management along with theories of technology adoption and information transfer. These theories will be used in the examination of the research and application of evolving operations concepts and techniques, productivity and competitiveness programs, and planning and implementation of operations and technology-based systems in redefining the organization of work.

### **DBA 807 Business, Government and Society**

4 unit(s)

Examines the complex interface between the public and private sectors within contemporary American society as well as in a comparative context, both historical and global. A review of the extensive scholarly literature in the field includes widely varying visions of the "public interest" with regard to business. At the same time, real-world case studies provide students with a practical understanding of and techniques for managing business-government relations at the local, state, federal and multinational level. Students will learn advanced problem-defining, analytical and communication skills in dealing with "messy" problems faced by businesses involving government regulation, politics, ethics and corporate social responsibility.

### **DBA 820 Corporate Finance**

4 unit(s)

Examines financial processes as they relate to corporate financial decision making and the types of near-term and long-term financial decisions, which must be made by managers. Topics include capital structure, credit policies, financial operation, capital budgeting and transaction financing.

### **DBA 821 Marketing Management**

4 unit(s)

Covers the full range of the principles, theories, and practice of the management of the marketing function. Students will learn the theories of the field including both key seminal literature and current published research. Students will explore problem-solving techniques for practical application through cases and modeling techniques, and will study current developments in marketing from both academic and practitioner perspectives.

## **DBA 822 Strategy and International Business**

4 unit(s)

Covers the theory and practice of developing and implementing strategies for gaining competitive advantage in the global business environment. Students will master the theoretical body of knowledge in the fields of strategic management and international business. In the process of the study of this theoretical work, they will also consider a variety of empirical approaches used to research the international competitive strategy process. They will explore the accelerating globalization of industries, regionalization of competition, and the institutional contexts that both facilitate and impede the formation and implementation of strategies globally. They will also consider such emerging topics as organizational change, competitive dynamics, development of firm resources and capabilities, sustainable competitive advantage, regional approaches to competitive strategy and the formation of new organizational forms such as strategic alliances and inter-firm networks.

## **DBA 830 Financial Theory and Applications**

4 unit(s)

Explores contemporary financial theories and investigates their applications, particularly in the field of corporate finance and risk management. Topics include portfolio theory, asset pricing models, option theory, agency theory and corporate governance, and behavioral economics. The latest developments and research work in financial risk management are also discussed.

## **DBA 862 Project and Systems Management**

4 unit(s)

Covers the latest principles, tools and techniques of planning, executing and controlling activities and resources for a project established for the accomplishment of specific goals and objectives. Through extensive review of scholarly and research work published in the field, students will explore the relationship between contemporary project management and systems theory with emphasis placed on the role of projects within an organization's overall strategic governance. Other topics covered include scope management, scheduling, estimating and budgeting, earned value analysis, change control, risk management, procurement, and the manager's role in leadership, motivation, communication, stakeholder management and conflict resolution. Computer software packages and literature research are used in developing a comprehensive term project.

## **DBA 871 Buyer Behavior**

4 unit(s)

Covers both the consumer and industrial perspectives with regard to the buyer decision processes in reference to need recognition and search; pre-purchase alternative evaluation; buyer purchase; and consumption, satisfaction and divestment. Students will examine individual differences along with buyer knowledge, attitudes,

motivation and self-concept, personality, values and lifestyle. Students will study psychological processes - information processing, learning, and influencing attitudes and behavior - as well as environmental influences with emphasis on culture, ethnicity, social class and status, personal influence, family and household influences and, finally, situational influences. A treatment of marketing issues and ethics is provided. Emphasis will be placed on both theoretical and applied research.

## **DBA 880 Leadership Theory, Research and Application**

4 unit(s)

Covers the history and evolution of leadership theories and practice, from classical times to the present, with an emphasis and focus on business leadership. Through class discussions, reading and in-depth research proposal and presentation, students will compare and contrast different approaches to leadership, review current literature and recent empirical research, and analyze practical applications. Students will choose an in-depth focus on one of many specialized areas including neuroscience and leadership, women and leadership, global leadership, competency-based leadership, leadership and power, complexity and leadership, managing change and innovation, emotional intelligence, strengths-based leadership, leadership and culture, or conflict resolution. Students may also choose to focus on the fields of coaching, executive development or strategic management. Students will leave the course with an overview of leadership studies, knowledge of important scholarly and practitioner works, and the skills to apply what they have learned in the business world.

## **DBA 891A-ZZ Special Topics in Business Administration**

4 unit(s)

Covers areas and subjects that are not offered in the regular curriculum. Special topics is a mechanism that facilitates the development of new courses and encourages experimentation and curriculum development in the different business administration fields. This course may be taken more than once for credit. Prerequisite(s): will vary based on topic.

## **DBA 895 Directed Study**

4 unit(s)

Provides individual study of selected topics under the supervision of a faculty member. Directed-study topics are based on seminars in the doctoral program. Directed study may be substituted for seminars under certain conditions, with the approval of the DBA program director. This course may be taken more than once for credit.

## **DBA 897 Independent Study**

4 unit(s)

Provides the opportunity for students to conduct research based upon



a formal proposal, approved by the DBA program director that results in a research product. Independent study projects are not substituted for required seminars. This course may be taken more than once for credit.

### **DBA 899 Dissertation Research**

1-12 unit(s)

May be applied for only after completion of all required coursework and passing the qualifying examination. See the DBA Policies and Procedures Manual for specifics. This course may be taken more than once for credit.

## **Economics**

### **ECON 1 Principles of Microeconomics**

3 unit(s)

Introduces the process and analysis of resource allocation in a decentralized market economy. Special focus on the coordination of consumer and producer decisions through price adjustments under alternative market structures and public policies. (ECON 1 and ECON 2 need not be taken in sequence and can be taken simultaneously.) (CAN ECON 4) Prerequisite(s): MATH 20.

### **ECON 2 Principles of Macroeconomics**

3 unit(s)

Introduces the nature and analysis of data and phenomena that impact the national economy. Special focus on the problems of inflation, recession, unemployment, international trade and financial system instability. (ECON 1 and ECON 2 need not be taken in sequence and can be taken simultaneously.) (CAN ECON 2) Prerequisite(s): MATH 20.

### **ECON 103 Money and Banking**

3 unit(s)

Studies money and the capital market; monetary policies; structure, conduct and performance of the banking system; international finance. Prerequisite(s): ENGL 1A, ENGL 1B, ECON 1, ECON 2 and MATH 30.

### **ECON 108 International Economics**

3 unit(s)

Surveys international trade and monetary theory, the forces and institutions that guide our external relations, and the issues and problems that constrain growth in foreign trade. Provides students with a thorough grounding in the interaction of US business and those abroad. Prerequisite(s): ENGL 1A, ENGL 1B, ECON 1, ECON 2 and MATH 30.

### **ECON 199 Directed Study in Economics**

1-3 unit(s)

Provides individual study of selected topics under supervision of a faculty member. Students are limited to one directed-study course per trimester. This course may be taken more than once for credit. Prerequisite(s): consent of the department.

### **ECON 202 Economics for Managers**

3 unit(s)

Surveys macroeconomics and microeconomics, domestic and international economic policies and major issues in business economics; emphasis on the application of economic analysis to current economic issues. Prerequisite(s): MATH 20.

### **ECON 340 International Trade and Finance**

3 unit(s)

Explores the theory of international trade and foreign investments and the foundation of the world trading order; commercial policies of US and major trading countries; national policies affecting trade; commodity agreements and cartels; customs unions, direction, volume and composition of US and world trade; the case for multilateral trade; GATT; US Trade Reform Act of 1979; US export regulations and US government-assistance programs with exports and foreign investments. Prerequisite(s): ECON 202 (or ECON 1 and ECON 2).

### **ECON 380 Financial Markets and Institutions**

3 unit(s)

Examines the transfer of funds in the economic system through financial intermediaries. Topics include the flow of funds, capital markets, debt, liquidity, nature of money in the US economy, the innovations and interrelationships of institutions within the changing financial services industry, governmental regulation and agencies and the impact of public policy on economic transfers. Prerequisite(s): ECON 202 (or ECON 1 and ECON 2).

### **ECON 396A-ZZ Selected Topics in Economics**

1-3 unit(s)

Addresses significant, topical and practical problems, issues and theories in economics. Topics are compiled and selected by the department chair. Prerequisite(s): will vary based on topic.

### **ECON 399 Directed Study**

1-3 unit(s)

Provides an opportunity for the advanced student with a specific project in mind to do reading in a focused area and to prepare a substantial paper under the direction of a faculty member. Only one directed-study course may be taken for credit toward a master's

degree. This course may be taken more than once for credit.

Prerequisite(s): consent of the department

## English

### ENGL 1A Expository Writing

3 unit(s)

Introduces the comprehensive skills of expository writing and critical reading. Students will learn to analyze various types of reading material and will strengthen their writing skills in a variety of genres.

These skills will support their academic work and prepare them to meet the reading and writing demands of professional activities.

(CAN ENGL 2) Prerequisite(s): satisfactory score on the English Placement Test or a grade of C or better in ENGL 10B. See English Placement Test for more information.

### ENGL 1B Research Writing

3 unit(s)

Provides extensive practice in research and writing techniques that can be applied in both academic and professional settings. Students will learn to analyze various types of reading material and will practice information-gathering techniques, library and online research strategies, and the use of surveys, interviews and field observations.

Prerequisite(s): Students must complete ENGL 10A with a grade of C or better.

### ENGL 10A Writing Skills Workshop I

3 unit(s)

Reviews the basics of well-formed sentences, paragraphs and essays.

Earns three of lower-division general elective credit. Prerequisite(s): satisfactory score on the English Placement Test. See English Placement Test for more information.

### ENGL 10B Writing Skills Workshop II

3 unit(s)

Teaches students the skills for composing well-formed essays for both academic and professional writing purposes. Earns three of lower-division general elective credit. Prerequisite(s): satisfactory score on the English Placement Test or a grade of C or better in ENGL 10A. See English Placement Test for more information.

### ENGL 120 Business Writing

3 unit(s)

Helps students develop the skills necessary for effective business writing. They will write, edit and format letters, memos, reports and a research paper. They will analyze business articles and other professionally oriented material. Prerequisite(s): ENGL 1A; ENGL 1B or consent of the department. Students must complete ENGL 1B with a grade of C or better.

### ENGL 198A-ZZ Special Topics in English

1-3 unit(s)

Examines specific topics in English. Topics are selected by the department coordinator. Prerequisite(s): consent of the department. Prerequisites will vary based on topic.

### ENGL 199 Directed Study in English

1-3 unit(s)

Provides individual study of selected topics under the supervision of a faculty member. Students may enroll in only one directed study course each trimester. This course may be taken more than once for credit. Prerequisite(s): consent of the department.

### ENGL 200 Graduate Communications

6 unit(s)

Prepares students to communicate in both written and spoken English in academic and professional settings. Explores strategies for developing critical thinking and systematic analysis. Through a variety of instructional techniques, students will produce graduate-level writing and presentations. Note: Students must earn a "B" or better grade, or a "CR" grade if they elect credit/no credit grading, in order to enroll in ENGL 201 Graduate Writing.

This course may be taken a maximum of two times. Failure to earn a "B" or better grade after the second attempt will result in the student's immediate academic disqualification without a right to appeal.

### ENGL 201 Graduate Writing

3 unit(s)

Prepares graduate students to write in both academic and professional settings. Reviews unity, coherence, clarity, conciseness, audience analysis and document formatting. Using library and online research, students will prepare documents appropriate for presentation in the student's professional field. Prerequisite(s): Minimum grade of "B" in ENGL 200 or satisfactory performance level on the Graduate Writing Placement Exam.

## Executive Master of Public Administration

### EMBA 300 Accounting Essentials for Executives

3 unit(s)

Introduces the fundamental concepts and terminology of accounting for business enterprises with an emphasis on the use of accounting and financial information in managerial decision making. Areas of study include financial statement analysis, financial accounting concepts and principles and managerial cost systems such as the generally accepted accounting principles, the financial accounting

process, analysis and interpretation of financial statements and contemporary cost management principles.

### **EMBA 301 Economics of Marketplace Transformation and Disruption**

3 unit(s)

Surveys macroeconomics and microeconomics, domestic and international economic policies and major issues in business economics; emphasizes the application of economic analysis to current economic issues. Students will analyze the management processes associated with resource acquisition and allocation; theories of demand, production, cost and pricing with emphasis on applications and the forecasting of business and financial conditions. Quantitative methods are stressed.

### **EMBA 302 Data Analysis for Managers**

3 unit(s)

Survey of statistical methods widely used in management problem solving and decision making. Course topics include data analysis, descriptive and inferential statistics, regression analysis, model building and time series modeling. Emphasis is on learning to use basic statistics and quantitative methodology to better analyze and solve various management challenges. Real world data using spreadsheet applications and add-ins will be used throughout the course.

### **EMBA 303 Management and Teamwork**

3 unit(s)

Students will develop skills needed to be a successful team member and a team leader. You will learn the techniques of designing and establishing effective and supportive teams within organizations. This course will introduce management and leadership theory, basic concepts of management and leadership through case study analysis and explore the various forms of organizational structures and the effective use of teams within these structures.

### **EMBA 304 Foundations of Business Analytics**

3 unit(s)

Introduces students to the broad discipline of business analytics. Students will learn the principles, terminology, organizational roles, and application of data analytics in the business, along with the principles and challenges of data strategy and management. They will be introduced to the multi-faceted toolkit of data analytic tools, which will be presented in more detail via the curriculum. Time will be spent understanding the CRISP-DM methodology for developing usable analytics, and the implications of the Internet of Things.

### **EMBA 305 Personal Leadership**

3 unit(s)

Develops interpersonal skills and self-awareness to function effectively in today's business environment. Creates a development plan for effective leadership in order to enhance career and personal goals.

### **EMBA 306 Finance for Executive Decision Making**

3 unit(s)

Introduces the concept of financial analysis in management decision making. Explores the financial techniques in analyzing business health, risk and returns and capital investment decisions. Learns about the valuation models and their roles in merger/acquisition decisions.

### **EMBA 307 Marketing for Executives**

3 unit(s)

Introduces marketing concepts and marketing-related business solutions. Learns about market research and customer behavior, the design of marketing strategies, and marketing mix components including product policy, pricing, distribution, and marketing communications. Explores the role marketing plays in growing a business in collaboration with other business disciplines and in a cross functional environment.

### **EMBA 308 Operations and Supply Chain Management**

3 unit(s)

Explores operation's and supply-chain's roles in producing the firm's goods and services. Examines how the operations and supply-chain function works with other business functions to achieve system-wide optimization. Introduces the concepts of production system with the focus on process improvement techniques, production planning and control techniques and technology deployment. Addresses operations management issues, such as just-in-time and lean production systems, flexible production systems, agility, mass customization, process reengineering, and quality management programs.

### **EMBA 309 Innovation and Technology Management**

3 unit(s)

Explores the theory and practice of managing innovation and technology and their role in competitive business situations in a global economy. You will examine the strategic and managerial issues related to the adoption and implementation of new technologies and to the innovation process. Product, process and information technologies will be covered through case studies, readings and class discussions. Emphasis will be placed on technology planning, development and acquisition, global sourcing and managing the technically oriented business functions.

## **EMBA 310 Context and Legal Aspects of Business**

3 unit(s)

This course provides the framework for understanding the critical impact of the international, legal, political, social, environmental and cultural roles played by the business enterprise in conducting its business. It focuses on the obligations of both the individual and managers and the corporation as a whole.

## **EMBA 311 Managing in a Global Environment**

3 unit(s)

This comprehensive course provides students with a practical understanding of what it takes to compete successfully in the international marketplace. Students will leave able to describe how and why various countries outside the United States differ in terms of the economics and politics of international trade and investment, the functions and form of the global monetary system, and the strategies and structures of international businesses. They will also assess the special roles of an international business's various functions. This case-based course will challenge students to apply theories to real-world issues.

## **EMBA 312 Formulating and Implementing Business Strategy**

3 unit(s)

Students will learn about the development and implementation of strategies for gaining competitive advantage in a global economy. This course addresses the roles that different organizations within a company play in strategy formulation and implementation. Students will consider the strategic problems encountered by top-level managers in a competitive global market from an integrated perspective. They will learn varied approaches to analyzing strategic situations, developing a competitive strategy and managing policies to implement these strategies including controlling organization wide policies, leading organizational change and the allocation and leverage of resources. Students will be expected to craft a workable strategy, develop an implementation plan for communication to functional areas within an organization.

## **EMPA 300 Theory, Ethics and Practice in Public Service**

4 unit(s)

Introduces graduate students to key thinkers in public administration, examines the boundaries of the field and its overlaps with political science, international studies and political economy. Upon taking this class - a survey of all the courses in the program - students will better understand and appreciate the rigors and riches in the field of public policy and administration. Advanced critical thinking and analysis is utilized.

## **EMPA 301 Research Methods and Analysis**

4 unit(s)

Provides students with the writing, analytical and research tools required of professional public managers. Emphasis is on the methods of problem identification, developing a research strategy and formal research proposal; identification of secondary sources essential to public policy and management research; use of the Internet as a research tools; appropriate research methodologies; and a special emphasis on improving their ability to write concisely and in a persuasive style. Training in the use of multi-media presentation methods will be provided as well.

## **EMPA 302 Public Policy Analysis and Program Evaluation**

4 unit(s)

Explores the environment of the policy analyst, including an examination of the frames of reference that both guide and constrain work in the field. Students will be introduced to policy analytical paradigms, examine historical themes in the policy literature and use the major tools used in policy analysis and program evaluation, including benefit-cost analysis, factor analysis and time series analysis. The advantages and disadvantages of these tools will be critically examined. Case studies will be used extensively as example and source material for theory building.

## **EMPA 303 Organizational Development and Leadership**

4 unit(s)

Examines the development and current emphases in organization theory from scientific management to the present. Focuses on the uses of pertinent theories in public management as well as the specific diagnosis and intervention tools and strategies employed in organizational development and change. Specific emphasis is given to experiential skill-building techniques, action research, work design and organizational development methods.

## **EMPA 304 Public Enterprise Management and Public Sector Business Relations**

4 unit(s)

Focuses on the growing trend toward market-based public service delivery systems. Public administrators in many levels of government are being challenged to become more entrepreneurial in their management of public enterprises. Contracting with private firms to provide public services is becoming the norm, rather than the exception. The course examines these trends and provides students with needed competencies related to contract management, marketing, customer service and quality management.

### **EMPA 305 Budgeting and Financial Management**

4 unit(s)

Examines financial administration in public and not-for-profit organizations. Topics include concepts and activities in public financial management, budgeting, taxation, revenue planning, borrowing, fiscal controls and the analytical skills needed to direct and control public fiscal activities. Particular attention is given to the nature of public expenditure controls, the budget cycle (preparation, submission, review, adoption, execution and evaluation), financial management and legislative and accounting analysis of budgets.

### **EMPA 306 Public Service and the Law**

4 unit(s)

Introduces public service managers and executives to administrative law and related administrative procedures. The major constitutional and statutory provisions that impact public service activities are discussed. Major topics include constitutional law and special provisions of the California Constitution, the Freedom of Information Act, the Federal and California Administrative Procedures Acts, the Brown Act and the Privacy Act. Cases will be used extensively to illustrate concepts and the application of the law.

### **EMPA 307 Personnel Management and Labor Relations**

4 unit(s)

Covers contemporary issues surrounding employer/employee relations in public sector organizations. Topics include images of public service, work life in organizations, staffing, training and development, merit systems, labor relations, equal employment opportunity and affirmative action and job evaluation. Particular attention is given to developments in public service employees' collective bargaining legislation, improved employee-participation programs, and strategies and techniques used in conflict resolution.

### **EMPA 308 Judicial History and Governance**

4 unit(s)

Examines the history, operations and governance of the judicial branch, including its role as an independent and co-equal branch of government vis-à-vis the legislative and executive branches. Special emphasis is given to the California court system.

### **EMPA 309 Trends and Challenges in Judicial Administration**

4 unit(s)

Examines emerging issues, trends, and challenges that courts face in the 21st century. Courts as employers are constantly responding to challenges related to court customer needs, new legislation, access and fairness, and funding requirements - to name a few. Court administrators must be prepared to meet these current issues,

anticipate the next round of problems and be flexible enough to address those unanticipated challenges that occur. This course will be an opportunity for students to plan strategies to overcome these barriers to the effective and efficient administration of justice.

### **EMPA 310 Judicial Management and Leadership**

4 unit(s)

Using a case study approach, this course examines the current management structure of the judicial branch trial and appellate courts, the complex leadership structure, and the principles of public policy and administration essential to the delivery of fair and accessible justice. Special emphasis is given to the California court system.

### **EMPA 311 Current Issues in Law Enforcement**

4 unit(s)

Students apply practical and innovative approaches to managing the complexities facing law enforcement agencies and officials that include recruitment, retention and succession planning. In addition, students will discuss the position of leadership roles, its effect on organizational behavior, effective negotiations and personnel, ethics and laws. Students will understand the importance and impact of media relations, public outreach, and collaboration with the private sector and non-governmental organizations.

### **EMPA 312 Disaster, Emergency and Security**

4 unit(s)

Students will critically examine preparation, coordination and actions of first responders to emergencies, disasters, terrorism, and civil disobedience. Directives and guidelines from the Department of Homeland Security, FEMA, CDC, TSA, and other federal agencies will be discussed in relation to the role of state and municipal law enforcement officials and administrators. This course will also consider detection, prevention, and communications strategies to such threats and acts.

### **EMPA 313 Law Enforcement Ethics, Training and Accountability**

4 unit(s)

This course addresses the ethical, moral, and accountability dilemmas that face law enforcement practitioners in preventing and controlling crime. Students will explore and apply the key practices of the audit and oversight functions in law enforcement. The social, political, economic and organizational factors affecting law enforcement policies along with recent development of law enforcement innovations will be discussed, such as the use of Zero Tolerance Enforcement, CompStat, Law Enforcement Community Partnerships, and Restorative Justice Practices. The role in Law Enforcement training will be examined.

## **EMPA 320 Growth, Technology, and Competitiveness**

4 unit(s)

This course delves into the critical economic concerns and crafts creative solutions associated with the urbanization of cities and regions. In this course, students will discuss and debate intractable problems that follow smart growth, rapid gentrification, redevelopment, technology, and immigration as cities transform into competitive megalopolises. Then, students will determine if practices applied in the past are still appropriate solutions. If they are not, students will design innovative but practical strategies to address them. Chosen responses must harmonize the diverse interests and resources of business, government, and society.

## **EMPA 321 Inclusion, Diversity, Equity, and Accessibility**

4 unit(s)

This course examines crucial social problems and determines creative solutions associated with the urbanization of cities and regions. In this course, students will analyze diversity, equity, inclusion, and accessibility issues, and explore concepts, theories, and paradigms related to transportation, housing, health, and human services in municipal and metropolitan communities. Then, they will determine if best practices applied in the past are compatible solutions. If not, students need to design innovative but practical alternatives to address them. Chosen strategies must take into high consideration vulnerable and marginalized urban populations.

