

- **English Proficiency Requirement**

Non-native English speakers are considered meeting the entrance English proficiency requirement if they meet any of the following requirements:

- An official IELTS (Academic), TOEFL (iBT), TOEFL Essentials, iTEP Academic, PTE Academic or Cambridge B2 First test score report. Minimum Score:
 - IELTS (Academic) 5.5 band
 - TOEFL (iBT) 59
 - TOEFL Essentials 6.5 band
 - iTEP Academic 3.7
 - PTE Academic and PTE Academic Online 50
 - Cambridge B2 First 168
 - Successful completion of IEP Upper Intermediate Level B with a grade of B or better in all four courses
 - An English assessment report from a few U.S. English language institutions recognized by major universities in the U.S.
 - A degree earned or a college-level English credit course passed at an institution located in the U.S., U.K., Ireland, Australia, New Zealand, or Canada
 - A degree earned at an institution in which the language of instruction is strictly English (as determined solely by SFBU)
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- **Entrance Assessment Test**

GMAT/GRE test score is optional. Applicants may submit GMAT/GRE or other national level exam scores to strengthen their application.

SFBU's institution Code for reporting the GMAT/GRE score is 5485.

- **Transfer of Credit from Other Institutions**

Graduate course credit earned at other accredited higher education institutions may be transferable to meet the student's graduation requirements if the courses are closely related to the business management course requirements in the MBA program and the grade earned meets the requirement stated below. Such course credits are considered qualified transfer credits. Credit transfer is made by the admission evaluators while conducting the admission evaluation. The following statements apply to qualified transfer credits:

- The SFBU Admissions Office must receive all official transcripts prior to the student's joining a degree program. Without preapproval, transcripts received after the student joins SFBU cannot be used in transferring credits, except for records from the term immediately preceding the student's starting trimester at SFBU. Up to 12 units of courses that have been reviewed and currently approved as part of a formal SFBU articulation/transfer agreement are guaranteed to transfer.
- The student was officially enrolled in the course.
- Courses eligible for transfer will be evaluated based on the comparability in content, quality and rigor of SFBU's courses. The transfer evaluation will include, but is not limited to, course descriptions, course syllabi, and/or general public information. Students may be asked to provide course catalogs or syllabi if needed. Up to 12 units of courses that have been reviewed and currently approved as part of a formal SFBU articulation/transfer agreement are guaranteed to transfer.
- No more than **12 units** of qualified graduate-level course credits may be transferred. Students must take at least 24 units at SFBU.

- Without prior approval, courses for transfer to SFBU may not be completed concurrently at another institution while a student is matriculated in an SFBU degree program.
- The credits contemplated for transfer must be earned at (1) institutions approved by the Bureau for Private Postsecondary Education, (2) public or private institutions of higher learning accredited by an accrediting association recognized by the U. S. Department of Education, or (3) foreign institutions of higher learning. Credits earned at a foreign institution degree must be evaluated by a member of National Association of Credential Evaluation Services (NACES), Association of International Credential Evaluators (AICE), or American Association of Collegiate Registrars and Admissions Officers (AACRAO)'s International Education Services.
- Professional Development Units (PDUs) offered by professional/industry organizations cannot be transferred to SFBU for academic credit.
- Continuing Education Units (CEUs) offered on a non-academic basis by other academic institutions cannot be transferred to SFBU for academic credit.
- Credits transferred at the time of admission evaluation will reduce program length. Credit transferred from any outside institution has no effect on the calculation of the student's GPA or CGPA.
- Credits transferred from any outside institution are excluded from the maximum attempted units for the program.
- Credits transferred, performed at the time of admission evaluation, will reduce the program length. Credit transferred from any outside institution is excluded from the program length and has no effect on the calculation of the student's GPA or CGPA.
- Credits are transferred by the following conversion:
 - a. **Definition of a Trimester Unit:**
One trimester credit hour equals, at a minimum, 15 contact classroom hours of lecture, 30 contact hours of laboratory, or 45 contact hours of practicum.
 - b. **Conversion Factor:**
1 quarter unit = **0.66** trimester unit
- **Grades Required for Transfer Credit**
In the master's degree programs, qualified courses completed with an equivalency of a letter grade of "B" or better are transferable. Courses completed with Pass/No Pass are not transferable unless the transcript states that the general grading policy is not based on letter grades. This policy must be in writing from the institution (transcript key or a letter of verification).