## **EMPA 322 Resilience, Livability, and Sustainability**

4 unit(s)

This course examines the critical environmental problems and formulates creative solutions associated with the urbanization of cities and regions. In this course, students will discuss and debate policies on disaster preparedness, sustainable ecosystems, recycling, waste management, urban resilience, and funding adequacy. Then, students will determine if past and present approaches are still relevant. If not, students will craft innovative but practical strategies to address them.

## **EMPA 396 Graduate Research Project in Public Management**

4 unit(s)

Presents the capstone course taken in the final term of the EMPA program. The student will undertake a major research project to integrate and synthesize the knowledge and skills acquired in the program. The research project is expected to involve rigorous research, primary data gathering, creative analysis, policy recommendations and have practical utility in relationship to their organization or society.

## **EMPA 398A-ZZ Special Topic in Public Policy and Administration**

1-4 unit(s)

Address significant, topical and practical problems, issues and theories in public policy and administration. Topics are compiled and selected by the department chair. Prerequisite(s): will vary based on topic.

## **EMPA 399 Directed Study**

4 unit(s)

Provides an opportunity for the advanced student with a specific project in mind to do reading in a focused area and to prepare a substantial paper under the direction of a faculty member. The project to be undertaken should include an element of creativity and lend itself to completion within 150 hours. Ordinarily, directed individual study courses must be completed within one trimester. Only one directed-study course may be taken for credit toward a master's degree. This course may be taken more than once for credit. Prerequisite(s): consent of the department.

## **Finance**

### **FI 100 Financial Management**

3 unit(s)

Introduces financial analysis and management in terms of its most important functions: raising funds at minimum cost and risk and allocating those funds between competing short- and long-term uses. Topics include financial statement analysis, discounted cash flow analysis, financial markets and interest rate determination, stock and bond valuation models, capital budgeting methodologies and working capital management. Concepts of risk and return, cost of capital calculation and capital structure are introduced. Prerequisite(s): ACCTG 1A or ACCTG 301 and MATH 20 or MATH 30.

### **FI 101 Strategic Decisions in Financing and Investment**

3 unit(s)

Expands and completes the discussion of issues raised in Finance 100 and extends the examination of the field of finance to include such important areas as dividend policy, leasing, mergers and acquisitions. Case analysis is used extensively. Prerequisite(s): FI 100.

### **FI 102 Financial Analysis**

3 unit(s)

Introduces tools for an applied approach to the analysis of financial problems. Topics include funds flows, ratio analysis, cash-flow budgets and projections, and financial and operating leverage models. Includes identification of sources of financial information. Prerequisite(s): FI 100.

## **FI 105 Modeling for Financial Analysis**

3 unit(s)

Presents the techniques of financial analysis and modeling using electronic spreadsheet tools. Includes basic operations such as organizing spreadsheets, entering numbers and text, performing calculations, using financial commands, creating charts, embedding spreadsheets in word processing documents, file management, etc. It emphasizes advanced spreadsheet methods for doing sensitivity analysis, break-even ratio analysis, capital budgeting, sales forecasting, funds forecasting, cash budgeting, cash flow and financial ratio analysis, and capital structure analysis. This is a hands-on course that develops spreadsheet skills and shows how to use the results to make better financial decisions. It highlights the use of spreadsheets for communicating as well as calculating.

Prerequisite(s): FI 100.

## **FI 120 Investments**

3 unit(s)

Introduces the theory of portfolio analysis and the characteristics of various investment instruments with a focus on securities investment analysis, with some consideration of other investment forms. Topics include sources of investment information, risk/return analysis, money-market investments, measuring investment performance. Satisfies part of the educational requirements to sit for the CFP examination.\* Prerequisite(s): FI 100.

## **FI 141 International Banking and Finance**

3 unit(s)

Surveys operational aspects of international banking. Topics include financing international operations, sources of capital, the foreign-exchange market, transaction and translation risks, international financial institutions (including the Euro-currency market), international collections, lending policies, government regulations and services available to the global manager. Prerequisite(s): FI 100.

## **FI 160 Personal Financial Planning**

3 unit(s)

Introduces the process of comprehensive personal financial and estate planning. Topics include historical context of personal financial planning and services, career opportunities, analysis of personal financial statements, time-value-of-money applications, consumer decision-making analysis, personal risk/insurance analysis, house-buying analysis, savings and investment strategies and income/retirement/estate tax planning. Satisfies part of the educational requirements to sit for the CFP examination.\* Prerequisite(s): ACCTG 1A.

## **FI 197 Internship: Finance**

3 unit(s)

Offers students the opportunity to receive work experience in a job

directly related to their academic major and career goals. Students will be responsible for their own placement in an internship approved by the department chair. A written internship proposal is required before consideration for this course. A written report is required upon completion of the internship. This course may be taken more than once for credit. Prerequisite(s): consent of the department.

## **FI 198A-ZZ Special Topics in Finance**

3 unit(s)

Addresses significant, topical and practical problems, issues and theories in finance. Topics will be selected by the department chair. Prerequisite(s): consent of the department. Prerequisites will vary based on topic.

## **FI 199 Directed Study in Finance**

1-3 unit(s)

Provides individual study of selected topics under supervision of a faculty member. Students are limited to one directed study course per trimester. This course may be taken more than once for credit. Prerequisite(s): consent of the department.

## **FI 300 Corporate Finance**

3 unit(s)

Presents an intermediate level treatment of corporate finance that builds on the conceptual and technical foundation of FI 100. Topics include risk and return models, cost of capital calculations, real options in capital budgeting, capital structure theory and practice, leasing, option valuation and the analysis of option-like securities, financial risk management and multinational finance. Prerequisite(s): ACCTG 201 (or ACCTG 1A and ACCTG 1B), ECON 202 (or ECON 1 and ECON 2), FI 100 (or FI 300A) and MATH 40.

## **FI 300A Managerial Finance**

3 unit(s)

Introduces the principles of financial management at the level of the strategic business, in the departments and divisions of the firm. Students will focus on understanding capital budgeting and on planning and control decisions: how the firm's funds are to be allocated across the universe of investment opportunities and how the successes of these efforts are to be monitored and evaluated. In addition, liquidity or cash management, a daily preoccupation of the financial manager will be explored. Students will learn the concepts, tools, and techniques necessary to making value-adding decisions in the SBU. In the process, the integration of finance with the other functional areas and strategic concerns of the firm will be emphasized. Case analysis and team projects are used as appropriate. Prerequisite(s): ACCTG 201 (or ACCTG 1A and ACCTG 1B) and MATH 240 (or MATH 40 and MATH 104). Cross-listed with and equivalent to: MBA 321.

## **FI 305 Financial Reporting and Analysis**

3 unit(s)

Combines practical techniques of financial analysis with theoretical concepts underlying the presentation of financial statements. Students will improve their understanding of accounting as an information system that helps users make good business decisions. Topics include accounting principles; examination of the balance sheet, income statement and statement of cash flows; application of the various quantitative techniques such as ratio analysis, equity valuation methods; credit evaluation and performance measurement.

Prerequisite(s): FI 300.

## **FI 307 Financial Modeling**

3 unit(s)

Presents the theory and practice of financial management with emphasizing computer-based modeling and forecasting. Uses spreadsheet and other software products to analyze the impact of financial decisions related to financial statement analysis, cash budgeting, cost of capital determination, capital budgeting and capital structure choices. The course covers a variety of techniques, such as sensitivity and scenario analysis, optimization methods, Monte Carlo simulation, regression and time-series analysis and neural network models. Prerequisite(s): FI 300.

## **FI 312 Capital Budgeting and Long-Term Financing**

3 unit(s)

Analyzes capital budgeting and long-term financing decisions in depth. Topics include interaction of investment and financing decisions, project cash flow analysis, risk analysis, alternative valuation methods, capital structure theory and the selection of various financing methods. Prerequisite(s): FI 300.

## **FI 314 Working Capital Management**

3 unit(s)

Examines financial decisions that affect the value of the firm in the short run. Topics include receivables management, inventory management, marketable securities management, short-term liability management and cash management. Prerequisite(s): FI 300.

## **FI 317 Mergers and Acquisitions**

3 unit(s)

Surveys the field of mergers and acquisitions using case studies. Topics include accounting for acquisitions, tax implications of mergers, legal aspects of mergers, the role of investment bankers in mergers, valuing business, merger negotiation, risk management, leveraged buyouts, tenders and defenses. Prerequisite(s): FI 300.

## **FI 318 Venture Capital and Start-Up Financing**

3 unit(s)

Examines the strategic and financial issues facing start-ups and venture capital investments. This course examines the entrepreneurial process, focusing on financing - how new ventures are funded, applying the perspective of both the venture seeking financing and investors considering how to identify and manage good opportunities. Topics covered include the history and current direction of the venture capital industry; alternative financing sources, notably venture capital and angel investors; business planning methods; screening new venture opportunities; valuation techniques; capital raising practices and methods; management of new ventures; and harvesting or exit strategies, including IPO's and mergers. Students will be able to attend investor forums, and guest lecturers will supplement the course content. Prerequisite(s): FI 300 or MBA 321.

## **FI 320 Financial Strategy and Value Creation**

3 unit(s)

Demonstrates the use of competitive strategy to create shareholder value, industry attractiveness, firm-based resources and competitive advantage in a variety of settings, including technology-intensive and mature industries. Introduces the use of transaction cost economics and the capital-asset pricing model to analyze vertical integration, diversification and global strategies. Extensively uses case studies to build strategy development skills. Prerequisite(s): FI 300.

## **FI 340 Investments**

3 unit(s)

Presents the theory and practice of investment analysis. Topics include efficient market theory; risk and return analysis for stocks, bonds and cash equivalents; modern portfolio theory; asset pricing models; bond pricing and the term structure of interest rates; effects of taxes and inflation on investment choices; and derivative asset analysis and alternative investment. Prerequisite(s): FI 300.

## **FI 343 International Corporate Finance**

3 unit(s)

Surveys the international aspects of financial management. Topics include the international currency arrangement for the settlement of private and public transactions; the theory of international financial adjustments; functions of financial institutions including the Federal Reserve System, the Euro-currency market, IBRD and IMF; financing of trade including EXIM and FCIA and commercial banks; foreign-exchange markets; management of currency exposure; estimating country debt-servicing capacity; and external debt-financing problems. Prerequisite(s): FI 100 or FI 300A.

## **FI 344 Equity Analysis**

3 unit(s)

Presents the concepts and theory underlying equity analysis and a



case-based practitioner's approach to Investing. Topics include understanding financial statements; income manipulations; common stock valuation techniques; industry analysis; company analysis; efficient market theory and its inefficiencies. Prerequisite(s): FI 340.

### **FI 346 Derivative Markets**

3 unit(s)

Introduces theory and practice in the forward, futures, swap and options markets. Topics include commodity derivatives, currency derivatives, stock options, stock index futures and options, interest rate derivatives, arbitrage strategies, Black-Scholes and Binomial option-pricing models and computer applications. Prerequisite(s): FI 340.

### **FI 347 Financial Engineering and Risk Management**

3 unit(s)

Covers risk-management techniques for corporations and managers of equity, bond and derivative portfolios. Topics include measurement of corporate risk exposure, portfolio risk exposure and value at risk for financial institutions; hedging the price risk of commodities, exchange rates, interest rates and equity markets; credit risk management; portfolio insurance; portfolio immunization; synthetic assets; and computer applications. Prerequisite(s): FI 340. Corequisite(s): FI 346.

### **FI 348 Fixed Income Analysis**

3 unit(s)

Presents advanced material on the principles and mechanics of bonds and bond investing. Topics include valuation of fixed income securities, and management of bond portfolios. Material covers types and characteristics of bonds, the term structure of interest rates, yields and yield spreads, measurement of duration and convexity, mortgage backed securities, and credit analysis. Prerequisite(s): FI 340.

### **FI 350 Portfolio Management**

3 unit(s)

Applies theoretical principles of portfolio management to the allocation, management, and evaluation of diversified investment portfolios. Topics include: multi-asset diversification, hedge fund approach, use of leverage in both corporate and investment environments, risk factor analysis, performance evaluation, institutional investor classes and manager selection. Prerequisite(s): FI 340.

### **FI 352 Technical Analysis of Securities**

3 unit(s)

Examines empirical evidence concerning non-efficient markets in which technical analysis is thought to apply. Topics include trend analysis, turning-point analysis, charting techniques, volume and

open interest indicators, contrary opinion theories and technical theories such as Dow theory and Elliott waves. Prerequisite(s): FI 100 or FI 300A.

### **FI 354 Wyckoff Method I**

3 unit(s)

Studies the Richard D. Wyckoff method: a complete, time-tested and effective approach to market analysis and trading. The action sequence is a unique active-learning way to acquire the skills and judgment needed to apply the Wyckoff method. Prerequisite(s): FI 352 or consent of the department.

### **FI 355 Wyckoff Method II**

3 unit(s)

Continues the study of the Richard D. Wyckoff method: a complete, time-tested and effective approach to market analysis and trading. The action sequence is a unique active-learning way to acquire the skills and judgment needed to apply the Wyckoff method. Prerequisite(s): FI 352 and FI 354, or consent of the department.

### **FI 356 Student Managed Investment Fund**

3 unit(s)

The purpose of this course is to provide students with real world and hands-on experience in portfolio management and security analysis through the management of the Golden Gate University Student Managed Investment Fund. Students will demonstrate their ability to apply analytical financial concepts and techniques through fund management, macroeconomic sector research, and company-specific equity research. Students will also practice their skills in teamwork and public speaking. This course may be taken more than once for credit. Prerequisite(s): FI 340 or FI 421.

### **FI 358 Technical Market Analysis Strategies**

3 unit(s)

Provides advanced studies in technical analysis and trading. Money management, investor psychology and technical analysis elements are considered. Focuses upon development of a trading plan. Prerequisite(s): FI 352 or consent of the department.

### **FI 360 Behavioral Finance**

3 unit(s)

Introduces the theories developed by research into cognitive biases, investor emotions and herd effects. Explores the applications of these theories in corporate finance and investment management and suggests approaches through which sophisticated investors can exploit the opportunities created by non-rational investors. Traditional (or standard) finance builds its theories on the presumption that assets are valued in modern financial markets through the buy-and-sell decisions of rational, profit-maximizing

investors. An accumulating body of research challenges this fundamental presumption, suggesting instead that investment decisions are motivated by a complex array of non-rational psychological factors.

### **FI 382 Management of Banks and Financial Holding Companies**

3 unit(s)

Analyzes the management of the operations of banks, savings and loans, credit unions and other lending institutions. Topics include the banking industry, firm organizational structure, the legal and regulatory environment, performance analysis, services and financial statements, constraints on management decisions and marketing strategies. Prerequisite(s): FI 100 or FI 300A.

### **FI 420 Personal Financial Planning**

3 unit(s)

Introduces the broad scope of financial planning as it relates to personal goals/values, as well as its role in the financial services industry. Topics include careers in financial services, management of personal financial statements, time-value-of-money analysis, calculator/computer applications, insurance, social security, house-buying strategies, investments, retirement planning, income tax and estate planning. Satisfies part of the educational requirements to sit for the CFP® examination.

### **FI 421 Personal Investment Management**

3 unit(s)

Investigates the investment process from the perspective of a financial planner or investment advisor advising individuals and families. This course will cover basic concepts related to financial market theory, including market efficiency, portfolio theory and optimization, asset pricing models, and stock and bond valuation techniques. The nature and use of mutual funds and ETFs, and tax-efficient investing, including asset location concepts, will also be explored. Significant time will be devoted to understanding investor behavior, client communication, relationship management, risk profiling, and the development and use of investment policies. Satisfies part of the educational requirements to sit for the CFP examination.

### **FI 422 Retirement and Employee Benefits Planning**

3 unit(s)

Introduces strategies used by financial planners to help clients assess employee benefits and to reduce the tax burden while planning for retirement. Topics include retirement needs analysis, defined benefit and contribution plans; profit sharing; 401k; 403b; ESOP; IRA; SEP-IRA; Roth-IRA; Keogh; TSA; social security benefits and integration; vesting; employee benefits analysis; funding vehicles; plan installation and administration; asset balancing; buy-sell agreements, ERISA; stock redemption and cross-purchase plans;

evaluation of retirement timing; life-cycle planning, retirement lifestyle issues, distribution planning, and post-retirement financial and qualitative assessment of needs. Satisfies part of the educational requirements to sit for the CFP® examination.\* Corequisite(s): FI 420 (or FI 160) or FI 425 (or ACCTG 108A), or consent of the department.

### **FI 424 Facilitating Financial Health**

3 unit(s)

Presents a new model to help clients achieve balanced and healthy financial lives. Integrated financial planning brings together the fields of psychotherapy, coaching and financial planning. It enables students to go beyond the traditional boundaries of financial planning to help clients build healthy relationships with money, to explore the roots of destructive financial behaviors, and to develop specific techniques to support constructive change. Corequisite(s): FI 420

### **FI 425 Income Tax Planning**

3 unit(s)

Introduces strategies used by financial planners to help clients achieve greater tax efficiency. Topics include income tax concepts and calculations, income tax research methods, gross income realization, exclusions and deductions, passive activities, alternative minimum tax, tax considerations of business forms, taxable and nontaxable property transactions, compensation planning, family tax planning, audit risk and dealing with the IRS. Satisfies part of the requirements to sit for the CFP® examination.\* Prerequisite(s): FI 420 or FI 160.

### **FI 426 Estate Planning**

3 unit(s)

Introduces estate planning tools and strategies to assist a client in developing, maintaining and transferring his/her wealth consistent with objectives. Topics include professional role differentiation between financial advisers, CPAs, and estate-planning attorneys; writing disclaimers in a financial plan; gift and estate taxation; ownership of personal and real property issues; wills; letter of last instructions; trusts; trustees/personal representatives and their fiduciary responsibilities; probate strategies; implications for individuals; general/limited partnerships; closely held businesses; corporations; life insurance funding; post-mortem planning; creative estate planning strategies consistent with client goals and values; charitable giving strategies; California estate planning issues; and how to implement and monitor the estate plan. Satisfies part of the educational requirements to sit for the CFP® examination.\* Prerequisite(s): FI 420.

### **FI 428 Business Valuation**

3 unit(s)

Examines closely held companies, not publicly traded firms, for applications including mergers, acquisitions, and divestitures; raising

capital and the venture capital model; capital structure and the cost of capital; performance planning and appraisal; real options pricing; and special industry analyses. A commonly stated objective for business managers is to add value to their companies or enterprises; this course covers the major topics for business valuations, analytical methods such as financial statement analysis; cash-flow and comparable company valuation methods; research techniques for obtaining information; and owners' interests. Prerequisite(s): FI 300 or MBA 321.

### **FI 430 Business Development in Financial Services**

3 unit(s)

Presents an overview of the different methods and skill sets needed to develop a financial services practice by developing and maintaining client relationships. Running an efficient practice will have a direct impact on the success of your marketing and business development efforts, as well as on the profitability and long-term value of your firm. This course exposes students to the various tools and methodologies used by best in-class practitioners. In addition, students will have the opportunity to gain hands-on experience with some of the platforms currently used throughout the industry. Industry leaders and practitioners will join as guest speakers throughout the term. Topics include an overview of the current environment and the issues surrounding establishing a practice; a review of the personal tools needed in business development; the advantages and disadvantages of the various methods of attracting new business; how to differentiate a business from other financial planners; how to develop trust with prospective clients; how to create a brand message; using the internet and other direct marketing tools; using the media and public relations; developing and implementing a budget and a plan; other marketing options including seminars, speeches and products.

### **FI 434 Cases in Financial Planning**

3 unit(s)

Uses case studies that apply financial planning principles to strategic personal wealth management for advising clients in the comprehensive financial and estate-planning approach. Topics include integrating and balancing client needs with financial products and strategies, update on taxation and new financial products, writing a comprehensive financial plan, presenting the plan, implementing the plan, providing periodic review, professional literature and resources, qualitative client factors and analysis, financial counseling techniques and computer resources. Prerequisite(s): FI 420, FI 421, FI 422, FI 425, FI 426, and FI 483.

### **FI 448 Introduction to Financial Life Planning**

3 unit(s)

Presents a context for the concentration in Financial Life Planning. Financial Life Planning offers a holistic and humanistic approach to financial planning that encourages students to consider the clients themselves "beyond the numbers" to create greater potential for

financial well-being, life satisfaction, self-awareness and resiliency. Students are introduced to an expanded perspective of the breadth and depth of financial planning that includes investigation into the key theories, research, tools and processes applied within the field. The course draws from principles of behavioral economics, theories of adult learning, psychology and coaching.

### **FI 449 Coaching Skills for Financial Planners**

3 unit(s)

Financial professionals often find that clients are very motivated during the planning process yet do not follow through on implementing the plan once it is developed. Coaching skills can improve our client communication and support collaborative implementation of financial plans. Upon completion of this course, the student should be able to (1) identify and summarize the essential components of coaching and understand the role of coaching skills in financial planning; (2) develop a personal process for integrating coaching skills into their existing engagements; and (3) understand the basic coaching skills and utilize them in a coaching session.

### **FI 450 Practicum in Financial Planning**

3 unit(s)

Through this practicum, students will learn to work with clients in determining their needs and developing appropriate financial planning recommendations. It is designed to help them make the transition from the learning phase of their career to the actual practice of financial planning. At the heart of this process is an opportunity to work with experienced mentors as students develop a comprehensive financial plan for a real client. And while classroom time will include lectures, expert panels and guest speakers, significant time will also be devoted to role-playing exercises and critiques intended to prepare students for their client discovery and plan presentation meetings. This course may be taken more than once for credit. Prerequisite(s): FI 420, FI 421, FI 422, FI 425, FI 426, and FI 483. Alternatively, completion of a course of study that qualifies the student to sit for the CFP Board's comprehensive exam, or passage of the CFP™ exam, with the consent of the program director.

### **FI 460 Real Estate**

3 unit(s)

Analyzes real estate concepts and presents an overview of the industry. Topics include the nature of real estate assets as distinct from non-real-estate assets; the institutions, market forces and regulatory groups that affect real estate; special attention to the terminology and language used in connection with the conversion of land from non-urban to urban use; examination of activities and functions of those engaged in developing, building, appraising, financing, marketing, leasing and planning; and their interrelationships. Fulfills part of the educational requirements of the California Department of Real Estate for salesperson and broker licensing; contact the DRE for more information. Prerequisite(s): FI 100 or FI 300A.

## **FI 463 Real Estate Finance and Investment**

3 unit(s)

Presents an analytical and applications approach to real estate finance and investment. Topics include real estate markets and institutions, real estate project analysis, conventional and creative financing, governmental and tax-related issues, real estate investment products, yield analysis and decision models. Fulfills part of the educational requirements of the California Department of Real Estate (DRE) for salesperson and broker licensing; contact the DRE for more information. Prerequisite(s): FI 100 or FI 300A.

## **FI 483 Risk Management and Insurance Planning**

3 unit(s)

Explores personal risk analysis and insurance planning in the context of personal financial planning. Topics include career issues; contractual and agency legal issues; insurance distribution systems (including Internet); evaluating insurers; personal risk assessment; risk strategies; alternative risk transfer approaches; life insurance programming and product analysis; key-person insurance; business continuation applications; life insurance use in income and estate tax planning; applicability of other insurance products (e.g., health, disability, general liability, property and casualty); HMOs, group insurance plans; workers compensation; relevant aspects of social security; negligence issues; errors and omissions policies; and professional ethics. Satisfies part of the educational requirements to sit for the CFP® examination. Corequisite(s): FI 420 (or FI 160) or consent of the department.\*

## **FI 497 Internship: Finance**

3 unit(s)

Offers students the opportunity to receive graduate-level work experience in a job directly related to their academic major and career goals. Students are responsible for their own placements in internships approved by the department chair. A written internship proposal is required before consideration for this course. A written report is required upon completion of the internship. This course may be taken more than once for credit. Prerequisite(s): consent of the department.

## **FI 498A-ZZ Selected Topics in Finance**

1-3 unit(s)

Addresses significant, topical and practical problems, issues and theories in finance. Topics are compiled and selected by the department chair. Prerequisite(s): FI 300. Other prerequisites will vary based on topic.

## **FI 499 Directed Study in Finance**

1-3 unit(s)

Provides an opportunity for the advanced student with a specific project in mind to do reading in a focused area and to prepare a

substantial paper under the direction of a faculty member. Only one directed study course may be taken for credit toward a master's degree. This course may be taken more than once for credit.

Prerequisite(s): FI 300 and consent of the department.

## **History**

### **HIST 50 Contemporary American Economic History**

3 unit(s)

This course examines the Great Recession of 2008-2009 and its aftermath. Students will acquire basic knowledge of institutions, concepts, practices, decisions and policies that set the stage for the bankruptcy of Lehman Brothers on Sept. 15, 2008, and will describe and analyze events, decisions, trends and policies that followed thereafter. Students will apply this knowledge in analysis of the major reasons and causes of the crisis and reflect on how events and policies in the wake of the crisis affect their personal and professional lives. An aim of the course is to aid students in comprehending the background for contemporary economic conditions and to develop more informed perspectives on policies, legislation, practices and issues that directly impact personal and professional decision-making. Prerequisite(s): ENGL 1A

### **HIST 198A-ZZ Special Topics in History**

1-3 unit(s)

Addresses significant, topical and practical problems, issues and theories in history. Topics will be selected by the department coordinator. Prerequisite(s): consent of the department. Prerequisites will vary based on topic.

### **HIST 199 Directed Study in History**

1-3 unit(s)

Provides individual study of selected topics under supervision of a faculty member. Students are limited to one directed-study course per trimester. This course may be taken more than once for credit. Prerequisite(s): consent of the department.

## **Human Resources Management**

### **HRM 301 Work and Workforce Trends**

3 unit(s)

Provides a broad understanding of the concept of employment and how work has been and is now carried out, and what it might look like in the future. The evolution of work in the U.S., how it has been accomplished and by whom will be covered and students will use this history to analyze how work will change in the future and what workers today and in the future want and expect from work. This deep understanding of work and the workforce will prepare HR

students to recruit, hire, engage and develop the workers needed for organizations now and tomorrow.

### **HRM 302 Acquiring and Retaining Human Resources**

3 unit(s)

Presents all the steps in finding and keeping the workforce, including: planning for and recruiting HR, selecting workers and filling jobs, managing employees' careers, and understanding what motivates people to excel at their work.

### **HRM 303 HR as Legal Partner**

3 unit(s)

Surveys federal and state laws and their impact on the employment relationship - especially those laws and regulations that affect the terms and conditions of employment.

### **HRM 304 HR Data and Performance Metrics**

3 unit(s)

Works with data used to track and describe workers in organizations and how to manipulate it using various technologies. Students will learn about Human Resource Information Systems (HRIS), learning management systems (LMS), workforce analytics, analyzing work and jobs. Presents various approaches and ways to manage employee performance. Students will learn different purposes of performance management systems and how to match them to organizational goals. Additionally, students will work with multiple methods for measuring performance, and the data necessary to do so.

### **HRM 305 Total Compensation**

3 unit(s)

Compensation is disaggregated to pay and benefits. Students will learn how to set up a pay structure, design a compensation system, establish merit pay programs, and how to choose among and provide employee benefits. Focus on challenges in compensating executives, flexible workers and expatriates.

### **HRM 306 Learning and Development**

3 unit(s)

Teaches students to link learning to organizational needs, how to assess the need for learning and selecting the appropriate system for delivering and managing learning. Students will learn how to create and execute learning strategies and programs, evaluate development needs for employees and design and deliver trainings.

### **HRM 307 International HRM**

3 unit(s)

Investigates the management of workers in locations outside the U.S. and how it contrasts with managing workers within the U.S. Students

will learn about sourcing HR for global organizations, managing U.S. workers located abroad, regulations and legal requirements for hiring workers outside of the U.S. Note: MS HRM students taking HRM 398 Internship HR do not take this course. Formerly: MGT-305.

### **HRM 308 Ethics in Managing People At Work**

3 unit(s)

How to understand and act on the ethical implications of important Human Resources functions, and respond to issues that arise via prevention and cure, including developing and disseminating organizational ethics statements, policies and supporting documents. Students will learn how to conduct an internal review of policies to ensure alignment with organizational ethics philosophy and to integrate ethical behavior throughout the culture. Topics include: business ethics concepts in the HR realm, and examination of issues that arise in workforce design, talent management, employee conduct, incentives systems, health/safety and international context, HR's role in corporate culture, internal investigations and external oversight. Students will have the opportunity to evaluate a chosen company's existing programs with respect to encouraging ethical conduct of its workers.

### **HRM 309 HR as Strategic Business Partner**

3 unit(s)

Analyzes the role of HRM in achieving organizational strategic objectives. Students will learn how to serve as a consultant to management on HR-related issues and how to be a change agent. Through case studies, practice developing strategic solutions to business problems using metrics and analyzing relevant data.

### **HRM 398 Internship: Human Resources Management**

3 unit(s)

Offers students the opportunity to receive graduate-level work experience in human resources management. Students are responsible for their own placement in internships to be approved by the program director or department chair. An internship application (available on GGU website) is required before consideration for this course. A written report is required upon completion of the internship. This course may be taken more than once for credit. Prerequisite(s): at least 18 units completed in the program and HRM department approval.

### **HRM 399 Directed Study**

3 unit(s)

Provides an opportunity for the advanced student with a specific project in mind to do reading in a focused area and to prepare a substantial paper under the direction of a faculty member. Only one directed study course may be taken for credit toward a masters degree. This course may be taken more than once for credit. Prerequisite(s): Consent of the instructor and the department chair.

## Humanities

### HUM 50 Examining the Humanities

3 unit(s)

The humanities involve studies of works, ideas and theories from a broad spectrum of disciplines, including art, literature, philosophy, and history, that allow us to conceptualize and interpret our experience and the world at large. This course examines a series of topics in the humanities and aims to provide students with insights and knowledge relevant and useful to professional practice and personal growth. The study will engage students in reflection on the meaning and application of their education, and encourage an appreciation of the humanities for lifelong learning. Prerequisite(s): ENGL 1A

### HUM 198A-ZZ Special Topics in Humanities

1-3 unit(s)

Addresses significant, topical and practical problems, issues and theories in the humanities. Topics will be selected by the department coordinator. Prerequisite(s): consent of the department. Prerequisites will vary based on topic.

### HUM 199 Directed Study in Humanities

1-3 unit(s)

Provides individual study of selected topics under supervision of a faculty member. Students are limited to one directed-study course per trimester. This course may be taken more than once for credit. Prerequisite(s): consent of the department.

## Information Technology Management

### ITM 105 Social Media in Business

3 unit(s)

Explores the emergence of Web-based social media tools and their increasing role in the world of business. Social media tools are highly important in communication, organizational marketing, self-branding and business networking. Although the first use of social media tools has been personal, business is now taking significant advantage of these tools for gathering customer input, informal research and development, product marketing and the development of consumer communities. Students will learn the tools and techniques of social networking and social media use through research and applications of tools such as corporate and individual weblogs, podcasting, video, Wikis and proprietary social networking sites such as Facebook, YouTube, Twitter and LinkedIn.

### ITM 106 Information Technology for Managers I

3 unit(s)

Well-managed information technologies can bring substantial business value, and can support a broad range of business strategies, objectives and tactics. Students in ITM 106 will learn and articulate information technologies and their applications in the IT department itself, and integrated across the range of business functions. Students will investigate networks, the Internet/World Wide Web, transmission protocols (TCP/IP, Packet Switching) enterprise tools such as Enterprise Resource Planning Systems and Business Intelligence/Analytics. Wireless technologies, security issues and technologies and cloud computing technologies, which are discussed in more detail in ITM 107, are introduced. Prerequisite(s): ITM 125.

### ITM 107 Information Technology for Managers II

3 unit(s)

Well-managed information technologies can bring substantial business value, and can support a broad range of business strategies, objectives and tactics. Students in ITM 107 will learn and articulate a variety of digital technologies and their applications in the IT department itself, and integrated across the range of business functions. Students will investigate ethics in business networked environments; business security; e-Commerce; wireless technologies; IT project management; IT portfolio management; and emerging digital business technologies. Prerequisite(s): ITM 106.

### ITM 108 Introduction to Relational Databases

3 unit(s)

This course provides a foundation in database essentials. Students will learn existing and emerging database designs and tools; data extraction, transformation, and loading (ETL); and the use of Structured Query Language (SQL) for data manipulation and reporting. Prerequisite(s): ITM 125.

### ITM 125 Management Information Systems

3 unit(s)

Studies the managerial aspects of information systems in business organizations. Emphasis is placed on the planning, implementation, evaluation, budgeting and management of information systems. Emerging technological trends will be explored.

### ITM 144 Database Administration Fundamentals

3 unit(s)

Provides a solid foundation for database administration. Students will learn how to get started with the database server, how to manage a database instance, how to create a database, the basics of the database architecture, how to manage the physical database structure, tablespaces, datafiles, storage structures, undo data, database objects and database users. Extensive use of ORACLE. Prerequisite(s): ITM 108.

## **ITM 197 Internship: Information Technology**

3 unit(s)

Offers students the opportunity to receive work experience in the information technology industry. Students will be responsible for their own placements in internships approved by the department chair. A written internship proposal is required before consideration for this course. A written report is required upon completion of the internship. This course may be taken more than once for credit.

Prerequisite(s): consent of the department.

## **ITM 198A-ZZ Special Topics in Information Technology**

3 unit(s)

Addresses significant, topical and practical problems, issues and theories in the information technology industry. Topics will be selected by the department chair. Prerequisite(s): consent of the department. Prerequisites will vary based on topic.

## **ITM 199 Directed Study in Information Technology**

3 unit(s)

Provides individual study of selected topics under supervision of a faculty member. Students are limited to one directed-study course per trimester. This course may be taken more than once for credit.

Prerequisite(s): consent of the department.

## **ITM 300 Managing Information Technologies in the Business Enterprise**

3 unit(s)

Provides an introduction to the business knowledge and management skills necessary for leadership roles in IT departments. Emphases include aligning IT to the needs of business processes and enabling business value. Students will also be introduced to emerging technologies such as cloud computing, network computing and social media, in order to gain an understanding of today's complex IT environment. Should be taken in the first nine of the MSITM advanced program.

## **ITM 304 Managing Relational Structures**

3 unit(s)

Introduces students to concepts and practices of contemporary structured database technologies and data systems, their design and deployment, and their use as operational and strategic tools. Students will develop knowledge of a broad range of data types, the database-management system (DBMS), and data modeling using entity-relationship diagrams. Students will learn the Structured Query Language (SQL) and the use of built-in functions in Business Analytics and Business Reports. Corequisite(s): ITM 300 Cross-listed with and equivalent to: MSBA 304.

## **ITM 315 Infrastructure and Hosted Services**

3 unit(s)

Gives the student an understanding of how data centers are built and operated, from a project perspective. Structured as a mock data center infrastructure build-out, covering leasing, power, AC, racks, structured cabling, diverse routes for power and WAN, and being green in each of the steps, including virtualization. Students will design a mobile platform, goes through the project steps to build out and install the platform. Addresses ongoing operations of the data center, as well as issues of outsourcing and hosted services on the cloud. Corequisite(s): ITM 300.

## **ITM 316 Software Engineering**

3 unit(s)

Introduces the student to the multiple facets of a systematic approach to software creation, and the diverse set of tools and methods that support that approach. While software engineering is usually identified with product development, ITM 316 will draw on the best techniques of software engineering and apply these to enterprise systems and web applications. Corequisite(s): ITM 300

## **ITM 317 Networks and Communications**

3 unit(s)

s to effectively communicate with technical, operational and management personnel concerning a company's telecommunications and networking infrastructure. Key concepts of modern business communication networks and technical innovations principles are discussed. Students are expected to learn, understand and apply data communications concepts to situations encountered in industry; learn concepts and techniques of data and voice communications; understand Internet technology and business justification as well as the regulatory environment. Corequisite(s): ITM 300

## **ITM 321 Big Data Ecosystems**

3 unit(s)

Introduces students to data frameworks supporting the building and manipulation of data sets that do not fit the standard relational database structure, i.e. very large data files and unstructured data. Students will learn how data from these data sets can be extracted, and transformed for workable solutions. They will be introduced to a selection of the tools and languages associated with building and managing Big Data structures, such as Hadoop, Hive, Spark, MapReduce, NOSQL, MongoDB, and others. Prerequisite(s): ITM 300. Cross-listed with and equivalent to: MSBA 321.

## **ITM 323 Security, Privacy and Compliance**

3 unit(s)

Provides the basic knowledge needed to understand key concepts of information security from both a theoretical and practical perspective. The student will gain a strong footing to cope with the changes that

are to come with the use and ever-growing reliance on computer technology. Issues of privacy and compliance will also be addressed in the context of greater visibility and public concerns. Through examination of the 10 domains of the Common Body of Knowledge for Information Security, students will learn how these concepts are applied and used to protect information assets and defend against attacks. They will also gain an understanding of how these concepts can be used to drive security projects and policies that will strengthen the overall security posture of an organization.

### **ITM 342 Enterprise Architecture Planning**

3 unit(s)

Examines the elements of enterprise architecture and how the IT manager links the business mission, strategy and processes of an organization to its IT strategy. Students will examine the different EA methodologies and approaches, and understand where they fit into the IT function. Key linkages between business strategy, IT project portfolio management, and EA will be explored. Using case studies, students will learn how to apply the tenets of the EA discipline to define and chart the course of IT strategy to solve strategic business problems.

### **ITM 344 Project Governance: Portfolio and Program Management**

3 unit(s)

Introduces the processes of project governance, project portfolio management, and program management. Students will learn how to identify and take the lead in effective project decision-making, manage multiple project investments using principles of program management, organize and control the program delivery process, and examine the concept of decision rights in IT project governance. They will learn how to charter and organize a program management office (PMO), demonstrate the interrelationship between project governance and portfolio management, articulate the frameworks and objectives of effective project portfolio management, and show how to manage and control the delivery of multiple project investments. Contemporary management texts, case studies and selected readings will be used. Prerequisite(s): PM 340. Cross-listed with and equivalent to: PM 344.

### **ITM 345 Business Intelligence and Decision Support Systems**

3 unit(s)

Provides an overview of decision support and business intelligence systems with in-depth coverage of contemporary topics such as text mining, big data analytics, visual data analytics and knowledge management, as well as traditional data warehouse architecture, planning and implementation. Students will understand the business value and use cases for different technologies, and experience BI use in the context of various industry segments (specifically finance, healthcare, manufacturing and retail). Beyond the use of a widely respected textbook and contemporary online resources (such as

Teradata University Network and Data Warehouse Institute), students will get hands-on experience in building BPM dashboards (i.e. MicroStrategy), visual data representation and analysis (i.e. using Tableau), and decision trees. Assignments are designed to leverage students' own preferences and experiences, and to encourage practical application of the knowledge gathered in class and from their own research. Prerequisite(s): MATH 240.

### **ITM 395 Strategic Information Technology Planning, Organization and Leadership**

3 unit(s)

Bringing together the skills and knowledge developed in the other core courses, this capstone course for the MSITM degree explores the organizing, administration and strategic planning of the information technology function in the organization. Introduces advanced coverage of the areas of IT and business strategy integration, IT services outsourcing, IT budgeting and IT management frameworks. These are applied across a series of challenging case studies, and culminate in a final project in which they structure IT to solve business problems and link IT and business strategy. Prerequisite(s): ITM 395 must be taken as the last course in the core in the MS ITM Advanced Program.

### **ITM 396A-ZZ Selected Topics in Information Technology**

3 unit(s)

Addresses significant, topical and practical problems, issues and theories in areas encompassed by the Ageno School of Business graduate degrees. Topics are compiled and selected by the department chairs. Prerequisite(s): will vary based on topic.

### **ITM 398 Internship: Information Technology Management**

3 unit(s)

Offers students the opportunity to participate in graduate-level work experience in the information technology field. Students are responsible for their own placement in internships approved by the department chair. A written internship proposal is required before consideration for this course. A written report is required upon completion of the internship. This course may be taken more than once for credit. Prerequisite(s): completion of five advanced graduate seminars or consent of the department.

### **ITM 399 Directed Study**

3 unit(s)

Provides an opportunity for the advanced student with a specific project in mind to do reading in a focused area and to prepare a substantial paper under the direction of a faculty member. Only one directed-study course may be taken for credit toward a master's



degree. This course may be taken more than once for credit.

Prerequisite(s): consent of the department.

## Leadership

### LEAD 300 Management and Leadership

3 unit(s)

Introduces management and leadership theory and knowledge. Develops analytical and decision-making skills, and organizational knowledge. Explores basic concepts of management and leadership and how organizational context impacts managerial and leadership actions. Cross-listed with and equivalent to: MBA 300.

### LEAD 301 Personal Leadership

3 unit(s)

This course focuses on building strong self-awareness of strengths, opportunities for development, values, and professional goals. Students develop skills in emotional intelligence, difficult conversations, and personal power. Recommended corequisite: LEAD 300. Cross-listed with and equivalent to: MBA 301.

### LEAD 303 Teamwork in Organizations

3 unit(s)

This hands-on course develops skills needed to be a successful team member and team leader. Students learn and apply the tools and techniques necessary to design, establish, and maintain high performing teams within organizations. Corequisite(s): LEAD 300. Cross-listed with and equivalent to: MBA 303 and MGT 300.

### LEAD 304 Leading Complex Change

3 unit(s)

This course teaches students to think strategically and systemically in order to design and lead complex transformational change in the face of uncertainty and ambiguity. Students are introduced to the latest thinking in neuroscience, complexity leadership, polarity management, and change leadership. Prerequisite(s): LEAD 300 and LEAD 303. Corequisite(s): LEAD 301.

### LEAD 305 Adaptive Decision Making

3 unit(s)

Leaders who are capable of adapting their own leadership approaches and their organization's decision-making processes to the circumstances of the business environment will be more effective at leading their organizations in environments that are increasingly unpredictable, complex and even disruptive or chaotic. This course uses applied exercises, case studies and simulations to introduce and practice a variety of business decision-making methods and tools in the context of an organization's changing environment, particularly where cause-and-effect relationships are not simple and linear.

Students will consider and be able to operate in two to three modes that assist in adaptive decision making. Prerequisite(s): LEAD 300, LEAD 301, and LEAD 303.

### LEAD 306 Integrated Leadership Mastery

3 unit(s)

This capstone course in leadership provides students with the opportunity to synthesize integrate and reinforce the knowledge, skills and mindset acquired in this leadership program. Students apply skills to influence others, work with individuals from diverse cultures, and respond ethically. Students will strengthen their own internal personal leadership mastery within an increasingly complex external environment. This practical, hands-on course also includes an opportunity to receive specific feedback on current leadership strengths and opportunities for development. Students will be expected to be conceptually as well as analytically rigorous in formulating and defending typical leadership recommendations. Students will develop a personal leadership philosophy guidebook which integrates and synthesizes the knowledge and skills acquired in the program. Prerequisite(s): LEAD 300, LEAD 301, and LEAD 303. Corequisite(s): LEAD 304 and LEAD 305.

## Literature

### LIT 50 Principles of Storytelling

3 unit(s)

Examines the process by which storytelling makes human experiences intelligible. Students will analyze the various narrative devices through which stories are constructed across a variety of media and in real-world applications, interpret the meanings that result from different kinds of storylines, and evaluate how effectively storytelling shapes and influences understanding and cognition. Students will review how narrative operates in business case studies as well as in works of fiction and nonfiction as they develop a framework for broad, integrative learning, critical thinking and communication skills. Prerequisite(s): ENGL 1A

### LIT 100 Business, Psychology, and Modern Literature

3 unit(s)

Explores the psychosocial quest for community, broadly conceived, by reflecting on selected group narratives and their impact on individuals, using classics from modern literature. This course uses a systems theory orientation to elaborate ways certain individuals and groups psychologically affect and are psychologically affected by particular economic conditions, including relative personal/familial wealth, perceived status, and relative perceptions of "work". The course implements psychological techniques from three popular schools of psychotherapy (Psychodynamic, Humanistic, Cognitive-Behavioral) to aid our character/group analyses, in an effort to understand more deeply why and how psychological distress arises in

the characters, and how economic forces help shape such anxieties, malaise, and a relative sense of hopefulness.

### **LIT 150 Business in Literature**

3 unit(s)

Examines business and social values in American life as reflected in stories, novels and plays of the past and present. Prerequisite(s): ENGL 1A.

### **LIT 160 Business in Movies**

3 unit(s)

Looks at business in American life as reflected in movies, from slapstick comedy to Wall Street drama.

### **LIT 198A-ZZ Special Topics in Literature**

1-3 unit(s)

Examines specific topics, authors or genres in English, American or world literature. Prerequisite(s): consent of the department. Prerequisites will vary based on topic.

### **LIT 199 Directed Study in Literature**

1-3 unit(s)

Provides individual study of selected topics under supervision of a faculty member. Students are limited to one directed-study course per trimester. This course may be taken more than once for credit. Prerequisite(s): consent of the department.

## **Management**

### **MGT 100 The Manager as Communicator**

3 unit(s)

Seeks to improve communication skills in various management situations such as interviewing, oral presentation, group leadership and decision making. Emphasizes both oral and written professional communications. Students will be encouraged to develop individual evaluative criteria with the aid of the instructor and fellow students.

### **MGT 140 Management Principles**

3 unit(s)

Teaches the application in formal organizations of the principles of management, staffing, planning, organizing, controlling and leading as well as management concepts of motivation, morale and communications. Case studies are included.