- **Transfer of Credit from SFBU's Graduate Certificate in Business Management**

Graduate course credit earned in the GCM is transferable to meet the student's MBA graduation requirements if transferred within 7-years of completing the GCM.

- **Proficiency Exams:** A student may be required to **demonstrate proficiency in an undergraduate background subject taken more than ten years prior to application** with SFBU by successful completion of a **proficiency examination**.

- ❑ **Experiential Learning**

SFBU does not award credit for prior experiential learning.

- **Access to Computers**

Students in the MBA program are expected to have access to computers upon which they will install various software packages, applications, microphones, cameras, connect to cloud applications, and implement course assignments. Students should expect some courses may require software use/licensing fees comparable to the cost of a classic textbook. Example computer uses include; a web server, a relational database, the Python/JavaScript/PHP programming language, making a business web site, creating analytical models, performing statistics on data sets, use for oral presentations, downloading of course materials and project templates, uploading of assignments, accessing the student portal and course learning management systems, use of cloud based applications, virtual office meetings with the professor, delivery of student services, interaction with the administration and staff, etc. For interactive online classroom meetings and group video conferencing, the recommended bandwidth is ≥ 3 Mbps in both the upstream and downstream directions. Remote students are expected to have their web cameras on during any interactive online virtual class meeting and during exams. For individual peer-to-peer video conferencing 1 Mbps is the recommended minimum bandwidth. For an improved video experience, use of a wired-connection/adaptor can reduce interaction latency and the number of dropped packets compared to a WiFi connection.

- **Tuition**

Tuition is charged per unit. Tuition for courses taken to fulfill the master's degree requirement is **\$450.00 per unit**.

- ❑ **Tuition per Unit for Courses Audited**

For courses audited (without earning credit), the tuition is half the regular unit rate. Not all courses can be taken with "audit" status.

- ❑ **Estimated Total Charges for On-time Completion of Entire Educational Program**

- Tuition: \$16,200
 - Fees: \$1,600
 - Graduation Petition Fee: \$300
 - Textbooks & Software Costs: \$1,800
 - Health Insurance Premium: \$1,980

- **MBA: \$21,880**

Please note that this estimate includes tuition, fees, textbooks costs, and health insurance premium, which is subject to change. All students are required to pay current rates for tuition and fees each trimester. Additional fees may apply, depending on the services requested (see Tuition and Fee section). The cost of course material including textbooks and course related software is estimated to be approximately \$150 per course. The actual cost of course materials can vary significantly from course to course.

- **Graduation Requirements**

The Master of Business Administration degree program requires a minimum of **36 units of graduate-level courses**. The MBA degree program requires coursework in the following categories:

1. Core Required Courses,
2. Major Courses Selectable from a Pool,
3. Electives, and
4. A Required Capstone Course.

The following are required for graduation:

- Maintain a grade of C or better for all courses taken towards the degree requirements,

- Maintain an overall G.P.A. of 3.0 or better,
- Maintain good standing with the University – with clear financial, library, and other school records,
- The student is approved to graduate after filing a petition for graduation.

◆ **Capstone Course**

The Business Capstone Course (BUS595) is intended to integrate the knowledge and skills that the student has acquired from the courses taken in the program. The capstone course instructor determines the course objectives and scope based on the program curriculum and business trend. With this learning experience, the student is prepared to pursue his/her career in the changing global business arena.

The student shall take the capstone course near the end of his/her program of study.

◆ **Career Planning**

Students are encouraged to gain real-world experience by engaging in curricular practicum training (internship) when applicable. For career planning, students meet one-on-one with the Career Center staff in their first term of enrollment. Students learn to prepare their resumes and participate in job searches and other activities. The students may utilize the online eCareer Center from their portal for job listing and off-campus job fairs.