### **MGT 141 Organizational Leadership**

3 unit(s)

Examines the role and presence of the leader and the work of leadership in influencing organizational performance. Topics include selected leadership theories, leadership character and ethics, aligning leadership with organizational goals, employee motivation and engagement, leadership and organizational diversity, the role of leadership in establishing vision, mission, and core values, leadership and organizational culture, the leader as entrepreneur, and leading in disruptive environments. Students will be able to work on projects individually, on teams, and collaborate with business leaders on approaches, practices, and key outcomes of organizational performance.

### **MGT 145 Law of Contracts, Sales and Commercial Transactions**

3 unit(s)

Reviews law and legal theory relating to business; essentials of a binding contract; law of sales; nature and use of negotiable instruments; and Uniform Commercial Code.

### **MGT 156 Management Policy and Strategy**

3 unit(s)

Focuses on the development of company policy and strategy, examines the impact of a company's internal and external environment on strategic decisions and assigns case practice in analyzing and formulating business policy and strategy. Lower-division requirements must be satisfied. To be taken in the last 12 of the BSB degree. Prerequisite(s): FI 100, MGT 140 and MKT 100.

### **MGT 160 Management and Leadership Strategy**

3 unit(s)

Capstone course for the bachelor of arts in management. Focuses on the integration of learning across the business disciplines and general education program. Using skills, knowledge and abilities in the areas of critical thinking, communication, ethics and organizational behavior, this class will require the application of business theory and practice to real-world examples to demonstrate mastery of the programs learning objectives. To be taken in the last term of the bachelor of arts in management program. Prerequisite(s): MGT 100, MGT 140, MGT 141, MGT 173.

### **MGT 172 Basic Employment Law**

3 unit(s)

Surveys contemporary federal and California employment law: worker classification, hiring, management, evaluation and termination of employment relationships, with specific focus on the relevant legal system, common law rules, anti-discrimination statutes, wage/hour law, privacy, worker safety and pension matters.

### **MGT 173 Human Resource Management**

3 unit(s)

Surveys the principles and practices in managing personnel; human resource planning, recruiting, selection and training; development of personnel policies; government regulation including EEOC, OSHA and wage-and-hour laws. Introduces labor relations and collective bargaining.

### **MGT 174 Labor-Management Relations**

3 unit(s)

Traces the growth of the labor movement and management reactions and policies; examines the role of government, contemporary problems, current practices in collective bargaining, grievance handling, state and federal labor legislation. Prerequisite(s): MGT 173.

### **MGT 175 Personnel Recruitment, Selection and Placement**

3 unit(s)

Examines the personnel process of human resource planning; generating applications (internal and external); analyzing qualifications, selection methods and decisions (including test evaluation); interview methods and practice; placement and exit programs (outplacement, retirement, etc.); and legal considerations. Utilizes simulation case practice and role playing. Prerequisite(s): MGT 173.

### **MGT 176 Compensation Decision Making**

3 unit(s)

Reviews the elements necessary to make sound compensation decisions. Topics include types of compensation plans, employee motivation, economic theory, labor markets, compensation surveys, job analysis and evaluation, performance assessment, compensation methods, employee benefits, non-economic rewards and compensation administration. Prerequisite(s): MGT 173.

### **MGT 177 Training Methods and Administration**

3 unit(s)

Examines the role of the training function within the field of human resource management. Students will identify performance problems related to training, practice a variety of training methods and materials and decide the methods of evaluation. They also will design a training package and do a brief training session in class. Demonstrations of interactive video and computer programs included. Prerequisite(s): MGT 173.

### **MGT 179 Introduction to International Business**

3 unit(s)

Examines environmental, economic, political and social constraints on doing business abroad; effects of overseas business investments on domestic and foreign economies; foreign market analysis and operational strategy of a firm; management problems and development potential of international operations.

### **MGT 188B Doing Business in East and Southeast Asia**

3 unit(s)

Focuses on the conduct of business between the United States and its major trading partners in East and Southeast Asia. Students will prepare a market analysis for one of these countries and a product or service of their choice. They also will learn how to identify which products and services are in demand, how to conduct business, what barriers to trade exist and what trade assistance is available for US companies. Corequisite(s): MGT 179.

### **MGT 188C Doing Business in Western Europe**

3 unit(s)

Focuses on the conduct of business between the United States and its major trading partners in Western Europe. Students will prepare a market analysis for one of these countries and a product or service of their choice. They also will learn how to identify which products and services are in demand, how to conduct business, what barriers to trade exist, and what trade assistance is available for US companies. Corequisite(s): MGT 179.

### **MGT 188D Doing Business in Latin America**

3 unit(s)

Focuses on the conduct of business between the United States and its major trading partners in Latin America. Students will prepare a market analysis for one of these countries and a product or service of their choice. They also will learn how to identify which products and services are in demand, how to conduct business, what barriers to trade exist, and what trade assistance is available for US companies. Corequisite(s): MGT 179.

### **MGT 190 Entrepreneurship and Small Business**

3 unit(s)

Reviews the principles and practices of entrepreneurship and small businesses. Explores entrepreneurship as an alternative to regular corporate executive career paths, entrepreneurial strategies, ownership alternatives, buying/selling business, franchising, venture capital and other related subjects. Both academic and hands-on real world exercises will be included. Prerequisite: any accounting course.

### **MGT 197 Internship: Management**

1-3 unit(s)

Offers students the opportunity to receive work experience in a job directly related to their academic major and career goals. Students will be responsible for their own placements in internships approved by the department chair. A written internship proposal is required before consideration for this course. A written report is required upon completion of the internship. This course may be taken more than once for credit. Prerequisite(s): consent of the department.

### **MGT 198A-ZZ Special Topics in Management**

1-6 unit(s)

Addresses significant, topical and practical problems, issues and theories in management. The department chair will select topics. Prerequisite(s): consent of the department. Prerequisites will vary based on topic.

### **MGT 199 Directed Study in Management**

1-3 unit(s)

Provides individual study of selected topics under supervision of a faculty member. Students are limited to one directed-study course per trimester. This course may be taken more than once for credit. Prerequisite(s): consent of the department.

### **MGT 210 Management Theory and Communications**

3 unit(s)

Provides a thorough coverage of management theory and applies the principles of management in formal organizations including planning, organizing, leading and controlling. Develops a basic understanding of the communication process and gives special attention to managerial effectiveness at achieving organizational goals in an ethical way within the changing external environment.

### **MGT 300 Team Dynamics and Managerial Analysis**

3 unit(s)

Develops critical thinking and analytical skills, and skills needed for managing and working in effective face to face and virtual teams, including designing teams, managing interpersonal dynamics through trust building, conflict management, effective feedback principles, self-reflection and analysis. Must be taken in the first six of the MBA Advanced Program Cross-listed with and equivalent to: LEAD 303 and MBA 303.

### **MGT 301 Entrepreneurship and New Business Development**

3 unit(s)

Studies the underlying principles and theories of entrepreneurship and small business development, exploring both "how-tos," upsides,

and pitfalls. Entrepreneurial strategies and management alternatives will be examined. Emphasis on managing innovation and starting new ventures and/or small businesses, acquiring other businesses and making existing enterprises more profitable. Students will work on their own projects while learning the ins and outs of being successful entrepreneurs. Both academic and practical considerations will be emphasized, with the principles presented applicable to both established organizations and startups.

### **MGT 304 International Business & Strategy**

3 unit(s)

This comprehensive course provides students with a practical understanding of what it takes to compete successfully in the international marketplace. Students will leave able to describe how and why various countries outside the United States differ in terms of the economics and politics of international trade and investment, the functions and form of the global monetary system, and the strategies and structures of international businesses. They will also assess the special roles of an international business's various functions. This case-based course will challenge students to apply theories to real-world issues.

### **MGT 306 Legal Aspects of International Business Transactions**

3 unit(s)

Reviews the origin, nature and scope of international law; examines the bases for jurisdiction; sovereign immunity; dispute resolution; US export controls; trade regulation; and extraterritorial application of US laws governing international business transactions. Also examines the legal aspects of establishing an overseas operation; joint venturing abroad; using a foreign distributor; exporting technology; and the Export Administration Act, Foreign Corrupt Practices Act and relevant antitrust laws.

### **MGT 312 Business Planning for Entrepreneurs**

3 unit(s)

Designed to provide students with knowledge and practical skills for entrepreneurs and business managers so they can effectively develop plans and strategies for innovative business enterprises. Covers opportunity assessment, identification of competitive advantage, financial forecasting, alternate financing sources, valuation methodologies, legal issues and organizational development. Students will have the opportunity to prepare a business plan and gain feedback from experienced professionals. Prerequisite(s): FI 300A or MBA 321.

### **MGT 320 Management Leadership: Theory and Practice**

3 unit(s)

Examines theories of leadership, their history and their application to current management theory and practice. Uses lectures, case methods

and discussions in review of classic models and emerging trends; compares entrepreneurial, hierarchical and team management. Examines the students' own leadership styles and those of others. Cross-listed with and equivalent to: PSYCH 343.

### **MGT 324 Organizational Behavior and Process**

3 unit(s)

Examines the structure, function and performance of organizations and the impact of psychological and sociological variables on the behavior of groups and their members. Students will learn the key relationships between organizational culture, behavior and processes. Cross-listed with and equivalent to: PSYCH 341.

### **MGT 345 Contextual Environment of Business**

3 unit(s)

Examines the critical impact of non-market forces including the international, legal, political, social, environmental and cultural roles played by the business enterprise in conducting global business. In addition to purely legal concerns, a major emphasis of the course is the ethical, social and environmental obligations of both the individual manager and the corporation as a whole. Cross-listed with and equivalent to: MBA 310.

### **MGT 348 Negotiating in Business**

3 unit(s)

Examines the knowledge and skills needed to be an effective negotiator. Applications include employment and salary negotiations; negotiating with employees/employers; sales negotiations; and negotiating with colleagues. Stresses knowledge, discipline and skill that students need to achieve their objectives during negotiations.

### **MGT 352 Structure, Theory and Ethics of Conflict Resolution**

3 unit(s)

Explores professional conflict resolution and mediation as an emerging means of problem solving in family, industrial, environmental and business law. Students will examine the theoretical framework of dispute resolution and its relationship to the traditional justice system, and explore related ethical issues. Cross-listed with and equivalent to: PSYCH 352. Formerly: MGT 396ST.

### **MGT 353 Organizational Development**

3 unit(s)

Applies behavioral science theory to corporate change and problem solving through the organizational development method; examines the role of the facilitator and client, data collection, climate studies, diagnosis, interventions such as data feedback and confrontation; planning and institutionalizing change. Students will practice the

techniques of the facilitator. Cross-listed with and equivalent to: PSYCH 342.

### **MGT 355 Conflict Resolution: Skills and Techniques**

3 unit(s)

Explores the skills and techniques necessary for conflict mediation. Students will learn communication techniques, problem-identification and management skills, techniques for achieving agreement or settlement and intake skills. Cross-listed with and equivalent to: PSYCH 353. Formerly: MGT 396CR.

### **MGT 361 Coaching: Interpersonal Skills and Practices**

3 unit(s)

Explores the growing field of business, organizational and personal coaching with a primary focus on learning interpersonal coaching skills and concepts. Topics will include: specific communication skills of a coach, interpersonal coaching tools, developmental models of change, common coaching issues, the stages and structures of coaching, and solution-focused coaching methods. Class structure will include: demonstrations, experiential practice and learning, and guest lectures from successful coaches (depending on their availability). May be used as a management, industrial / organizational psychology or conflict resolution certificate elective option. This course combines lecture, experiential learning activities and cyber-enhanced learning modalities. It is taught so that students will utilize theory in class activities that illustrate coaching concepts and teach coaching skills. Cross-listed with and equivalent to: PSYCH 361. Formerly: MGT-396N.

### **MGT 362 Developing Strategies for Competitive Advantage**

3 unit(s)

Covers the development and implementation of strategies for gaining competitive advantage. Students will consider the strategic problems encountered by top-level managers in a competitive global market from an integrated perspective. They will learn varied approaches to analyzing strategic situations, developing a competitive strategy and managing policies to implement these strategies, including controlling organization-wide policies, leading organizational change and the allocation and leverage of resources. Students will consider such emerging topics as competitive dynamics, technology-based competition, business-governmental relationships, corporate social responsibility and cooperative strategy. This is the capstone MBA class and should be taken in the last term of the MBA program. Prerequisite(s): MGT 300, OP 300, MKT 300 and FI 300A.

### **MGT 363 Executing Strategic Initiatives**

3 unit(s)

This course covers the development of a strategy and its execution. Students will be asked to develop ideas and determine which one best

fits a viable opportunity. Students will be expected to craft a workable strategy and communicate this strategy to functional areas within an organization. They will be challenged to engage and succeed in a functional environment and to align functional plans with an organization strategy. A final element of the course is the presentation of an organization strategy, supported by functional plans, which have generated a real product or service. Formerly: MGT-396SI.

### **MGT 396A-ZZ Selected Topics in Management**

1- 6 unit(s)

Addresses significant, topical and practical problems, issues and theories in management. Topics are compiled and selected by the department chair. Prerequisite(s): will vary based on topic.

### **MGT 398 Internship: Management**

3 unit(s)

Offers students the opportunity to receive graduate-level work experience in management. They are responsible for their own placements in internships approved by the department chair. A written internship proposal is required before consideration for this course. A written report is required upon completion of the internship. This course may be taken more than once for credit. Prerequisite(s): consent of the department.

### **MGT 399 Directed Study**

1-3 unit(s)

Provides an opportunity for the advanced student with a specific project in mind to do reading in a focused area and to prepare a substantial paper under the direction of a faculty member. Only one directed-study course may be taken for credit toward a master's degree. This course may be taken more than once for credit. Prerequisite(s): completion of six graduate seminars in the advanced program; consent of the department.

## **Marketing**

### **MKT 100 Principles of Marketing**

3 unit(s)

Provides an introduction to the theory and practice of marketing. Students will learn about price policies, channels of distribution, promotion techniques, the management of products and services and marketing research. The course also covers the impact of government regulations and competitive practices, integration of marketing with other activities of the business enterprise, and strategic implications of marketing actions.

### **MKT 102 Consumer Behavior**

3 unit(s)

Investigates the cultural, psychological and behavioral factors affecting consumers' actions and the demand for consumer products and services. Students will learn the impact of consumer behavior on the marketing strategies of firms and the role of marketing in shaping consumer demand. Prerequisite(s): MKT 100.

### **MKT 103 Marketing Research**

3 unit(s)

Examines the research methods and techniques applicable to problem solving in marketing. Through a project-based class, students will learn to prepare a market research proposal, gather survey data, statistically analyze results and present a professional report. This class emphasizes the importance of marketing research in domestic and international markets. Students also gain a sound knowledge of internet-based research tools. Prerequisite(s): MKT 100 and MATH 40.

### **MKT 105 Integrated Marketing Communication**

3 unit(s)

Analyzes the total range of activities involved in marketing communication: advertising, selling, sales management, public relations and sales. Students will learn strategies and tools to develop favorable inter- and intracompany relationships. Prerequisite(s): MKT 100.

### **MKT 120 Business Marketing and Sales**

3 unit(s)

Covers the development and application of marketing and sales principles and skills in the business-to-business setting. Students will learn how to analyze business buying behavior. Topics include industrial product planning, channel decisions, promotional applications and pricing practice in the business-to-business context. Students will learn the techniques of good selling skills and the techniques for organizing, staffing, motivating and evaluating the sales force. They will learn about customer relationship management and the common kinds of CRM software. Prerequisite(s): MKT 100.

### **MKT 124 International Marketing**

3 unit(s)

Identifies international marketing opportunities; the impact of varying cultural, economic, legal and political environments on marketing strategy; technical and financial features; determinants and principles of foreign marketing policy as they relate to domestic marketing practice. Prerequisite(s): MKT 100.

## **MKT 197 Internship: Marketing**

3 unit(s)

Offers students the opportunity to receive work experience in marketing. Students will be responsible for their own placements in internships approved by the department chair. A written internship proposal is required before consideration for this course. A written report is required upon completion of the internship. This course may be taken more than once for credit. Prerequisite(s): consent of the department chair.

## **MKT 198A-ZZ Special Topics in Marketing**

3 unit(s)

Adds significant, topical and practical problems, issues and theories in marketing. The department chair will select topics. Prerequisite(s): consent of the department. Prerequisites will vary based on topic.

## **MKT 199 Directed Study in Marketing**

1-3 unit(s)

Provides individual study of selected topics under supervision of a faculty member. Students are limited to one directed study course per trimester. This course may be taken more than once for credit. Prerequisite(s): consent of the department.

## **MKT 300 Marketing Management**

3 unit(s)

Focuses on marketing management and problem solving. Topics include methods for managing product positioning, pricing, distribution and external communications. Students will learn about customer behavior, demand determination and marketing research. They will be exposed to marketing in a variety of contexts such as for-profit, nonprofit, Internet and the global context. Emphasis is on developing fully integrated marketing programs as well as interfunctional coordination. The case method is used. Cross-listed with and equivalent to: MBA 320.

## **MKT 302 Communications and Presentations**

3 unit(s)

Develops effective listening, writing, verbal communications and presentation skills for managers and business professionals. Focuses on both traditional in-person and online presentation and communication skills and covers digital, social, visual and mobile communications. Cross-listed with and equivalent to: MBA 302.

## **MKT 305 Integrated Marketing Communications**

3 unit(s)

Enables students to prepare, present and manage an integrated marketing communications plan using a blend of advertising,

personal selling, sales promotion, public relations, direct marketing, Internet techniques and related marketing tools. Through case studies and practical exercises, they will learn how to reach appropriate market targets in the most cost-efficient and measurable way. Prerequisite(s): MKT 100 or MKT 300.

## **MKT 307 Sales Promotion and Sponsorships**

3 unit(s)

Focuses on how to achieve marketing objectives through direct inducements that offer an extra value or incentive for a product/service to ultimate consumers, sales force or distributor as well as through special events, sports, and causes, which together form a multi-billion dollar industry. Students will learn how to help an organization of any size develop closer relationships with target markets as well as trade partners and how to enhance the value of marketing communications strategies. Through lectures, case studies, and practical exercises they will learn how to incorporate sales promotion activities into an Integrated Communications plan, how to plan an event, create pricing and location strategies, and how to cost effectively promote them. Sponsorship development will be studied from the points of view of both event planner and corporate sponsor. Emphasis throughout will be on integrated marketing communications. Prerequisite(s): MKT 300.

## **MKT 308 Integrated Marketing Communications Strategy & Implementation**

3 unit(s)

Students review the principles and methods of integrated marketing communications (IMC) and learn to implement IMC methods in an organization. Each student will prepare an integrated marketing communications plan for an organization. Students must demonstrate competence in research, analysis, strategy development, communications and media planning, and IMC program development and evaluation. Uses cases. Restricted to students in the master of science in integrated marketing communications program. Should be completed in the final nine of the program only. Prerequisite(s): MKT 305.

## **MKT 320 Contemporary Public Relations**

3 unit(s)

Provides a conceptual framework for understanding public relations and its role in present-day social and business environments. Discusses the evolution of public relations practice from its beginnings to its present professional status. Emphasizes both the principles as well as the nuts and bolts of planning and implementing a public relations campaign, including planning, selecting and developing appropriate publicity tools and evaluating the effectiveness of the program. Students will also learn techniques for managing the public relations function within organizations, the public relations process, as well as professional and legal issues. Prerequisite(s): Students must pass the Graduate Writing Proficiency

Exam or complete ENGL 201 Graduate Writing with a grade of B or better before registering for this course.

### **MKT 321 Direct and Database Marketing**

3 unit(s)

Covers the planning, design, and execution of direct marketing programs, including methods for utilizing databases and targeting techniques. Students will learn how to design direct mail, telephone, catalog, e-mail and Web-based marketing programs for consumer goods, services and industrial markets. They will learn the principles of database design for marketing and the basic techniques of statistical analysis for targeting, utilizing case studies and guest speakers. Excel spreadsheet program will be used. Prerequisite(s): MKT 300 and MATH 40.

### **MKT 322 Social Media and Marketing**

3 unit(s)

Class immerses students in the marketing application of social media and other newly emerging media channels. Course covers the planning and integration of social media into marketing plans. Students will learn to set objectives, develop social marketing plans, integrate social media into overall marketing and communication plans, measure program results, utilize new media technologies and about the macro-environmental issues affecting social media. The class includes hands-on development of social media tactics and channels. This may require students to set up individual social media accounts. Prerequisite(s): MKT 300

### **MKT 323 Search Engine Marketing - Design, Implementation and Optimization**

3 unit(s)

This project-based course covers the planning, design, implementation and optimization of search engine marketing campaigns, including methods for improving organic rankings (SEO) as well as paid search engine marketing (SEM) campaigns. Students build upon the principles of digital marketing to design and implement internet-based marketing programs for consumer goods, services, non-profit and industrial markets. Student teams will collaborate with a client to design and execute a paid search engine marketing campaign with an assigned budget, while using analytic tools for monitoring and optimizing. The Google Online Marketing Challenge and/or a client-sponsored campaign will be used as the basis for this course. Prerequisite(s): MKT 300 required; recommended MKT 321 or MKT 352

### **MKT 324 Web and Social Network Analytics**

3 unit(s)

Focuses on the practice of analytics. Students will be introduced to traditional media analytics, social media analytics and web analytics using the R language. Students will learn skills, methods and tools necessary for analytical work in a broad variety of businesses

situations with a range of data structures. Students will learn how to acquire information in a variety of forms - such as text (newspaper articles, blog posts and social messages) and numbers (from web analytics) - and transform them into data, which they will be able to analyze applying statistical methods with the help of R. Upon completion of the course, students are expected to be able to complete basic media analysis as part of marketing, or competitive research; to run methodologically sound analysis of social media; to report on web analytics; and to apply basic statistical concepts to a variety of analyses. Prerequisite(s): MATH 240. Cross-listed with and equivalent to: MSBA 324.

### **MKT 325 Brand and Product Management**

3 unit(s)

Explores the field of brand management including product management, brand positioning and building, measuring and managing brand equity over time. This course utilizes classic and current consumer and B-to-B case studies of leading marketers and their strategies for effectively building and managing products and brands. Topics include customer focus, brand positioning and identity, creating points of difference and competitive advantages, marketing communications and messages including the Internet and building customer loyalty. Covers building brand portfolios, sub-brands and line extensions and distribution strategies. Prerequisite(s): MKT 300.

### **MKT 326 Managing Public Issues: Consumer Affairs and Government Relations**

3 unit(s)

Examines the techniques for monitoring social issues, as well as the role public relations plays as a management function to advise and guide upper management in the organizational decision-making process. Students will learn about environmental scanning, stakeholder analysis and issue management, and will gain knowledge of programs and methods for establishing and maintaining proactive relationships with community and governmental organizations. Prerequisite(s): MKT 320 (formerly PR 320). Students must pass the Graduate Writing Proficiency Exam or complete ENGL 201 Graduate Writing with a grade of B or better before registering for this course.