The following is the description of the MBA degree program, with a statement of its objectives, the background preparation required, and the program curriculum.

● **Master of Business Administration (MBA)**

Program Objective: The objective of the program is to provide aspiring leaders a broad base of field-proven interdisciplinary business concepts in management, marketing, human resources, finance, analytics, and technology that will enable them to launch their professional careers to the next level. Program graduates will have acquired the flexibility of thought to make wise decisions in today's complex, diverse, multicultural, and global business settings.

MBA Concentrations:

The MBA program offers three concentration choices. Choosing a concentration is not required.

Marketing Management Concentration: Students who complete their MBA with 12 units or more of Marketing (MKT, SOC) specialization may request the Registrar's office to have their transcripts and printed diploma marked with "Concentration in Marketing Management."

Management Concentration: Students who complete their MBA with 12 units or more of Management, Green Business Management, and/or Human Resource Management (MGT, GBM, HRM, SOC) specialization (excluding MGT530 and HRM531 core required courses) may request the Registrar's office to have their transcripts and printed diploma marked with "Concentration in Management."

Business Analytics Concentration: Students who complete their MBA with 12 units or more of Business Analytics (BAN, including MGT460/L) specialization may request the Registrar's office to have their transcripts and printed diploma marked with "Concentration in Business Analytics."

An approved concentration will appear on the student's official transcript and printed diploma. If no concentration is selected the transcript will show MBA without any concentration notation.

Students may have only one formal concentration.

Concentrations are open to both on-campus classroom and distance learning modality students.

Courses counting towards the concentration unit requirement may be taken as either Major or Electives. Required Core courses and the Capstone course do not count towards a concentration.

Students are advised to complete the 12-units applicable to their concentration before meeting with the Registrar's Office to formally request their desired concentration. Due to logistics and diploma printing time requirements spanning multiple months, last minute concentration requests and changes may not be approved at the discretion of the Registrar's Office.

Program Learning Outcomes: Graduating students are expected to demonstrate the following program learning outcomes –

Written Communication - In a contextually appropriate manner, write strategic business plans and tactical implementation plans.

Oral Communication - In a business setting, craft and deliver compelling messages, based on logic and variety of supporting materials.

Quantitative Reasoning - Convert relevant information into insightful mathematical portrayals and apply across a wide range of business situations.

Information Literacy - Determine, acquire, and analyze data needed from multiple sources in order to create recommendations for complex business situations.

Critical Thinking - Methodically solve multi-criteria business and managerial problems.

Specialized Knowledge - Synthesize concepts in management, finance, accounting, and marketing to resolve complex business challenges.

Background Recommendations

Students admitted into the MBA degree program are required to have proper background for taking graduate level coursework. English proficiency is required. Refer to the section on “English Proficiency Requirement” in the chapter “Admission Policies” for details.

For students who lack college level mathematics, statistics (preferred), business math, or the equivalent it is recommended that they take SFBU course BAN460G Introduction to Business Analytics (3 units). BAN460G is considered an elective in the MBA program.

For students who lack professional career experience or a career planning course such as P450 or the equivalent, it is recommended that they take SFBU course P450G Career Development (1 unit). P450G is considered an elective in the MBA program.

MBA Curriculum

A minimum of **36 trimester units of graduate study** are required for the MBA program. The MBA curriculum includes coursework in the following categories: Core Required Courses, Major Required Courses, Elective Courses, and a Capstone Course. A number of areas of interest are shown in the section of Major Requirements; each is listed with a cluster of courses. Students taking courses in an area of interest will gain in-depth knowledge and skills in the corresponding business professional field. Additionally, taking courses in an area of interest can be beneficial to the student for career planning. The student must meet prerequisite/corequisite requirements when taking any course.

I. Core Required Courses (9 units)

The following required courses provide a knowledge base of interdisciplinary business theories and techniques.

FIN501	Financial Management
HRM531	Human Resource Management
MGT530	Logistics and Operations Management

II. Major Courses Selectable from a Pool (12 units)

Beyond Core Requirements, the student is required to take at least 12 units of 500 level business (major) coursework. Although not required, the student has the opportunity to select a concentration or an area of interest and take courses in the chosen area to meet the major requirements. Taking a sufficient number of courses in a concentration or an area of interest is beneficial to the student for entering the corresponding business profession.

Concentrations (Optional)

Management:

MGT450G	Organizational Behavior and Management
MGT451G	Project Management
MGT460G	Production and Operations Management
MGT460LG	Production and Operations Management Lab
MGT480G	Entrepreneurship
MGT500	Risk Management
MGT501	Agile Project Management
MGT540	Management of Innovation
MGT542	Technology and Product Management
MGT550	Global Outsourcing Project Management
GBM500	Green Business Management
HRM532	Strategic Workforce Planning
SOC450G	Emotional Intelligence
SOC501	Emotional Intelligence Essentials

Marketing:

MKT450G	Marketing Management
MKT541	Strategic Marketing
MKT542	Global Marketing
MKT545	Global Trade and Operations
MKT550	Consumer and Buyer Behavior
MKT551	Sales Management
MKT552	Brand Management and Marketing
MKT553	Digital Marketing and Social Media
MKT554	Search Engine Optimization (SEO)
SOC450G	Emotional Intelligence
SOC501	Emotional Intelligence Essentials

Business Analytics:

BAN455G	Server-Side Data Processing Using Python/PHP
BAN460G	Introduction to Business Analytics
BAN460LG	Introduction to Business Analytics Lab
BAN470G	Introduction to Machine Learning Based Prediction Modeling and Forecasting

BAN501	Quantitative Methods for Business
BAN520	Business Analytics for Dashboards
BAN524	Intermediate Business Analytics
BAN572	Process Management for Analytics
BAN589	Special Topics on Analytics, Strategy, and Applied Information
MGT501	Agile Project Management
MGT460G	Production and Operations Management
MGT460LG	Production and Operations Management Lab

Areas of Interest

Finance:

FIN501	Financial Management (Required Core Course)
FIN510	Investment Analysis
FIN512	Financial Risk Management
FIN522	International Trade and Investment
FIN568	Corporate Finance
FIN580	Portfolio Management
FIN585	International Finance

Accounting:

ACC450G	Cost Accounting
ACC451G	Intermediate Accounting - I
ACC452G	Intermediate Accounting – II
ACC490G	Introduction to Taxation
ACC501	Advanced Accounting
ACC512	Federal Taxation of Business Enterprises
ACC530	Auditing

MBA students who are considering a future career as a Certified Public Accountant (CPA) should; seek additional advising, study the California Board of Accountancy's (CBA – www.dca.ca.gov/cba/) numerous requirements, and from the start of their studies focus where possible **all** core and elective choices towards meeting the CBA's numerous academic requirements. The CBA requires substantial additional academic education and professional training outside the scope of the MBA program.

Unlike concentrations, areas of interest are informal and are not shown on a student's transcript or printed diploma.

Note: Emotional Intelligence courses SOC501 (1 unit) Emotional Intelligence Essentials and SOC450G (3 units) Emotional Intelligence are considered major pool courses and are also acceptable to be taken as electives. Emotional Intelligence (EI / EQ) is essential for successfully managing and controlling interpersonal relations, and therefore helpful to those aspiring to management positions.

III. Electives (12 units)

The student may elect any graduate-level courses (courses numbered 4xxG, 5xx) to meet the Electives requirement. Free electives may include courses from the School of Business, the School of Engineering, CPT, Career Development, and courses transferred in.

Curricular Practicum: When applicable, the student may take curricular practicum courses (CPT501 or CPT502) and engage in practical training to work on company projects that are directly related to the

student's course of study. The student must observe the rules required for taking the practicum courses. No more than 6 units of practicum coursework may be counted towards graduation.