### **MKT 330A Principles of Writing and Storytelling for Marketing Communications**

3 unit(s)

This course develops students' ability to write clearly and persuasively in the formats most frequently used in marketing, public relations, and communications. Students identify and hone their own unique writing style and method, which they can adapt for different brands, audiences, platforms, and formats. This class focuses on writing speed, clarity, brevity, and style, as well as proven persuasive writing techniques such as storytelling. Students will learn to write a variety of marketing material for both traditional and digital media.



This portfolio of written works can then be shown to prospective employers or clients. Prerequisite(s): Students must pass the Graduate Writing Proficiency Exam or complete ENGL 201 Graduate Writing with a grade of B or better before registering for this course.

### **MKT 331 Business-to-Business Marketing**

3 unit(s)

Provides a strategic view of industrial and other business-to-business marketing. Students will gain experience in solving marketing mix problems over the product life cycle and will learn about the impact of technology, derived demand, complex buying processes and customization. They will study the impact and use of business e-commerce exchanges and other web-based techniques. The case method is used. Prerequisite(s): MKT 300.

### **MKT 332 Sales Management**

3 unit(s)

Focuses on the operating and management problems of sales-management executives. Students will learn how to relate the sales function to other functions of business and will study techniques for estimating sales potential, forecasting sales, manning territories, and selecting, training, supervising and compensating the sales force. They will learn about sales force automation tools, including web methods. Case method used. Corequisite(s): MKT 300.

### **MKT 333 Media Relations and the Professional Spokesperson**

3 unit(s)

Provides knowledge and skills for interacting with the media. Students will study the definition of news and its role in the management of a business. They will learn techniques for planning and executing successful editorial approaches including placement of news releases with print and electronic media, management of the news event, and effective strategies for corporate spokespersons when meeting the press. Prerequisite(s): MKT 320 (formerly PR 320). Students must pass the Graduate Writing Proficiency Exam or complete ENGL 201 Graduate Writing with a grade of B or better before registering for this course.

### **MKT 334 Services Marketing**

3 unit(s)

Focuses on the distinctive aspects of service organizations including the importance of service quality and how marketing goals, mixes and strategies are tailored accordingly. Students will learn about new developments in the marketing of services, including the Internet, and how they apply in different settings, including financial, professional and not-for-profit. Case studies are used. Corequisite(s): MKT 300.

### **MKT 335 New-Product Decisions**

3 unit(s)

Examines the issues, strategies and approaches associated with developing, introducing and managing new products and services. Students will learn methods for identifying business opportunities, market segmentation, idea generation, concept development and testing, market testing and introductory market programs. Case studies are used. Corequisite(s): MKT 300.

### **MKT 336 Marketing Research**

3 unit(s)

Surveys the principles and techniques of marketing research, with emphasis on survey methods. Students will gain an in-depth knowledge of the planning and execution of market-research projects, including the acquisition and analysis of both primary and secondary data; use of statistical methods; questionnaire design; interview methods, including the Internet; and testing and communication of results achieved. Case materials are used. Prerequisite(s): MKT 100 or MKT 300 and MATH 40 or MATH 240.

### **MKT 337 Marketing Strategy and Planning**

3 unit(s)

Studies strategic and operational aspects of the marketing plan for consumer, industrial and service industries; formulation of top management strategic goals; and all elements of the annual marketing plan, including management summary, background data, quantitative objectives and implementation. Also covers planning for long-range market development. Case studies are used. Prerequisite(s): MKT 300.

### **MKT 338 Consumer Behavior**

3 unit(s)

Studies the influence of consumer behavior upon marketing-management strategy; examines behavioral concepts as they relate to the buying situations, types of consumer research instruments and types of marketing issues. Focus on use of consumer-behavior knowledge in realistic action-oriented situations, readings and case materials. Corequisite(s): MKT 300.

### **MKT 339 Advertising Strategy**

3 unit(s)

Covers the uses of various media in formulating an overall consumer-communication strategy, with an emphasis on consumer-targeting techniques and media-mix programming. Students will learn about the advantages and disadvantages of differing types of advertising vehicles, including the Internet, in reaching the target audience. The course uses a variety of readings and case materials. Corequisite(s): MKT 300.

## **MKT 343 International Marketing**

3 unit(s)

Examines the following processes: estimates of market potential, pricing and distribution strategies; the role of communications in serving markets outside the United States, serving these markets through branches, the Internet, warehousing operations, international brokers and traders and foreign affiliates; analyzing markets in countries with different cultural, political and economic characteristics. Reviews marketing and distribution methods in selected US and foreign companies.

## **MKT 352 Digital Marketing and E-commerce**

3 unit(s)

The nature of digital marketing and e-commerce is constantly evolving and key issues change rapidly. This course will examine timely concerns at the intersection of marketing and technology. Emphasizes marketing but gives due attention to enabling technology and selected new media. Students will learn how Internet marketing works, how e-commerce business models interact and how to integrate online and offline marketing. Topics include basic Internet technology for marketers, buyer behavior online, online privacy and security issues, online branding, website design and customer interfaces, public policy for digital interaction, web analytics, online payments, electronic marketing techniques such as banner advertising, outbound e-mail and paid search advertising. Analyzes how integrated multi-channel marketing works and examines emerging electronic media. Prerequisite(s): MKT 300.

## **MKT 396A-ZZ Selected Topics in Marketing**

3 unit(s)

Addresses significant, topical and practical problems, issues and theories in marketing. Topics are compiled and selected by the department chair. Prerequisite(s): will vary based on topic.

## **MKT 398 Internship: Marketing**

3 unit(s)

Offers students the opportunity to receive graduate-level work experience in marketing. They are responsible for their own placements in internships approved by the department chair. A written internship proposal is required before consideration for this course. A written report is required upon completion of the internship. This course may be taken more than once for credit. Prerequisite(s): at least 15 completed in the Advanced Program and permission of the department chair.

## **MKT 399 Directed Study**

1-3 unit(s)

Provides an opportunity for the advanced student with a specific project in mind to do reading in a focused area and to prepare a substantial paper under the direction of a faculty member. Only one

directed-study course may be taken for credit toward a master's degree. This course may be taken more than once for credit.

Prerequisite(s): completion of six graduate seminars in the Advanced Program and consent of the department chair.

# **Master in Business Administration**

## **MBA 300 Management and Leadership**

3 unit(s)

Introduces management and leadership theory and knowledge. Develops analytical and decision-making skills, and organizational knowledge. Explores basic concepts of management and leadership and how organizational context impacts managerial and leadership actions. Available only to MBA students. Corequisite(s): ACCTG 201, ECON 202 and MATH 240 Cross-listed with and equivalent to: LEAD 300.

## **MBA 301 Personal Leadership**

3 unit(s)

This course focuses on building strong self-awareness of strengths, opportunities for development, values, and professional goals. Students develop skills in emotional intelligence, difficult conversations, and personal power. Available only to MBA students. Corequisite(s): MBA 300. Cross-listed with and equivalent to: LEAD 301.

## **MBA 302 Communications and Presentations**

3 unit(s)

Develops effective listening, writing, verbal communications and presentation skills for managers and business professionals. Focuses on both traditional in-person and online presentation and communication skills and covers digital, social, visual and mobile communications. Corequisite(s): MBA 300. Cross-listed with and equivalent to: MKT 302.

## **MBA 303 Teams in Organizations**

3 unit(s)

This hands-on course develops skills needed to be a successful team member and team leader. Students learn and apply the tools and techniques necessary to design, establish, and maintain high performing teams within organizations. Corequisite(s): MBA 300. Cross-listed with and equivalent to: LEAD 303 and MGT 300.

## **MBA 310 Context of Business**

3 unit(s)

Provides the framework for understanding the critical impact of the international, legal, political, social, environmental and cultural roles played by the business enterprise in conducting its business. Focuses on the obligations of the individual, managers and the corporation as

a whole. Available only to MBA students. Prerequisite(s): MBA 300. Corequisite(s): MBA 301, MBA 302 and MBA 303. Cross-listed with and equivalent to: MGT 345.

### **MBA 311 Strategic Analysis and Design**

3 unit(s)

Introduces strategic analysis and design techniques from an integrated perspective. Addresses the roles that functions within an organization play in strategy formulation and implementation. Students will perform analysis and develop strategy in response to external and internal business environment. Examines the implications of strategy on the outcome of business entities. Available only to MBA students. Prerequisite(s): MBA 300. Corequisite(s): MBA 301, MBA 302 and MBA 303.

### **MBA 320 Marketing**

3 unit(s)

Introduces marketing concepts and marketing-related business solutions. Students will learn about market research and customer behavior, the design of marketing strategies, and marketing mix components including product policy, pricing, distribution and marketing communications. Explores the role marketing plays in growing a business in collaboration with other business disciplines and in a cross-functional environment. Available only to MBA students. Corequisite(s): MBA 310 and MBA 311. Cross-listed with and equivalent to: MKT 300.

### **MBA 321 Finance**

3 unit(s)

Introduces the concept of financial analysis in management decision making. Explores the financial techniques in analyzing business health, risks and returns, and capital investment decisions. Introduces valuation models and their roles in financial and business decisions. Available only to MBA students. Corequisite(s): MBA 310 and MBA 311. Cross-listed with and equivalent to: FI 300A.

### **MBA 322 Operations**

3 unit(s)

Explores the concepts and practices of managing business operations in producing the firm's goods and services with emphasis on how the operations function contributes to the achievement of its strategic objectives. Investigates how the operations function works with other business functions to achieve system-wide optimization. Introduces management concepts and techniques used in the design and development of goods and services, facility layout and location selection, operations planning and control, design and operating efficient supply chains, and in applying continuous process improvement techniques and technologies. Introduces operations management issues such as just-in-time and lean production systems, flexible production systems, agility, mass customization, process reengineering, and quality management programs. Available only to

MBA students. Corequisite(s): MBA 310 and MBA 311 Cross-listed with and equivalent to: OP 300.

### **MBA 323 Information Technology**

3 unit(s)

Introduces the managerial aspects of information technology in business organizations, including governance models for business and management of technology assets. Analyzes how information technology can help improve productivity and efficiency of different functions within an organization to enhance performance. Examines emerging technology trends. Explores the use of information for improved decision-making and discusses the security challenges, privacy issues, and ethical conundrums facing managers in the digital enterprise. Available only to MBA students. Corequisite(s): MBA 310 and MBA 311

### **MBA 350 Business Planning**

3 unit(s)

Develops the skills needed to create effective strategic business plans that integrate all functional aspects of a business entity. Students will practice multiple strategy development and implementation exercises that address business issues with increasing complexity. Available only to MBA students. Prerequisite(s): MBA 320, MBA 321, MBA 322 and MBA 323

## **Mathematics**

### **MATH 10 Introductory Algebra**

3 unit(s)

Introduces the concepts of elementary algebra. Topics include fundamental operations, the real number system, linear equations and inequalities, linear systems, polynomials, quadratic equations and graphs. Intended for students with little algebraic background. See Math Placement Test for more information.

### **MATH 20 Intermediate Algebra**

3 unit(s)

Continues MATH 10. Examines the concepts of equations (linear, quadratic, polynomial, rational and algebraic) and inequalities (linear and quadratic), linear and nonlinear systems, functions and graphs. Prerequisite(s): Grade of C- or better in MATH 10 (or its equivalent) or satisfactory results on the Mathematics Placement Test. See Math Placement Test for more information.

### **MATH 30 College Algebra**

3 unit(s)

Introduces the concepts and techniques of advanced algebra including algebra of functions, polynomial, rational, exponential and logarithmic functions, and linear and nonlinear systems.

Prerequisite(s): Grade of C- or better in MATH 20 (or its equivalent) or satisfactory results on the Mathematics Placement Test. See Math Placement Test for more information.

### **MATH 40 Statistics**

3 unit(s)

Introduces the concepts and techniques of elementary statistics. Topics include collection and analysis of data, probability distributions (normal, binomial and Poisson), confidence intervals and hypothesis testing, linear regression and correlation and computer applications. (CAN STAT 2) Prerequisite(s): MATH 20 (or equivalent).

### **MATH 104 Applied Regression Analysis**

3 unit(s)

Applies multiple regression and correlation analysis to forecasting (in particular, managerial interpretation of the regression equation) using a case study approach. Other topics include: time-series analysis and regression of time-series data. Prerequisite(s): MATH 40.

### **MATH 198A-ZZ Special Topics in Mathematics**

1-3 unit(s)

Addresses significant, topical and practical problems, issues and theories in mathematics. Topics will be selected by the department coordinator. Prerequisite(s): consent of the department. Prerequisites will vary based on topic.

### **MATH 199 Directed Study in Mathematics**

1-3 unit(s)

Provides individual study of selected topics under supervision of a faculty member. Students are limited to one directed-study course per trimester. This course may be taken more than once for credit. Prerequisite(s): consent of the department.

### **MATH 240 Data Analysis for Managers**

3 unit(s)

Examines the importance data analysis plays in managerial decision making. Real-world data using spreadsheet applications and add-ins will be used throughout the course. Covers data analysis, descriptive and inferential statistics, regression analysis, model building and time series modeling. Prerequisite(s): MATH 20 or MATH 30.

### **MATH 396A-ZZ Selected Topics in Mathematics**

1-3 unit(s)

Addresses significant, topical and practical problems, issues and theories in mathematics. Topics are compiled and selected by the department coordinator. Prerequisite(s): consent of the department. Other prerequisites will vary based on topic.

### **MATH 399 Directed Study**

1-3 unit(s)

Provides an opportunity for the advanced student to study in a focused area under the direction of a faculty member. Only one directed study course may be taken for credit toward a master's degree. This course may be taken more than once for credit.

Prerequisite(s): consent of the department. Prerequisites will vary based on topic.

## **Operations and Supply Chain Management**

### **OP 100 Principles of Operations Management**

3 unit(s)

Surveys the processes and techniques relating to both manufacturing and service systems. Emphasizes the systems approach to the efficient allocation of resources within the firm. Students will learn about the challenge of managing people, equipment and materials to jointly achieve organizational objectives. They will have the opportunity to use relevant computer applications. Prerequisite(s): MATH 40.

### **OP 108 Supply Chain Logistics**

3 unit(s)

Focuses on the business application of the integrated functions of logistics within the supply chain, including: transportation, warehousing, materials handling, packaging, inventory control, customer service, and logistics information systems. The role of government will be examined, and costing and pricing practices within the supply chain will be studied. Students will discover how logistics and the supply chain play major roles interacting with production, marketing and finance within the firm, and extend to suppliers, customers and others outside the organization.

### **OP 113 Import/Export Fundamentals**

3 unit(s)

Emphasizes the practical aspects of import and export operations. Students will study the start-up and operation of an export department, the administration of international transactions, letters of credit and other forms of payment, collection methods and shipping procedures. Documentation, export regulations, import customs clearance and other government requirements will also be examined.

### **OP 121 Production Planning and Inventory Control**

3 unit(s)

Surveys the design, development, implementation and management of production planning systems, including master production scheduling, aggregate planning, material requirements planning,

capacity and inventory planning and production activity control. Students will be exposed to contemporary approaches such as just-in-time, theory of constraints and the relationship of enterprise-level planning and control systems to the overall materials flow.

### **OP 124 Business Process Improvement**

3 unit(s)

Surveys the concepts and techniques used by manufacturing and service firms in improving their business processes. Students will learn how to design and implement process improvement programs employing such techniques and philosophies as total quality management (TQM), statistical quality control, business process reengineering (BPR), Kaizen, innovation, just-in-time systems, process audit and process flowcharting.

### **OP 164 Purchasing and Materials Management**

3 unit(s)

Reviews basic purchasing, including organizational policies and procedures, development of requirements and specifications, bid and proposal preparations, selection and evaluation of suppliers, quality assurance and inspection, negotiations, materials management and legal considerations. These concepts will be applied to commercial, industrial, and government contracts administration. Students will relate Federal Acquisition Regulations and the Uniform Commercial Code to the purchasing function. Students will also review the special problems encountered in global sourcing and negotiation practices in a world-wide setting.

### **OP 197 Internship: Operations Management**

3 unit(s)

Offers students the opportunity to receive work experience in operations management. Students will be responsible for their own placements in internships approved by the department chair. A written internship proposal is required before consideration for this course. A written report is required upon completion of the internship. This course may be taken more than once for credit. Prerequisite(s): consent of the department.

### **OP 198A-ZZ Special Topics in Operations Management**

1-3 unit(s)

Addresses significant, topical and practical problems, issues and theories in operations management. Topics will be selected by the department chair. Prerequisite(s): consent of the department. Prerequisites will vary based on topic.

### **OP 199 Directed Study in Operations Management**

1-3 unit(s)

Provides individual study of selected topics under supervision of a

faculty member. Students are limited to one directed-study course per trimester. This course may be taken more than once for credit. Prerequisite(s): consent of the department.

### **OP 300 Operations Management**

3 unit(s)

Introduces operations as a functional area of management and explores its links with other key functional areas of the firm. Students will learn about the acquisition and allocation of resources, product and process design, process improvement techniques, supply chain and materials management, operation of the production system and technology deployment to support and improve the entire value chain. Both manufacturing and service systems will be explored. Students will be introduced to contemporary operations management issues, such as just-in-time systems, flexible production systems, agility, mass customization, process reengineering and quality management programs. Prerequisite(s): MATH 40 or MATH 240. Cross-listed with and equivalent to: MBA 322.

### **OP 301 Sustainable Supply Chain Operations**

3 unit(s)

Designed to develop advanced skills in sustainable global supply chain management (GSCM). Focuses on how to acquire resources, produce products and services, and deliver them to customers with minimal environmental impact, while assuring maximum customer satisfaction and healthy organizational profits. Students will learn about the significant opportunities that GSCM has for sustainable development and key factors that are influencing them. Included will be incorporating sustainability into both product and service design and sustainable best practices in the areas of energy conservation, recycling and reuse. Addresses four interrelated areas of the supply chain: 1) upstream activities of manufacturing product, 2) downstream activities involving the usage of the products until finally consumed, 3) within-the-organization relating to green design, green packaging and green production and 4) logistics involving just-in-time, fulfillment and quality management connections to environmental criteria. The combined impact of these functions is focused on creating customer, economic, employee and social value for the business. Corequisite(s): OP 321

### **OP 302 Quality Management and Process Improvement**

3 unit(s)

Presents a systems approach to the collaboration of all functions in an organization to attain a customer oriented quality operation and to maintain appropriate process improvement programs. The focus of the course is on the roles of customers, vendors, workers and management in setting and achieving quality and process improvement goals. A special emphasis is given to leadership skills, team dynamics, training and motivating employees and process improvement techniques such as business process reengineering (BPR), Kaizen, total quality management (TQM), statistical process

control, continuous process improvement, just-in-time systems (JIT) and innovation.

### **OP 303 Managing Innovation and Technology**

3 unit(s)

Explores the theory and practice of managing innovation and technology and their role in competitive business situations. Students will examine the strategic and managerial issues related to the adoption and implementation of new technologies and to the innovation process. Product, process and information technologies will be covered through case studies, readings and class discussions. Emphasis will be placed on technology planning, development and acquisition, and managing the technically-oriented business functions.

### **OP 305 Supply Chain Management Technology and Information Systems**

3 unit(s)

Introduces supply chain management as a key business process for successful enterprises, and the enablement provided by information systems and technology in its evolution. The requirements for advanced, demand driven supply chains that provide rapid order commitment and responsive replenishment will need process alignment and contemporary information technology such as automatic data collection, advanced planning systems and linked communications, in addition to automation technology such as robotics. This course will use case studies, real-world examples and projects to teach the applications of the advanced information systems and technology that are required to enable the supply chain management process of successful companies.

### **OP 320 Strategic Sourcing**

3 unit(s)

Examines purchasing management's role in global supply chain management to accomplish the organization's strategy for a competitive advantage. Included are defining the requirements for materials and services, spend analysis, selecting, evaluating and developing global suppliers, establishing the correct types of trust-based supplier relationships, utilizing technology effectively and making fact-based decisions. Teaches the integration of purchasing with the other activities in global supply chain management to create a systems approach from resources to consumption. Future issues of resource opportunities, transportation issues, government regulations, environmental obligations, contract management and fair labor practices will be covered. Corequisite(s): OP 321

### **OP 321 Supply Chain Planning and Control**

3 unit(s)

Introduces the components of global supply chain management (GSCM) and its role in modern product and service based organizations using industry accepted models such as SCOR from the

Supply Chain Council. Covers the determination of GSCM goals and objectives, strategy, macro process design, and level of competence required to accomplish the organization's business strategy. Studies the determination and alternatives in the design of the technology, personnel, and infra-structure resource networks to enable supply chain competence. Develops materials and capacity plans. Establishes effective control of process execution in sourcing, production and logistics through performance evaluation. Promotes performance improvement through programs and best practices such as demand driven operations. GSCM focus areas are covered so students can select the correct elective courses in this program. This class must be taken first in the concentration.

### **OP 323 Supply Chain Logistics Management**

3 unit(s)

Studies the role of transportation and warehousing activities that impact the movement and storage of materials and services in the supply chain between suppliers, manufacturers and retailers. Students will examine the physical, economic, and functional characteristics of the major transportation modes as well as the increasing intermodal and global trends in logistics. Course includes the growing role of outsourcing to third party logistics providers. They will review the integration of transportation, warehousing, order processing, inventory control, materials handling, and customer service with the other components of the global supply chain.

### **OP 329 Global Supply Chain Management Applications and Analytics**

3 unit(s)

Introduces applications and issues in supply chain management of international trade operations in sourcing, production, logistics, services and customer service. These complex practices and procedures to support international trade management will be explored including import-export, risk management, regulations, transportation, foreign currency, information, and off shoring using current content, cases and real-world examples. Key analytical methods such as total landed costing and strategic profit modeling will be taught as tools for decision making. Students will work on a personal term project involving an aspect of international supply chain management of their interest. Should be taken as the final course in the concentration. Prerequisite(s): OP 321

### **OP 396A-ZZ Selected Topics in Operations and Supply Chain Management**

3 unit(s)

Addresses significant, topical and practical problems, issues and theories in operations management or supply chain management. Topics are compiled and selected by the department chair. Prerequisite(s): will vary based on topic.

### **OP 398 Internship: Supply Chain Management**

3 unit(s)

Offers students the opportunity to receive graduate-level work experience in operations management. Students are responsible for their own placement in an internship approved by the department chair. A written internship proposal is required before consideration for this course, and a written report is required upon completion of the internship. This course may be taken more than once for credit. Prerequisite(s): Approval of the department chair or program director.

### **OP 399 Directed Study**

1-3 unit(s)

Provides an opportunity for the advanced student with a specific project in mind to do reading in a focused area and to prepare a substantial paper under the direction of a faculty member. Only one directed-study course may be taken for credit toward a master's degree. Prerequisite: completion of six graduate seminars in the advanced program and consent of the department. This course may be taken more than once for credit.

## **Organizational Leadership & Human Skills Development**

### **OLHS 110 Emotional and Social Intelligence at Work**

3 unit(s)

This course develops the student's understanding of the primary and secondary components of emotional and social intelligence and how they are applied in the workplace and in professional relationships within a variety of organizational contexts (including private, public, nonprofit, and military contexts). Students explore the origins of emotional and social intelligence, as well as the importance of exercising workplace emotional and social intelligence within and beyond organizational settings. Students identify their own levels of emotional and social intelligence and learn how they can further develop and apply this intelligence in a variety of business and non-business contexts. Specific applications are made to workplace relationships, communication, team collaboration, diversity, managing conflict, and leadership. Prerequisite(s): ENGL 1A. Corequisite(s): ENGL 1B.

### **OLHS 111 Engagement, Thriving, and Well-Being in Organizations**

3 unit(s)

This course explores the importance of workplace engagement and how engagement is connected to and informs morale, the ability to thrive, and overall individual and team performance within a variety of organizational contexts (including private, public, nonprofit, and military contexts). Students identify the factors and conditions that are necessary to build and sustain engagement. The topics of

applying strengths, making a contribution, professional development, autonomy and problem solving, recognition, and meaning and purpose in one's work are explored. The significance of work and the workplace are also explored, as well as insights about the leadership and management practices that enhance and support engagement, thriving and the well-being of people in organizations. Prerequisite(s): OLHS 110.

### **OLHS 112 Building and Sustaining Team Cohesiveness**

3 unit(s)

This course develops the student's understanding of the process and components involved in building and sustaining team cohesiveness leading to team performance and results. Using an assessment that measures team performance, research, and practitioner-based practices students learn how critical stages such as trust building, mastering conflict, building commitment, peer-to-peer accountability each contribute to the achieving of results. Students learn how to create the climate for the behaviors to be developed. Students build a familiarity with the importance of team membership and how cohesive teams benefit team membership and contribute to organizational performance.

### **OLHS 113 Managing Conflict and Crucial Conversations**

3 unit(s)

This course explores the how conflict can be framed, understood, addressed, and managed within organizational settings. This includes building a perspective of conflict as an opportunity to build clarity, understanding, and alignment between people, within teams, and organizations. Students will also learn how to conduct or hold crucial conversations in a situation characterized by conflict, misunderstanding, and mistrust. Students will explore approaches to conflict that are relational, organizational, and ideological. This will include understanding how conflict is viewed and experienced within people, different organizational cultures, and across cultural boundaries.

### **OLHS 114 Leading Effectively Locally and Globally**

3 unit(s)

This course explores the importance of leading others using influence and persuasion in a variety of settings and positions within organizations. Students will gain strategies, tools, and resources for how to influence others to move toward a common goal or shared objective. This course will examine selected leadership approaches as well as explore the importance of motivation, empowerment, credibility, building engagement, morale, and trust between leaders and followers and between and amongst followers. This course will provide an understanding of how to practice leading and leadership, in both formal and informal settings, that is based on the needs of those who are being lead and the needs of the larger team, department, organization, and community.

## **OLHS 115 Diversity and Inclusion in Organizations**

3 unit(s)

This course explores the meaning of diversity and inclusion and how both impact people, their sense of meaning and belonging, influences performance, and creates values and norms within organizational cultures. Students will gain an understanding of how current issues of diversity and inclusion are experienced within communities of diversity and how organizations leverage comprehensive diversity initiatives to build and sustain a competitive advantage. Special attention is directed toward understanding inclusivity and how it is experienced by members of communities of diversity. Diversity and inclusivity will be examined from both a national and global perspective.

## **OLHS 116 Innovation and Creativity in Organizations**

3 unit(s)

In this course, students will understand the value of innovation, creativity, and design thinking in organizations and how to approach their work and the work of the organization using their own creative potential to design innovative solutions to the challenges they face. Students will explore skills

in problem solving, management, and critical thinking to learn new ways of perceiving and tackling challenges. Students will become familiar with the principals of design thinking and how to apply these principles into professional and personal situations and dilemmas within and beyond organizations.

Today's business ecosystems are heavily influenced by innovative and nimble organizations. The stereotypical picture of innovation in the modern economy is that of the small, startup company ready to jump at new opportunities; however, established companies can also provide a breeding ground for

disruptive innovations while also providing a critical infrastructure to help new ideas grow and thrive. This course will develop the skills to nurture entrepreneurial thinking, innovation, and creativity in any organizational environment. By completing the course, students will gain the ability to recognize when an organization can benefit from these skills and will teach students how to use them to create the innovations needed for an organization to succeed. Prerequisite(s): OLHS 110.

## **OLHS 117 Adaptability and Agility in a Disruptive World**

3 unit(s)

This course explores how change, as experienced through volatility, uncertainty, complexity, and ambiguity, impacts employees, organizations, and the global community. Special focus will be on the impact of rapid and unpredictable change and the importance of building adaptive capacity to more effectively navigate that change within and beyond organizations. Students will understand how to approach complexity and how to be receptive and open to new, unpredictable, and evolving outcomes and connections that can impact organizations and those who work within them.

## **OLHS 118 Leadership and Transformation Through Relationships and Communities**

3 unit(s)

This course focuses on the integration and demonstration of what students have learned across the topics of leadership and the human skills explored in the degree through the completion of a culminating project. Using a consultative approach, students are asked to analyze specific organizational situations, make recommendations and apply solutions drawn from the knowledge and expertise acquired throughout their course of study in the degree. Students will work with a mentor or advisor to secure feedback and lessons learned on each of their consultative recommendations that can be carried forward into their respective organizations.

## **Philosophy**

### **PHIL 50 Professional and Personal Ethics**

3 unit(s)

How should one solve serious ethical problems in professional life? How should one make sense of the problem? Are there rules that can be followed? Should simply obey the law? Are there any 'right' answers at all? Should one follow one's conscience? Or, is it just a matter of opinion what one should do? This course will study how to approach answering questions like these. We will study how to reason about and how to attempt to resolve moral problems in professional life and personal life. Specific attention will be paid to: 1. Conceptual tools and theories for identifying, framing and analyzing moral problems. 2. Different ways of thinking about our professional lives, our goals and ourselves. 3. Methods and principles that will help us address moral problems in business case studies related to whistle-blowing, conflict of interest and finance.

### **PHIL 198A-ZZ Special Topics in Philosophy**

1-3 unit(s)

Addresses significant, topical and practical problems, issues and theories in philosophy. Topics will be selected by the department coordinator. Prerequisite(s): consent of the department. Prerequisites will vary based on topic.

### **PHIL 199 Directed Study in Philosophy**

1-3 unit(s)

Provides individual study of selected topics under supervision of a faculty member. Students are limited to one directed-study course per trimester. This course may be taken more than once for credit. Prerequisite(s): consent of the department.



# Project Management

## PM 180 Project Management

3 unit(s)

Introduces project management tools and techniques and the problems associated with bringing projects in on time and within estimated cost. PERT/CPM, resource leveling, team dynamics and cost estimates will be employed. Students will learn how to develop project proposals and project reports.

## PM 340 Introduction to Project Management

3 unit(s)

Introduces the principles and techniques of directing and controlling resources for a fixed-term project established for the accomplishment of specific goals and objectives, including issues pertaining to engineering, construction and large-systems development projects. Covers the manager's responsibility, use of systems analysis, scheduling and control of project operations, planning, executing, budgeting and staffing; and the manager's role in leadership, motivation, communication, conflict resolution and time management. Class material will be integrated with the information in the PMI®'s A Guide to the Project Management Body of Knowledge (PMBOK®). PM 340 is a prerequisite for any required course in the advanced program.

## PM 342 Agile Management for Project Managers

3 unit(s)

Managers in today's complex, rapidly changing business environment must be able to effectively respond to change, learn consistently, make connections and understand context. This course uses presentation, interactive exercises and small-group work to explore Agile concepts, principles, roles and responsibilities, and practices. Students will get hands-on experience with Agile management tools and techniques, and gain an understanding of how Agile teams and projects work. Corequisite(s): PM 340.

## PM 343 Advanced Concepts: Project Planning and Control

3 unit(s)

Presents an in-depth treatment of critical aspects of planning and control in modern project management. The locus of projects within the overall context of good business practice is emphasized, as well as the role of business analysis and the relevance of business needs. Project-planning issues addressed include project life cycles, constraints, the work breakdown structure, project plan and charter, project estimating, project budgeting and financial control issues and earned value analysis. The latest techniques in project risk management are explored through assessing and controlling of the risk variables with emphasis on project procurement management, solicitation and contracting issues. Project quality management is

treated in depth, to include contemporary concepts, tools and techniques. Applications using computer-based software and case studies are drawn from various industries to illustrate the analytical, planning and control activities common to project management. Prerequisite(s): PM 340.

## PM 344 Project Governance: Program and Portfolio Management

3 unit(s)

Introduces the processes of project governance, project portfolio management and program management. Students will learn how to identify and take the lead in effective project decision-making, manage multiple project investments using principles of program management, organize and control the program-delivery process, and examine the concept of decision rights in IT project governance. They will learn how to charter and organize a program management office (PMO), demonstrate the interrelationship between project governance and portfolio management, articulate the frameworks and objectives of effective project portfolio management, and manage and control the delivery of multiple project investments. Contemporary management texts, case studies and selected readings will be used. Prerequisite(s): PM 340. Cross-listed with and equivalent to: ITM 344. Formerly: OP 344.

## PM 345 Project Administration, Leadership and Team Dynamics

3 unit(s)

Explores the three critical human aspects of successful project management (administration, leadership and team dynamics) in the context of each stage of the project process. Content includes organizing and supporting human effort, positioning the project across organizational boundaries, internal and external roles and relationships of projects, politics of projects, indispensable leadership actions, influencing and supporting change, project communications, negotiation, managing conflict, and effective team building and leadership. Students' participation is focused on case studies, problem solving and creation of innovative approaches to dealing with the human side of projects. Class material will be integrated with the information in PMI's A Guide to the Project Management Body of Knowledge (PMBOK®). Corequisite(s): PM 340.

## PM 346 The Practice of Project Management

3 unit(s)

Integrates significant project management concepts and tools, ranging from the roles of project managers and team members, software tool analysis, project initiation components, advanced project planning and execution, as well as project monitoring and closing. Additionally, critical skills such as negotiation, problem solving, scheduling, risk analysis and earned value are addressed. The course will have a focus on practical applications, supported by outside readings including academic research, case studies, and PMI®'s A Guide to the Project Management Body of Knowledge, (PMBOK®).

Students undertake a course-long research project based on real-world project management cases. PM 346 is taken in the last six units of Project Management coursework.

### **PM 348 Project Risk Management**

3 unit(s)

Explores and elaborates the role of risk analysis and proactive risk management within a modern enterprise project environment. Acknowledging that risk is an inherent feature of any project, processes and tools are reviewed which enable project teams to identify, plan, manage and control project risks related to the triple constraint, as well as treatment options for risks beyond the project manager's oversight. Methodology presented is consistent with the risk management processes in PMI®'s A Guide to the Project Management Body of Knowledge (PMBOK® Guide), with which comparisons are drawn to risk management strategies used in actual projects, both successful and unsuccessful in outcome. This class builds on a student's basic project management knowledge to provide a more comprehensive and thorough approach with which to successfully address risks inherent in today's cost-sensitive yet demanding project settings. Prerequisite(s): PM 340.

### **PM 396A-ZZ Selected Topics in Project Management**

3 unit(s)

Addresses significant, topical and practical problems, issues and theories in project management. Topics are compiled and selected by the department chair. Prerequisite(s): will vary based on topic.

### **PM 398 Internship: Project Management**

3 unit(s)

Offers students the opportunity to receive graduate-level work experience in project management. Students are responsible for their own placement in an internship approved by the department chair. A written internship proposal is required before consideration for this course, and a written report is required upon completion of the internship. Prerequisite: Approval of the department chair or program director. This course may be taken more than once for credit.

## **Psychology**

### **PSYCH 1 Principles of Psychology**

3 unit(s)

Explores the field of psychology. Students will learn about themselves, the mind and the science of psychology. Subject matter includes human development, memory, cognition, perception and psychopathology. (CAN PSY 2)

### **PSYCH 10 Introduction to Psychology**

3 unit(s)

This course provides a basic introduction to the field of human psychology. Students will explore systems theory as it applies to individuals, families, and organizations; basic methods of psychological research; motivation; learning and memory; sensation and perception; basic topics in neuroscience; and social psychology. Students will learn how to use research-validated tools to create more effective and satisfying relationships, in both personal and professional settings. The course also covers how psychology can elaborate and deepen the understanding of cultural diversity, human biology, and lifespan development. The class concludes by applying psychological principles to career goals.

### **PSYCH 50 Psychology for Personal and Professional Success**

3 unit(s)

Provides a basic introduction to the field of human psychology as it applies to personal and professional life. Applies psychological methods to investigate ways to improve our relationships, our workplaces, and our organizations. Students will learn how to use research-validated tools to create more effective and satisfying workplaces and to find ways to better align multiple organizational goals.

### **PSYCH 100 Theories of Personality**

3 unit(s)

Explores theories of why people behave the way that they do and how they got that way. Students will study the works of Freud, Jung, Skinner, Maslow and other major theorists and practitioners of psychology. Prerequisite(s): ENGL 1A and ENGL 1B.

### **PSYCH 102 Lifespan Development: Theories and Applications**

3 unit(s)

Examines the psychological, therapeutic and health implications that developmental issues have on individuals, couples and family relationships, and the biological, social, cognitive and psychological aspects of aging. Cultural understandings of human development will be covered along with the impact of financial and social stress on human development. Therapeutic implications including long-term care, end-of-life and grief issues will be covered. Corequisite(s): PSYCH 10.

### **PSYCH 108 Research Design and Experimental Methods**

3 unit(s)

Basic course in experimental psychology, including: research design and inferential statistics; introduction to scientific procedures and

methods in psychology; and participation in research, data analysis, and report writing.

### **PSYCH 113 Psychology and Technology**

3 unit(s)

Studies a wide range of subjects which focus on the relationship between people and technology, including how technology influences people, and how people might use technology to live more effectively and skillfully.

### **PSYCH 115 Introduction to Biopsychology**

3 unit(s)

An introduction to the role of the nervous system in psychological processes, including the basis of nerve conduction, the role of neurotransmitters, and basic neuroanatomy. The course also addresses the neurophysiology underlying sensory processes, motivation, emotion, sleep and dreaming, language, learning and memory, addiction, and mental disorders. It also explores human cognition, including the evolution of mind, as well as sensation, perception, learning and memory. Language, concept formation, and decision-making will also be addressed.

### **PSYCH 120 Principles and Methods of Counseling**

3 unit(s)

Examines the specialized communication skills used in the practice of counseling. Students will study basic counseling skills, interventions and the use of the psychological interview as an assessment tool. Corequisite(s): PSYCH 10.

### **PSYCH 121 Abnormal Psychology**

3 unit(s)

This course examines the origins, symptoms, and treatments of behavioral and personality disturbances from childhood through senescence in the context and application of the current Diagnostic and Statistical Manual of Mental Disorders, 5th edition (DSM-5). This course covers a broad survey of mental health problems including: anxiety disorders, depression, addictive disorders, psychosis, eating disorders, and personality disorders. Students will develop critical thinking skills as applied to theories, assessment, and treatments relevant for each disorder. Students will also be encouraged to consider the role of stigma in mental illness. Corequisite(s): PSYCH 10

### **PSYCH 125 Psychology of Death, Dying, and Bereavement**

3 unit(s)

Studies the psychological problem of death anxiety, as well as various parts of the aging process, including physiological and sociological considerations. Adapting to loss, change, and

bereavement are covered along with the experience of grief and features of mourning.

### **PSYCH 143 Psychology of Leadership**

3 unit(s)

Explores the psychology of leadership as viewed through leadership identity, theory, self-awareness, and practice. The role of leadership theories is explored along with the importance of the role of personality and behavioral type in leadership. The topics of leadership and emotional intelligence are examined as well as the interactions between the leader and followers and how leaders, influence, motivate and engage human beings. The course concludes with an examination of the role of leadership in cultivating teleology and purpose within and beyond organizations.

### **PSYCH 190 Strands of a System: Psychology Capstone**

3 unit(s)

Using a portfolio design which encompasses all the of the signature assignments the student has created in the major courses as a basis, the lead instructor works closely with the student to learn about his/her future goals, and how best to achieve them. The faculty then mentors the student in the direction of the chosen post-graduation destination, whether that be going on to graduate school, or finding work. There will be a final, summative project in the capstone, one which must demonstrate broad integrated learning, as well as an applied ethical lens to some aspect of psychology that spoke to the student. The final project then will be the crowning achievement to burgeoning portfolio. Alumni, outside mentors, adjunct faculty, and leaders from within the counseling community, in conjunction with the lead faculty member, can collaborate to help student placements in real-world occupational settings as well.

### **PSYCH 197 Internship: Psychology**

3 unit(s)

Provides supervised work experience in psychology. Job and learning objectives are developed in conjunction with the department chair. This course may be taken more than once for credit. Prerequisite(s): consent of the department.

### **PSYCH 198A-ZZ Special Topics In Psychology**

3 unit(s)

Addresses significant, topical and practical problems, issues and theories in psychology. Topics will be selected by the department chair. Prerequisite(s): consent of the department. Prerequisites will vary based on topic.

### **PSYCH 199 Directed Study in Psychology**

1-3 unit(s)

Individual study of a selected topic under the supervision of a faculty member. Students are limited to one directed-study course per semester. This course may be taken more than once for credit. Prerequisite(s): consent of the department.

### **PSYCH 300 Introduction to Applied Psychology**

3 unit(s)

Examines the jobs and activities within the field of professional psychology, and the personal qualities necessary for success and contribution to the profession. Students will explore their own values, strengths and characteristics; learn about the opportunities and requirements of the professions; and begin to establish a network of local psychology professionals. Students will learn tools for their own professional and personal development, including research methods, presentations skills, networking skills, personal assessment, development exercises and career planning.

### **PSYCH 302 Lifespan Development: Theories and Applications for Therapists**

3 unit(s)

Examines the psychological, therapeutic and health implications developmental issues have on individuals, couples and family relationships; and the biological, social, cognitive and psychological aspects of aging. Cultural understandings of human development will be covered along with the impact of financial and social stress on human development. Therapeutic implications including long-term care, end of life and grief issues will be covered.

### **PSYCH 304 Cross-Cultural Aspects of Psychology**

3 unit(s)

Explores the effects of culture and ethnicity on psychology and behavior. Students will examine the cultural traits and values of various cultural groups in the United States. Implications for work and organizational environments and for counseling will be explored.

### **PSYCH 306 Group Models of Counseling**

3 unit(s)

Provides an overview of group psychotherapy. In this course, students develop the knowledge and skills necessary to participate in and lead therapy groups. Content includes a survey of group-counseling theories, techniques, and research; discussion of professional, ethical, and clinical issues in group practice; review of the developmental stages of groups; and practice as group members and as leader. Experiential practice is incorporated throughout.

### **PSYCH 308 Applied Psychological Research**

3 unit(s)

Examines the current methods and tools of psychological research and testing, and the interpretation of research reports and psychological tests. Explores the construction and validation of assessment tools used in psychology. Prerequisite(s): MATH 40 or equivalent.

### **PSYCH 320 Therapeutic Communication and Counseling Skills**

3 unit(s)

Examines the specialized communication skills used in the practice of counseling. Students will study basic counseling skills, interventions and the use of the psychological interview as an assessment tool.

### **PSYCH 321 Psychopathology**

3 unit(s)

Explores the paradigms of mental and emotional dysfunction. Emphasizes the clinical techniques and professional practices used in the evaluation of individual psychological disturbance. Case studies will be used to examine different disorders and to learn how to use the DSM-5.

### **PSYCH 322 Psychological Assessment**

3 unit(s)

Surveys the theoretical and conceptual foundations of psychological assessment. Students will learn to select and administer assessment tools and to interpret their findings.

### **PSYCH 323 Psychodynamic Models of Counseling**

3 unit(s)

Examines the major traditional and contemporary psychodynamic models of counseling and psychotherapy. These are concerned with the conscious, subconscious, unconscious and subjective constructions of life experiences. Students will learn how to work with individuals using these models, paying attention to the models' principles of change and techniques, and their underlying theoretical rationale. Students will also learn to develop clinical case formulations and treatment plans, consider neurological factors that are relevant to counseling practice and outcomes, and modify case formulations and therapeutic interventions in order to consider clients' cultural and social identities. Corequisite(s): PSYCH 320.

### **PSYCH 324 Child/Adolescent Psychology, Assessment and Treatment**

3 unit(s)

Examines the issues related to child and adolescent therapy, including

assessment. Applies the principles by which a child develops the ability to think, speak, perceive and act and the moral, intellectual and cognitive changes experienced in adolescence to the therapeutic process. Students will learn the different assessment methodologies and therapies used in working with young people. Corequisite(s): PSYCH 320.

### **PSYCH 325 Principles of Couple and Family Counseling**

3 unit(s)

Explores the major theoretical approaches and therapeutic techniques used in counseling families and couples. Students will study the basic concepts of family systems and learn several methods of intervention. Corequisite(s): PSYCH 320.

### **PSYCH 326 Legal and Ethical Responsibility for Counselors**

3 unit(s)

Examines the legal and ethical responsibilities of counselors such as confidentiality, privilege, involuntary hospitalization and mandatory reporting. Students will learn the legal obligations of professional practice, laws relating to minors, marriage and the family and professional codes of ethics.

### **PSYCH 329 The Neuroscience of Counseling and Psychopharmacology**

3 unit(s)

Examines the neuroscience of counseling and psychopharmacology. Considers recent research and theoretical perspectives on brain functioning, enabling us to understand that all forms of counseling, psychotherapy, pharmacotherapy are successful to the extent they change relevant neural circuits in the brain. Also considers the development of the brain and its relationship to psychological well-being and psychopathology. Examines several of the psychological problems individuals experience and the therapeutic interventions employed to address them, informed by our understanding of brain functioning. Major classes of psychotherapeutic medications, the psychiatric problems they address, their underlying neurological mechanisms, indications and contraindications for their use, and side effects are examined. Students learn to use internet databases and reference materials to maintain their knowledge base of these medications. The psychopharmacology of specific cultural and social groups is considered, including women, racial/ethnic groups, children and adolescents and the elderly.

### **PSYCH 331 Human Sexuality**

1 unit(s)

Examines human sexuality and sexual development, including dysfunctions and their treatment. Students will study the range of sexual behaviors, including atypical and dysfunctional behaviors;

examine sexuality issues related to special populations or groups; and learn processes and techniques of sex therapy.

### **PSYCH 333 Substance Use, Co-Occurring Disorders and Addiction**

1 unit(s)

Covers the definition, etiology, identification and treatment approaches of substance use, co-occurring disorders and addictions. Prevention, populations with special risk, community resources and the role of people and systems that support or compound use and addiction will be covered. Effects of drug use, and medical and legal aspects will be explored.

### **PSYCH 334 Relational Abuse: Assessment, Treatment and Reporting**

1 unit(s)

Prepares students to identify, intervene, report and treat intimate partner and spousal abuse, geriatric abuse, family abuse and child maltreatment. Legal, cultural and psychosocial issues will be covered. Students will learn about current issues and recent research in the area of family violence, trauma and child maltreatment. Prepares students to apply their knowledge to use in a variety of clinical settings.

### **PSYCH 335 Special Issues in the Treatment of Families**

2 unit(s)

Equips students with the knowledge and therapeutic tools necessary to work with families encountering special treatment issues including: substance abuse; immigration; illness; end of life and grief; and financial stress and homelessness. Students will also learn how to work with families who have a unique structure or are undergoing change such as same-sex relationships; divorce; single and step-parenting; and adoption. Students will be provided with a theoretical foundation while learning to execute practical therapeutic approaches required when working with a variety of special situations. Corequisite(s): PSYCH 325.

### **PSYCH 336 Evidence-Based Practice Treatment**

1 unit(s)

Explores evidence-based practice treatments, best practices and the areas of emerging research knowledge within a recovery-orientated paradigm. Students will become familiar with specific evidence-based interventions to use for individuals diagnosed with serious mental illness, including co-occurring disorders. Additional topics of human diversity and legal/ethical concerns will be highlighted throughout the course. Should be taken within the last two trimesters of study. Corequisite(s): PSYCH 321, PSYCH 337 and PSYCH 339.

### **PSYCH 337 Community Mental Health**

3 unit(s)

Examines principles and skills required to work with adults, youth and families with a diagnosis of serious mental illness using a recovery-oriented paradigm. Specific approaches for engagement, assessment, treatment planning and case management are addressed for meeting needs of consumers with persistent mental illness, trauma histories and co-occurring mental health and substance abuse disorders. Students will learn how to engage in collaborative treatment, being a member of a multidisciplinary team with various systems of care; including community behavioral health; alcohol and drug service providers; human service agencies; law enforcement/criminal justice; primary care and academic/vocational services. Additional topics of illness prevention, health promotion, human diversity and legal/ethical concerns will be highlighted throughout the course. Prerequisite(s): PSYCH 321.

### **PSYCH 339 Cognitive-Behavioral and Short-Term Models of Counseling**

3 unit(s)

Examines and compares behavioral, cognitive-behavioral, and other short-term models of counseling and psychotherapy. Equips students with the tools and evidence-based techniques necessary to help individuals resolve a host of problems presented by their clients. Students will also study behavioral and cognitive-behavioral models of couples and group counseling; learn to develop clinical case formulations and treatment plans; consider neurological factors that are relevant to addressing specific psychological problems; and modify case formulations and adapt therapeutic practice and interventions in order to consider clients' cultural and social identities, including socioeconomic status. Corequisite(s): PSYCH 320.

### **PSYCH 340 Group Dynamics in Organizations**

3 unit(s)

Examines the theoretical and experiential aspects of group-functioning in organizations and the behavioral, psychological, and social-psychological dynamics of group behavior. Common pitfalls of group-decision making processes, life-cycle theories of group development, influence patterns in groups and the unique challenges of forming cross-cultural and cross-geographical groups will be explored.

### **PSYCH 341 Organizational Behavior and Process**

3 unit(s)

Examines the structure, function and performance of organizations and the impact of psychological and sociological variables on the behavior of groups and their members. Students will learn the key relationships between organizational culture, behavior and processes. Cross-listed with and equivalent to: MGT 324.

### **PSYCH 342 Organizational Development, Assessment and Intervention**

3 unit(s)

Explores how systematic organizational interventions are accomplished within complex human networks. Students will learn how to use behavioral science to assess an organization's current state and discover routes to its improvement. Also covered will be the role of internal and external consultants in intervention and the resulting impact on human behavior and organizational performance. Cross-listed with and equivalent to: MGT 353.

### **PSYCH 343 Leadership and the Development of Managerial Excellence**

3 unit(s)

Explores the nature and role of leadership in organizations. Special emphasis will be devoted to the role of emotional intelligence in organizational effectiveness and managerial excellence. Students will learn through an examination of their own emotional and leadership competencies, and also through readings, cases and group projects. Cross-listed with and equivalent to: MGT 320.

### **PSYCH 344 Tests and Measurements**

3 unit(s)

Prepares students to administer and interpret psychological tests in organizational environments. Students will be exposed to the major psychological assessment tools used to measure organizational performance and effectiveness, as well as tools used for employee selection, placement and training. Students will be able to select tools to perform key I/O duties like job analysis, performance appraisal and feedback, team building, person-environment fit analysis, leadership training and team morale assessment. They also will be able to construct and validate assessment tools and perform data analysis using SPSS to diagnose organizational problems. This course fulfills the test publishers' educational requirement to purchase testing materials. Prerequisite(s): MATH 40.

### **PSYCH 348 Organizational Change**

3 unit(s)

This course explores the nature and dynamics of change in organizations and its impact on individuals and teams from psychological and social-psychological perspectives. Introduces the discipline of Change Management and the major models associated with its practice. Reviews the skill sets of organizational change agents, best practices for managing resistance to change, and approaches to measuring the impacts of organizational change efforts.

### **PSYCH 349 Executive Coaching Theory and Practice**

3 unit(s)

This course highlights the theoretical and practical aspects of the field of executive coaching. Areas of emphasis include the recent growth of executive coaching as a discipline and its place among other employee development practices, attitudinal and behavioral approaches to the coaching process, the measurement of coaching outcomes, ethical considerations in coaching, similarities and differences with psychotherapy, and the skills of an executive coach.

### **PSYCH 350 Applied Industrial Psychology**

3 unit(s)

Explores in depth the field of industrial psychology. Students will learn how thorough job analysis, carefully selected performance criteria, and an appreciation for individual differences underlie the successful application of performance appraisal, recruitment, screening, selection, placement, training and development.

### **PSYCH 351 Career Counseling and Development**

3 unit(s)

Examines the expert skills and knowledge used in helping individuals clarify their career and life goals. Students will be introduced to the major career development theories and their application to the world of work. In the process, students will examine issues such as certification and licensure, multicultural counseling, retirement, and dual-career couples. Students will learn how to assess interest and ability and how to access occupational and educational information sources.

### **PSYCH 352 Structure, Theory and Ethics of Conflict Resolution**

3 unit(s)

Explores professional conflict resolution and mediation as an emerging means of problem solving in family, industrial, environmental and business law. Students will examine the theoretical framework of dispute resolution and its relationship to the traditional justice system, and explore related ethical issues. Cross-listed with and equivalent to: MGT 352.

### **PSYCH 353 Conflict Resolution: Skills and Techniques**

3 unit(s)

Explores the skills and techniques necessary for conflict mediation. Students will learn communication techniques, problem identification and disagreement management skills, techniques for achieving agreement or settlement and intake skills. Cross-listed with and equivalent to: MGT 355.

### **PSYCH 354 Consulting Skills**

3 unit(s)

This course introduces students to the action-research model on industrial/organizational psychology consulting to organizations and offers a step-by-step process to conduct successful consulting engagements. Core consulting processes such as entry, contracting, data-collection, feedback, action planning, and implementation will be reviewed. Additional topics include tactics for working with challenging clients, managing organizational politics, and typical career paths in consulting.

### **PSYCH 355 Diversity in Organizations**

3 unit(s)

Examines the dynamics and structure of diversity in organizations and how initiatives to build and sustain competitive advantage. Emphasis will be placed on ways organizations integrate diversity into key processes to capture a 'diversity dividend' resulting in improved financial performance, customer loyalty, and employee engagement.

### **PSYCH 361 Coaching: Interpersonal Skills and Practices**

3 unit(s)

Explores the growing field of business, organizational and personal coaching with a primary focus on learning interpersonal coaching skills and concepts. Topics will include: specific communication skills of a coach, interpersonal coaching tools, developmental models of change, common coaching issues, the stages and structures of coaching, and solution-focused coaching methods. Class structure will include: demonstrations, experiential practice and learning, and guest lectures from successful coaches (depending on their availability). May be used as a management, industrial / organizational psychology or conflict resolution certificate elective option. This course combines lecture, experiential learning activities and cyber-enhanced learning modalities. It is taught so that students will utilize theory in class activities that illustrate coaching concepts and teach coaching skills. Cross-listed with and equivalent to: MGT 361. Formerly: PSYCH 396L.

### **PSYCH 394 Practicum: Counseling Psychology**

3 unit(s)

Practical application of assessment, counseling, consultation and case management skills in an approved mental health setting. Students are required to complete a total of 300 clinical hours during the program. A maximum of 75 hours performing client-centered advocacy may be accrued, with the remaining hours consisting of face-to-face counseling with individuals (adults, children, adolescents, couples, families or groups). Supervision must be provided by an on-site practicum supervisor in accordance with Board of Behavioral Science regulations. Additionally, students will attend a practicum seminar that will provide group consultation utilizing written case studies and

oral case presentations. Additional topics of human diversity and legal/ethical concerns will be highlighted throughout the course. Students are required to meet with clients and their families in volunteer and in-class settings. Students are required to enroll in the PSYCH 394 seminar course during every term that they will be participating in their traineeship placement. If the placement will cover five weeks or less of the term and the hours gained during that period are not needed to fulfill the 300-hour requirement, then registration in the PSYCH 394 seminar course is not required that term. This course may be taken more than once for credit. Prerequisite(s): PSYCH 320 and PSYCH 326. Corequisite(s): PSYCH 321, PSYCH 323, PSYCH 324, PSYCH 325, and PSYCH 339. Consent of the department chair is required.

### **PSYCH 395 Field Research in Industrial/Organizational Psychology**

1-3 unit(s)

Provides practical experience in industrial or organizational psychology through an extensive case analysis under the direction of a faculty member. Students will research and assess an organization, and develop an appropriate intervention. This course involves extensive reading and research and a final project summary. Prerequisite(s): consent of the department.

### **PSYCH 396A-ZZ Selected Topics in Applied Psychology**

1-3 unit(s)

Explores significant, topical, practical and theoretical problems and issues in applied psychology. Topics are selected by the department chair. Prerequisite(s): will vary based on topic.

### **PSYCH 397 Practicum in Conflict Resolution**

3 unit(s)

Provides practical experience in conflict resolution by working with an experienced mediator in a supervised environment. This course may be taken more than once for credit. Prerequisite(s): PSYCH 352, PSYCH 353 and consent of the department chair.

### **PSYCH 398 Internship: Applied Psychology**

1-3 unit(s)

Provides practical experience and training in applied psychology by working with an experienced practitioner in an appropriate setting. This course may be taken more than once for credit. Prerequisite(s): consent of the department.

### **PSYCH 399 Directed Study in Applied Psychology**

1-3 unit(s)

Allows rigorous exploration of a specific topic. Students will research and prepare an extensive paper on an area of special interest. This

course is for the advanced student only. Only one directed-study course may be taken for credit toward a master's degree. PSYCH 399 can be used to satisfy area of concentration requirements for the master's degrees in psychology. This course may be taken more than once for credit. Prerequisite(s): consent of the department.

## **Public Administration**

### **PAD 100 Public Policy and Administration**

3 unit(s)

Introduces the theory and practice of public policy and administration; focuses on the administrative enforcement including relations between governmental branches; a history of administration; theories of administrative organization; the management of public organizations including leadership, personnel and budgetary concepts; planning and evaluating; public policy questions; and current and future issues. Recommended as the first course in the public administration concentration for the bachelor of arts and bachelor of science degrees and the undergraduate certificate in Public Administration Leadership.

### **PAD 102 Policy Making and Analysis**

3 unit(s)

Provides an introduction to policy making, policy analysis and policy evaluation. Focuses on the theories of policymaking and the public process. Introduces students to some techniques and practical examples of public policy analysis.

### **PAD 104 Privatization and the Public Service**

3 unit(s)

Examines the growing trends and experiences toward market-based public service delivery systems. Public administrators in many levels of government are being challenged to become more entrepreneurial in their management of public enterprises. Additionally, contracting with private firms and adapting e-Commerce processes to provide public services is becoming the norm, rather than the exception.

### **PAD 105 Public Budgeting Techniques and Processes**

3 unit(s)

Provides an exploration and analysis of the budgetary process typically employed at the federal, state and local levels of the government. Students will study the practical as well as theoretical exposure to the techniques and various formats of public budgeting.

### **PAD 106 Administrative Law and Justice**

3 unit(s)

Introduces students to the concepts, resources and language of law as



these relate to administrative law; functions and procedures of the public agency; limitations to and safeguards against arbitrary or erroneous administrative action; extent of judicial control over administrative action; Administrative Procedures Act; and relationship of executive branch agencies to the other branches of government. Prerequisite(s): ENGL 1A and ENGL 1B.

### **PAD 197 Internship: Public Administration**

3 unit(s)

Offers students the opportunity to receive work experience in a public management setting. Students will be responsible for their own placements in internships approved by the department chair. A written internship proposal is required before consideration for this course. A written report is required upon completion of the internship. This course may be taken more than once for credit. Prerequisite(s): consent of the department.

### **PAD 198A-ZZ Special Topics in Public Administration**

3 unit(s)

Addresses significant, topical and practical problems, issues and theories in public management. Topics are compiled and selected by the department chair. Prerequisite(s): consent of the department. Prerequisites will vary based on topic.

### **PAD 199 Directed Study in Public Administration**

1-3 unit(s)

Serves as an individual study of selected topics under supervision of a faculty member. Students are limited to one directed-study course per trimester. This course may be taken more than once for credit. Prerequisite(s): consent of the department.

## **Science**

### **SCI 50 Science, Technology and Social Change**

3 unit(s)

Examines the impact of scientific thought and technological innovation on major cultures of the modern world. Analyzes the acquisition, application and adaptation of technology in pre-industrial, industrial and post-industrial societies. Prerequisite(s): ENGL 1A and MATH 20.

### **SCI 198A-ZZ Special Topics in Science**

3 unit(s)

Addresses significant, topical and practical problems, issues and theories in science. The department coordinator will select topics. Prerequisite(s): consent of the department. Prerequisites will vary based on topic.

## **Social Science**

### **SOSC 50 American Government in the 21st Century**

3 unit(s)

Every citizen in the United States is impacted by the decisions made in the executive, legislative, and judicial branches of government. The depth and breadth of that impact is difficult to understand without knowledge of the historical context of the formation of national government and its evolution since its inception. This course seeks to provide knowledge of that context, addressing issues of politics, power, and culture, as we gain greater understanding of how government works in the 21st century.

### **SOSC 198A-ZZ Special Topics in Social Sciences**

1-3 unit(s)

Addresses significant, topical and practical problems, issues and theories in social science. The department coordinator will select topics. Prerequisite(s): consent of the department. Prerequisites will vary based on topic.

### **SOSC 199 Directed Study in Social Sciences**

1-3 unit(s)

Provides individual study of selected topics under supervision of a faculty member. Students are limited to one directed-study course per trimester. This course may be taken more than once for credit. Prerequisite(s): consent of the department.

## **Taxation**

### **TA 302 Accountants' Professional Responsibilities and Ethics in Tax Practice**

3 unit(s)

Provides the background and ethical framework that governs the practice of tax at both the federal and state levels. Focuses on the rules that govern the conduct of accountants in federal and state tax practice. Includes an in-depth discussion of Circular 230, the AICPA Tax Practice Standards, the state Boards of Accountancy, and state tax agencies' rules and regulations (to the extent that they exist). Covers eligibility to practice in the tax field for federal and state purposes, client confidentiality and related tax-practitioner privileges, managing conflicts of interest, rules governing fees, standards of practice and disclosure on the tax return, new rules on written advice, practitioner penalties and malpractice claims, performing other services (and the unauthorized practice of law), and best practices for tax advisers. Also covers the states' regulation of tax practice, including multi-jurisdictional practice. Focuses on real-life case studies that illustrate the dilemmas faced by tax practitioners in everyday situations, and addresses the practical questions of operating a tax practice. Prerequisite(s): TA 318 or equivalent.

## **TA 315 Multistate Taxation of Business Entities (other States)**

3 unit(s)

Analyzes the tax treatment, tax problems and tax-planning techniques of corporations and flow through entities engaged in multistate activities. The course is structured as a survey course and will cover the rules and regulations in multiple states. Students will be able to request coverage of specific states that are of interest to them in their practice. Topics include: Constitutional limitations on states' ability to tax multistate corporations and flow through entities, new developments in state doing business standard, state tax treatment of S corporations, partnerships and LLCs, computation of taxable income, business vs. nonbusiness income, formula apportionment, unitary taxation, combined reporting, consolidated returns and water's-edge elections. Case studies are used to illustrate concepts. Prerequisite(s): TA 318 and TA 329.

## **TA 318 Advanced Federal Income Taxation**

3 unit(s)

Examines the basics of federal income taxation with emphasis on statutory materials; special attention to problems of individual taxpayers and specific rules regarding gross income, adjusted gross income, taxable income, deductions, exemptions and credits. Students are required to take this course as one of the first two advanced graduate seminars in taxation. Corequisite(s): TA 329.

## **TA 319 Federal Tax Procedure**

3 unit(s)

A survey course in the procedural aspects of dealings between taxpayers and their representatives on the one hand and the Internal Revenue Service, IRS Office of Professional Responsibility, the Office of the Chief Counsel for the Internal Revenue Service, and the Tax Division of the Department of Justice on the other hand. Assists students in understanding and preparing to handle practical issues involving their and their clients' or employers' duties, powers, responsibilities, liabilities, privileges and ethical obligations arising in federal tax practice, including access to information; IRS examinations and appeals; deficiency assessments; interest on underpayments and overpayments; penalties (civil and criminal) against taxpayers, their representatives, and their tax return preparers; statutes of limitations on assessment and collection of taxes and penalties and criminal tax prosecutions; and refund and collection of federal income, estate and gift taxes. Corequisite(s): TA 318 and TA 329.

## **TA 320 Multistate Taxation of California Business Entities**

3 unit(s)

Analyzes the tax treatment, tax problems and tax-planning techniques of corporations and flow through entities engaged in multistate activities. Emphasis is on California law and how it applies to

businesses organized or doing business in the state. Topics include: Constitutional limitations on states' ability to tax multistate corporations and flow through entities, new developments in California doing business standard, California tax treatment of S corporations, partnerships and LLCs, computation of income, business vs. nonbusiness income, formula apportionment, unitary taxation, combined reports, consolidated returns and water's-edge elections. Case studies are used to illustrate concepts. Prerequisite(s): TA 318 and TA 329.

## **TA 321 Principles of International Taxation**

3 unit(s)

Presents a broad survey of the rules of US income taxation regarding international transactions. Covers both in-bound transactions - the treatment of non-resident aliens and foreign corporations investing and/or doing business in the United States, as well as out-bound transactions - the treatment of US citizens and residents investing and/or doing business outside the US. Prerequisite(s): TA 318 and TA 329.

## **TA 322A Federal Income Taxation of Corporations and Shareholders I**

3 unit(s)

Analyzes tax treatment, tax problems and tax planning techniques involving transactions between corporations and their shareholders: transfers to corporation; capital structure; dividends and other distributions; stock redemptions and liquidations; stock dividends and preferred stock bailouts; personal holding companies; accumulated earnings tax and introduction to S corporations. Prerequisite(s): TA 330. It is recommended that students also complete TA 338 prior to enrolling in TA 322A. Corequisite(s): TA 338.

## **TA 322B Federal Income Taxation of Corporations and Shareholders II**

3 unit(s)

Covers specific issues of operating in corporate form: corporate reorganizations and divisions; carryovers of tax attributes; limitations on carryovers. Prerequisite(s): TA 322A.

## **TA 323 Multistate Taxation of Individuals, Trusts and Estates**

3 unit(s)

Covers the state tax structure applied to individuals, which includes in-depth coverage of issues related to residency and sourcing of income of nonresidents. Also explores the rules in multiple states and analyzes the constitutional limitations on the state's ability to extend its tax system to nonresidents. Covers state sourcing rules that apply to nonresident partners, shareholders and LLC members. The course will also examine issues related to telecommuting and the mobile work force. Also analyzed are the issue of conformity to federal law

in light of massive nonconformity by most of the states; tax incentives offered by the states to encourage job growth; and specialized topics such as state taxation of estates, trusts and their beneficiaries, accounting periods and methods and state taxation of taxable and nontaxable sales and exchanges. Prerequisite(s): TA 318 or equivalent.

### **TA 325 Estate and Gift Taxation**

3 unit(s)

Covers federal estate, gift and generation-skipping transfer taxes; preparation of the federal estate tax return and federal gift tax return. Prerequisite(s): TA 318 and TA 329.

### **TA 326 Real Estate Taxation**

3 unit(s)

Analyzes tax advantages of ownership of real property; how to acquire real property; choice of entity; ownership and operation of real property; sales, exchanges, conversions and abandonments; postponing taxation on sale; tax aspects of mortgage financing; foreclosures and cancellations; leasing real property; hybrid financing through sales and lease backs; partnerships, subdivisions, syndicates, real estate investment trusts; ownership by homeowners associations, co-ops, tax exempt and foreign investors and real estate holding companies. Prerequisite(s): TA 320. Corequisite(s): TA 330.

### **TA 328 Federal Income Taxation of Partners and Partnerships**

3 unit(s)

Analyzes tax problems of the organization and operation of partnerships including the treatment of partnership distributions, withdrawal of a partner during his/her lifetime, dissolution of the partnership, sales or exchanges of partnership interests. Prerequisite(s): TA 330.

### **TA 329 Tax Research and Decision Making**

3 unit(s)

Examines the primary sources of income tax law, the IRC, and administrative and judicial interpretations. Analyzes the research process using both paper products as well as electronic resources. Practical written and computerized assignments will be completed using research tools to locate, understand and interpret primary source materials. This is a writing-intensive course. Students are required to take this course as one of the first two advanced program seminars in taxation.

### **TA 330 Property Transactions**

3 unit(s)

Analyzes federal income taxation of property transactions, including definition and mechanics of property transactions, definition of

capital assets, nonrecognition property transactions, including IRC Sections 121, 1031 and 1033; examination of the at risk and passive loss rules. Corequisite(s): TA 318 and TA 329.

### **TA 331 Taxation of Exempt Organizations**

3 unit(s)

Analyzes and compares tax-exempt status under section 501(c) of the Code; sophisticated tax planning for charitable contributions; the use of charitable remainder and lead trusts, charitable gift annuities, bargain sales, charitable contributions as a tax shelter; private foundation excise tax problems; unrelated business income problems; special problems and international philanthropy. Prerequisite(s): TA 318 and TA 329.

### **TA 332 State Tax Research, Practice and Procedure**

3 unit(s)

Covers the state tax structure applied to all taxpayers, as well as various sources of law in California (and other states). Also covers resources available to locate state tax law on various matters. Examines state tax practice, states that require registration to prepare tax returns and that regulate tax return preparers. Discusses state ethical procedures and rules dealing with such issues as client confidentiality, privileged communication, malpractice and the unauthorized practice of law. Also covers state tax procedure including constitutional authority to tax, limitations on imposing taxes (versus fees) and administrative provisions governing rulemaking. Examines state filing requirements, estimated tax payments and amended returns. Discusses statute of limitations and the audit process, as well as unique state penalties and reporting requirements. Prerequisite(s): TA 318 or equivalent

### **TA 333 Consolidated Return Regulations**

3 unit(s)

Explores the consolidated tax return regulations, including their conceptual framework, authority and history; eligibility to file; computation of consolidated and separate taxable income; intercompany transactions, attribute limitation rules; consolidated basis adjustments, ELA's, and the unified loss rules. An emphasis will be placed on how these rules impact acquisition planning. Prerequisite(s): TA 322A.

### **TA 334 Estate Planning**

3 unit(s)

Examines selected topics in estate planning, including general legal principles relating to estate planning, including a review of relevant, legal documents; lifetime gifting, including utilization of the annual exclusion and alternative forms of wealth transfer; marital deduction planning, including quantifying the deduction through partial QTIP elections, utilization of the TPT credit, and the use of formula clauses; gifts to charity, including the use of both outright and split-interest gifts; the use of life insurance in estate planning; planning for

generation skipping transfers; advising elderly clients; and post mortem planning. Prerequisite(s): TA 325.

### **TA 337 Individual Retirement Plans and Distributions**

3 unit(s)

Presents a discussion and analysis of the estate, income and excise tax treatment of retirement plans, SEPS and IRAs, including various methods of distribution at age 70 1/2, naming of individuals or trusts as beneficiaries, marital deduction and non-citizen spouse issues, comparison of deferral and payment of benefits during life, and after death, with emphasis on actual case studies and examples of the interplay between estate and income tax consequences of retirement plans and IRAs. Prerequisite(s): TA 318 and TA 329.

### **TA 338 Tax Timing**

3 unit(s)

Examines issues related to the allocation of items of income and deduction to the proper taxable year, including adoption of tax year end; definition of method of accounting; the annual accounting concept; cash, accrual and installment methods of accounting; time value of money; and the Uniform Capitalization Rules. Corequisite(s): TA 318 and TA 329.

### **TA 341 Multistate Sales and Use Taxation**

3 unit(s)

Analyzes the various types of sales taxes and use taxes imposed by 46 states. Specifically, students will analyze which party, the buyer or seller of tangible personal property or provider or recipient of taxable services, is responsible for the tax. Course will focus on the impact of sales and use taxes on selected transactions, including interstate purchases and sales, including drop shipments; purchases from and sales to state and federal governments; occasional sales or casual sales; leasing transactions; construction contractors, as well as other areas. There will be a focus on current developments, including the Streamlined Sales Tax Project. Prerequisite(s): TA 329. Formerly: TA 396W.

### **TA 344 Federal Income Taxation of Trusts and Estates**

3 unit(s)

Analyzes taxation of trusts and estates and their creators, beneficiaries and fiduciaries, including computation of distributable net income and taxable net income, taxation of simple and complex trusts, operation of "throwback" rules, computation of income in respect of a decedent, preparation of the last return for a decedent and the returns of trusts and estates from inception through termination. Prerequisite(s): TA 318 and TA 329.

### **TA 346K Washington State and Local Taxes**

3 unit(s)

Examines the application of the excise taxes with an emphasis on state and local taxes in Washington state. Examines the legal authority for state excise taxes. Reviews sales, use and business activity taxes in specific industries and transactions. We will give special attention to the local business doing all or a portion of its business in other states and the accountability of out-of-state business for collecting state taxes, including apportionment formulae and recent developments. We will also cover some transactional taxes (i.e. transaction taxes and sin taxes).

### **TA 348 California Sales and Use Taxation**

3 unit(s)

Analyzes constitutional, federal and state limitations on taxation, persons and transactions subject to tax, exemptions, basis of tax, compliance requirement and appeals and procedures. Emphasizes taxation of transfers of technology, including computer programs and research-and-development contracts; manufacturers, graphic arts and related enterprises, businesses engaged in retailing and transactions in interstate and foreign commerce. Case studies will illustrate concepts. Prerequisite(s): TA 318 and TA 329.

### **TA 350A Taxation of Foreign Persons with US Activities**

3 unit(s)

Examines business and investment transactions by nonresident alien individuals and foreign corporations earning income in the United States (inbound transactions) including: residence for income taxation, sources of income, sources and allocation of deductions, US taxation of passive income by nonresident aliens and foreign corporations, the branch profit tax and gains of foreign taxpayers from the sale of US Real Property. Prerequisite(s): TA 321.

### **TA 350B Taxation of US Persons with Foreign Activities**

3 unit(s)

Covers US taxation of foreign operations by US individuals and corporations including an in-depth analysis of the foreign tax credit, controlled foreign corporations, passive foreign investment companies, foreign sales corporations and foreign currency transactions. Prerequisite(s): TA 321.

### **TA 350C Income Tax Treaties**

3 unit(s)

Focuses on the role, function and uses of income tax treaties. Examines the general aspects of treaties (policy, legal authority and negotiation), the interpretation of treaties, and a detailed examination of the terms of the US Model Income Tax Convention, the OECD

Model Tax Convention, the United Nations Model Double Tax Convention between Developed and Developing Countries, as well as selected provisions of current United States treaties in force. Topics include taxation of investment income (i.e. interest, dividends and capital gains), taxation of license fees and royalties, treaty shopping; limitation of benefits, permanent establishment; taxation of the income of natural persons (i.e. personal services), allocation of income between related parties, non-discrimination toward foreigners and recent treaty developments.

### **TA 350D Transfer Pricing**

3 unit(s)

Provides an in-depth coverage of inter-company pricing rules, including inter-company sales, loans, services, leasing, and transfers of intangibles. Discusses inter-company sales cases, as well as the treatment of inter-company loans under the imputed interest and below market loan provisions. Examines advance pricing agreements and relevant treaty provisions. Prerequisite(s): TA 321.

### **TA 350E International Mergers, Acquisitions and Joint Ventures**

3 unit(s)

Analyzes the US tax issues relating to both inbound and outbound mergers, acquisitions and joint ventures, including taxable acquisitions and dispositions, joint ventures, tax-free acquisitive exchanges and reorganizations, and distributions and divisive reorganizations. Prerequisite(s): TA 350A and TA 350B.

### **TA 352 Taxation of Electronic Commerce**

3 unit(s)

Provides a comprehensive examination of the tax issues confronted by companies engaged in electronic commerce, with special attention to remote sellers. Covers state sales tax, state income tax, cross-border (international) transactions, tax accounting for web site development costs, acquisitions and dispositions of web-based businesses, valuation issues and tax compliance associated with e-commerce. Emphasizes six unique aspects of e-commerce taxation, including worldwide reach of web sites, anonymous transactions, digital products, remote operation of a web server, intangible assets in web sites, and fast-changing rules. Prerequisite(s): TA 318, TA 322A, TA 329 and TA 330.

### **TA 356 Choice of Entity**

3 unit(s)

Examines and compares the tax characteristics of business and investment entities. Explores the tax treatment, problems and planning techniques of formation and operation of entities, including effective tax rate, eligibility, election, revocation, termination and accounting rules. This is a highly recommended elective course. Prerequisite(s): TA 322A and TA 328.

### **TA 358LS Business Leader Speaker Series**

1 unit(s)

A weekly lecture series in which featured speakers highlight personal and professional accomplishments that have shaped their leadership philosophies. The series is open to the public and can be taken as a one-unit course-credit/no credit. If taken for credit, attendance at all lectures is mandatory (though one excused absence is allowed). The speaker series can also be combined with TA 359EL for 3 units. Cross-listed with and equivalent to: ACCTG 358LS.

### **TA 359EL Exploring Business Leadership**

2 unit(s)

A companion course to TA 358LS Business Leader Speaker Series. We will use the speakers at the weekly Leadership Speaker Series as a jumping off point for the leadership theories we will explore. The purpose of this course is to introduce students to theories of leadership which will inform and guide students in their personal lives and professional practice as leaders. The course will examine primary styles of leadership and each week, using independent research, students will have the opportunity to apply these theories through case analysis of the speakers and to enhance personal skill development through reflective-leadership practice. Corequisite(s): TA 358LS. Cross-listed with and equivalent to: ACCTG 359EL.

### **TA 361 Tax Aspects of Bankruptcy and Insolvency**

3 unit(s)

Provides a basic overview of the basics of bankruptcy, insolvency and pre-bankruptcy planning for individuals, corporations and partnerships. Covers the differences between bankruptcy Chapters 7, 11 and 13, the workings of the automatic stay, offsets, priorities, and the creation of the separate bankruptcy estate and liquidating trusts. Examines the tax and bankruptcy treatment of debtors, claims of creditors, tax-free bankruptcy reorganizations, survival of tax attributes and pre-and post-petition debt discharges and the role of the tax professional. Includes case study reviews of current significant corporate bankruptcies, including associated Disclosure Statements, Plans of Reorganization and petitions in order to appreciate the form that tax-sensitive documents are presented and to analyze the various tax consequences of bankruptcy discharges to debtors, creditors and interest holders such as shareholders. Prerequisite(s): TA 318 and TA 329. Recommended: TA 319.

### **TA 362 Accounting for Income Taxes**

3 unit(s)

Examines the financial accounting and reporting of income taxes under Statement of Financial Accounting Standards Codification Topic 740 (FASB ASC 740), formerly known as FAS 109, and related accounting literature. Covers the calculation of current and deferred income taxes, an overview of book-tax differences, the calculation of interim period tax provisions, and the presentation and disclosure of income taxes in financial statements. Students will learn

the basics of accounting for income taxes related to advanced topics such as stock compensation expense, foreign operations, state income taxes, and accounting for uncertain tax positions (formerly known as FIN 48). The difference between US and international accounting standards will be identified and discussed. Prerequisite(s): ACCTG 100A or equivalent or CPA license or consent of department.

### **TA 363 Taxation of Financial Instruments**

3 unit(s)

Examines the tax aspects of financial instruments, products, and transactions. Covers basic principles, including financial terminology, types of market participants, as well as the tax concepts of timing, character, and source. Addresses wash sales, constructive sales, short sale rules, straddles, market discount, original issue discount, Section 1256 and notional principal contract regulations. The course will be divided into three broad categories: Equity, Debt and Derivatives. Students will study the detailed rules regarding the tax treatment of financial instruments including stocks, bonds, options, forward contracts, futures contracts, convertible and contingent payment instruments, swaps and hybrid instruments. Prerequisite(s): TA 318, TA 329 and TA 330.

### **TA 365 Employee Benefits and Compensation**

3 unit(s)

Offers an in-depth study of employee benefit and compensation plans and their regulation under the Internal Revenue Code of 1986, as amended (the Code), and the Employee Retirement Income Security Act of 1974 (ERISA). The course will be taught from a workbook, handbook and relevant cases. Students will work extensively with the Code and ERISA.

### **TA 396A-ZZ Selected Topics in Taxation**

1-3 unit(s)

Addresses significant, topical and practical problems, issues and theories in taxation. Topics are compiled and selected by the dean. Prerequisite(s): will vary based on topic.

### **TA 398 Internship: Taxation**

3-6 unit(s)

Affords students the opportunity to gain direct tax practice experience for course credit. The educational value of the internship lies in the student's ability to apply the substantive body of tax knowledge and skills in a real-world setting under the supervision of a tax practitioner. To be eligible for internship course credit, students must be in good academic standing, and have satisfied prerequisites and additional requirements determined by the Bruce F. Braden School of Taxation. For more information on student eligibility for TA 398, Internship: Taxation, go to <http://www.ggu.edu/programs/taxation/internship/> This course may be taken more than once for credit.

### **TA 399 Directed Study**

1-3 unit(s)

Provides an opportunity for the advanced student with a specific project in mind to do reading in a focused area and to prepare a substantial paper under the direction of a faculty member. Only one directed-study course may be taken for credit toward a master's degree. This course may be taken more than once for credit. Prerequisite(s): completion of six graduate taxation courses and consent of dean.

## **Undergraduate Programs**

### **UGP 10 Gateway to Success**

3 unit(s)

The adult undergraduate student who has clearly defined goals for personal, academic and professional achievement is more likely to complete a degree program in the shortest possible time and with the highest level of success. Through review of learning theory for adult students, self-assessment activities and written self-reflection, students will define personal and professional goals related to the academic program. Through classroom activities, projects and presentations, students will enhance the skills that lead to achieving those goals and to general academic success. This course will introduce students to Golden Gate University's culture of professional practice education as well as its support services and resources, such as the library and tutoring, advising and career services. A portfolio of student work and a comprehensive academic plan are among outcomes of the course. Must be taken during the first term of enrollment as an undergraduate degree student.

### **UGP 80 Pathway to Success**

3 unit(s)

The capstone for the associate of arts degree integrates learning across the general education program. Using skills, knowledge and abilities in the area of critical thinking, communication, ethics, lifelong learning, quantitative fluency and information literacy, this class will require the application of knowledge to create a professional portfolio that demonstrates master of the program's learning objectives. This course is to be taken in the last term of the Associate of Arts programs

### **UGP 150 Learning Counts**

3 unit(s)

Uses Prior Learning Assessment (PLA) to allow students to demonstrate learning they have acquired through training and experience outside of the higher education classroom. Through the completion of a six-week online course (CAEL 100) that provides instruction on how to prepare a portfolio of evidence of prior learning, students can earn up to 12 of general elective or discipline-specific credit. A faculty advisor will coordinate the Learning Counts

process, including the selection of appropriate course equivalents for portfolio review. Credit/No Credit. Prerequisite(s): UGP 10 and recommendation of advisor.

## Academic Calendar

### 2019 - 2020 ACADEMIC YEAR

#### FALL 2019

Term	19/FA (16 Weeks)	19/FB (8 Weeks)	19/FC (8 Weeks)
Registration Opens	Jul 08	Jul 08	Jul 08
Period Begins	Aug 25	Aug 25	Oct 20
Labor Day Holiday (Monday)†	Sep 02	Sep 02	n/a
Last Day to Register/Add Course	Sep 07	Aug 31	Oct 26
Payment Due	Sep 14	Sep 14	Nov 09
Last Day to Drop Course Without Tuition Charge or "W" Grade (Except Oregon residents*)	Sep 14	Sep 14	Nov 09
Veteran's Day Holiday (Monday)†	Nov 11	n/a	Nov 11
Thanksgiving Holiday (Thursday and Friday)†	Nov 28-29	n/a	Nov 28-29
Last Day to Withdraw from Course, Change to Audit Status, or Elect CR/NC (pass/fail) Grading	Nov 30	Oct 12	Dec 07
Period Ends	Dec 14	Oct 19	Dec 14
Grades Due‡	Jan 02	Nov 01	Jan 02

#### WINTER BREAK

Sun Dec 15, 2019 - Sat, Jan 04, 2020

\*See the Oregon Resident Refund Formula for more information.

†The university will be closed on these dates.

‡Grades are due 10 business days after the end of the term, or the end of the course section, which ever date occurs first.

#### NON-STANDARD COURSE SECTIONS

Course sections that do not start or end in accordance with the regular academic periods are considered "non-standard." Deadlines are adjusted according to each section's start and end dates. Click on the relevant period below to view non-standard course sections and applicable deadlines:

TBD

#### Fall 2019 FULL-TIME TAXATION COHORT PROGRAM

Term	19/FD1 (9 Weeks)	19/FD2 (9 Weeks)
Registration Opens	Jul 08	Jul 08
Period Begins	Jul 29	Oct 07
Last Day to Register/Add Course	Aug 04	Oct 13
Payment Due	Aug 18	Oct 27
Last Day to Drop Course Without Tuition Charge or "W" Grade (Except Oregon residents*)	Aug 18	Oct 27
Labor Day Holiday (Monday)†	Sep 20	n/a
Veteran's Day Holiday (Monday)†	n/a	Nov 11
Thanksgiving Holiday (Thursday and Friday)†	n/a	Nov 28-29
Last Day to Withdraw from Course, Change to Audit Status, or Elect CR/NC (pass/fail) Grading	Sep 20	Nov 29
Period Ends	Sep 27	Dec 06
Grades Due‡	Oct 11	Dec 20

\*See the Oregon Resident Refund Formula for more information.

†The university will be closed on these dates.

‡Grades are due 10 business days after the end of the term, or the end of the course section, which ever date occurs first.

#### SPRING 2020



Term	20/SA (16 Weeks)	20/SB (8 Weeks)	20/SC (8 Weeks)
<b>Registration Opens</b>	Nov 18	Nov 18	Nov 18
<b>Period Begins</b>	Jan 05	Jan 05	Mar 01
<b>Last Day to Register/Add Course</b>	Jan 18	Jan 11	Mar 07
<b>Martin Luther King, Jr. Holiday (Monday)†</b>	Jan 20	Jan 20	n/a
<b>Payment Due</b>	Jan 25	Jan 25	Mar 21
<b>Last Day to Drop Course Without Tuition Charge or "W" Grade (Except Oregon residents*)</b>	Jan 25	Jan 25	Mar 21
<b>President's Day Holiday (Monday)†</b>	Feb 17	Feb 17	n/a
<b>Last Day to Withdraw from Course, Change to Audit Status, or Elect CR/NC (pass/fail) Grading</b>	Apr 11	Feb 22	Apr 18
<b>Period Ends</b>	Apr 25	Feb 29	Apr 25
<b>Grades Due‡</b>	May 08	Mar 13	May 08

\*See the Oregon Resident Refund Formula for more information.

†The university will be closed on these dates.

‡Grades are due 10 business days after the end of the term, or the end of the course section, which ever date occurs first.

#### NON-STANDARD COURSE SECTIONS

Course sections that do not start or end in accordance with the regular academic periods are considered "non-standard." Deadlines are adjusted according to each section's start and end dates. Click on the relevant period below to view non-standard course sections and applicable deadlines:

TBD

## SUMMER 2020

Term	20/UA (16 Weeks)	20/UB (8 Weeks)	20/UC (8 Weeks)
<b>Registration Opens</b>	Mar 09	Mar 09	Mar 09
<b>Period Begins</b>	Apr 29	Apr 29	Jun 24
<b>Last Day to Register/Add Course</b>	May 12	May 05	Jun 30
<b>Payment Due</b>	May 19	May 19	Jul 14
<b>Last Day to Drop Course Without Tuition Charge or "W" Grade (Except Oregon residents*)</b>	May 19	May 19	Jul 14
<b>Memorial Day Holiday (Monday)†</b>	May 25	May 25	n/a
<b>Independence Day Holiday (Observed, Friday)†</b>	Jul 03	n/a	Jul 03
<b>Last Day to Withdraw from Course, Change to Audit Status, or Elect CR/NC (pass/fail) Grading</b>	Aug 04	Jun 16	Aug 11
<b>Period Ends</b>	Aug 18	Jun 23	Aug 18
<b>Grades Due‡</b>	Aug 31	Jul 09	Aug 31

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#### NON-STANDARD COURSE SECTIONS

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TBD

## Tuition and Fees

The rates published on this page usually remain in effect for at least one academic year. The university reserves the right, however, to adjust the rates for tuition and fees prior to the beginning of each trimester term.

Program, course, and section fees may be assessed based on academic curricular requirements. These fees are charged in addition to tuition. Students should refer to the course schedule for more information.

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## Undergraduate Tuition

### New Students

\$462 per unit (includes Undergraduate School Grant applied to standard rate of \$660)

### Active Duty Military

\$250 per unit

### GGU Aspire Program

\$300 per unit

### Associate's Degree Transfer Program

\$300 per unit

### Standard Rate

\$660 per unit

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## Undergraduate Fees

### Admission Application Fees

(including transcript evaluation)

- Undergraduate degree and certificate programs (applicant or re-applicant): \$40
- Open Enrollment: \$25

### Miscellaneous Fees

- Commencement fee: \$100
- Deferred tuition -- Employer reimbursement plan (per term): \$100
- Deferred tuition -- Installment payment plan (per term): \$55
- Doctoral business core exam: \$150
- Doctoral dissertation binding (four copies and copyright/microfilm service): \$300
- Doctoral qualifying exam: \$150
- Duplicate diploma: \$50

- International student services (applies per term to all F-1 and J-1 students): \$275
- Late registration: \$100

Other fees: Fees may vary by program, course, or section

- Post-completion OPT administrative fee: \$150 per year (non-refundable)
- Proctored exam fees for online courses (see course syllabus for requirements)

- Electronic proctoring (ProctorU): 2 hours - \$10 | 3 hours - \$12 (additional on-demand scheduling fees may apply)
- Consortium of College Testing Centers: Varies by site
- GGU SF campus: Free
- Returned check service charge fee: \$25
- Student ID replacement fee: \$10
- Technology Fee (per semester/trimester | reversible in accordance with applicable withdrawal policy): \$85

**Transcript request**

- Online requests through the National Student Clearinghouse (per copy + \$2.25 per address): \$10

- Offline requests (per copy): \$15
- Transcript rush processing
- US address (per address): \$20
- International address (per address): \$30
- Rush -- Hold for pickup: \$20

**Late Fees**

- Late registration fee\*: \$100
- Late payment fee for installment payment plan: \$40 per occurrence.

\*If you wish to register for a course after the Add Period, you must submit the written approval (e-mail is acceptable) of the course instructor and a senior school administrator of the school in which the course is offered and pay a \$100 late fee. The fee is assessed only once per term regardless of the number of courses you are registered for after the Add Period. The fee is assessed even if you are adding a different section of a course you dropped that term.

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## Graduate Tuition

(BEGINNING FALL TERM 2019)

### BY SCHOOL

**Business**

\$1,090 per unit

**Accounting**

\$1,090 per unit

**Taxation**

\$1,250 per unit

### OTHER RATES

Active Military

\$475 per unit (*except Law, EMBA, and DBA programs*)

**Graduate courses charged at the Undergraduate Tuition Rate:**

BUS 201: Economic & Regulatory Essentials of US Business

ENGL 200: Graduate Communications

ENGL 201: Graduate Writing

### SPECIAL PROGRAM RATES

**Degrees**

Executive Master of Business Administration (EMBA)

\$75,000 for program

Executive Master of Public Administration (EMPA)

\$825 per unit

Doctor of Business Administration (DBA)

\$1,175 per unit

### Professional Certificates

Analytics for Competitive Advantage  
\$750 per unit

Financial Planning  
Financial Life Planning  
\$533 per unit

Human Resource Management  
Hiring & Keeping the Right Workforce  
Developing & Rewarding People at Work  
\$700 per unit

Essentials of Leadership  
Adaptive Leadership  
Project Management Fundamentals  
Project Management Practices  
\$600 per unit

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## Graduate Fees

### Admissions Application Fees

(including transcript evaluation)

Graduate degree and certificate programs (applicant or re-applicant): \$65

Doctoral degree programs (applicant or re-applicant): \$65

Open Enrollment: \$25

International student (F-1 Visa) tuition deposit: \$1,000

### Miscellaneous Fees

- Cohort fee (one-time, non-refundable professional business fee | Accounting & Taxation graduate cohort programs only): \$1,000
- Commencement fee: \$100
- Deferred tuition -- Employer reimbursement plan (per term): \$100
- Deferred tuition -- Installment payment plan (per term): \$55
- Doctoral business core exam: \$150
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**GGU.EDU**