Career Development: P450G Career Development (1 unit)

This course is designed for students to take in preparation for becoming working professionals. Topics include effective communication strategies, emotional intelligence, diversity and cultural awareness, professional behavior, and interview skills.

IV. Required Capstone Course (3 units)
(A required subject)

Upon completing most of the coursework for this program, the student is required to take the capstone course and, under the guidance of the course instructor, integrate the knowledge and skills learned from all of the courses taken during the program.

BUS595 Business Capstone Course

Illustrative Advising Road Map MBA/Suggested Study Plan Course Sequence:

Course Numbers: Courses numbered from 450G to 499G are cross-listed specialized courses taken for graduate-level credits; courses numbered in the 500s and above are graduate level courses. Advisory: Students should expect graduate level 4xxG courses to have noticeably higher-level assignments compared to 4xx undergraduate workloads. Cross-listed specialized courses and graduate-level courses are to meet the graduation requirements. Prerequisites must be met before taking a course. Corequisites may be taken at the same time the course is taken.

Note: If a new graduate business student took accounting or business law courses in foreign a country and desires to professionally work in areas requiring detailed American accounting or law knowledge then they are strongly advised to take the equivalent top area American courses.

Degree Maps are guides for outlining a pathway towards degree completion. They each showcase one way but not the only way to complete a degree.

The 3 trimester (approximately 1 calendar year) and 4 trimester (approximately 1.3 calendar years) road maps below are advising tools that outline pathways that students may wish to consider for completing the 36 trimester unit MBA requirement for graduation.

Table #A: The "Typical" illustrative study plan showcases a 4 trimester schedule with 9 unit course load pace. Student study plans incorporating summer breaks, lighter course loads, repeated courses, and scheduling congestion should expect to take upwards of two or more years to complete. Student study plans incorporating summer breaks, lighter course loads, repeated courses, and scheduling congestion should expect to take upwards of two or more years to complete.

Table #B: The "Fast" sequencing (12 unit course load) has been highly optimized to reduce the elapsed calendar time needed to complete the MBA degree program. It showcases a schedule of 3 trimesters (approximately 1 calendar year including summer terms).

When developing their study plans students should use the program maps in consultation with their advisors and the School of Business to identify any additional requirements (such as grade minimums) that may affect them.

First, it is recommended that students target scheduling flexibility at the end of their study plan by prioritizing program requirements early on, followed by taking most of their free electives towards the end of their studies.

Second, it is recommended that strong MBA students plan for a target a fast course load of 12 units per trimester to prioritize first the reduction of elapsed calendar time. Reducing the elapsed calendar time will

both reduce associated living costs and pull forward the rewards of potential employment opportunities. Graduate students need to take a minimum 9-unit course load to maintain a full-time status. Students may take courses during the Summer trimester to reduce the elapsed calendar time needed for degree completion.

Third, SFBU undergraduate students planning on directly progressing into the MBA program immediately upon graduation are advised to acquire up to 12 units of graduate level (4xxG or 5xx) course work in their undergraduate course load, excluding Business Capstone (BUS595). Courses registered for graduate level credit are priced at the graduate fee level. Courses registered for undergraduate level credit are priced at the undergraduate level. Up to 12 units of graduate level work from either the School of Business or the School of Engineering may be counted in the MBA program. The result of direct progression can be considerable time savings to the student. The undergraduate student will need to meet the admissions criteria for the MBA program, including CGPA requirements.

Students are expected to review their study plan each trimester, because not all courses are offered every term. It is recommended that students meet with their advisors for compliance with requirements and scheduling optimization.

Students transferring credit into the MBA program are issued a customized study plan during the admissions process.

C = Core Required Courses

M = Major Courses Selectable from a Pool

R = Required courses

E = Free Electives

Figure 1 Illustrative Typical MBA Degree Map

Table A Illustrative Typical Road Degree MBA / 36 min Units Required
Suggested Course Sequence

C = Core Required Courses
M = Major Courses Selectable from a Pool
R = Required
E = Free Elective

Trimester 1	Fall		Units	Trimester 2	Spring		Units
FIN501	Financial Management	C	3	BAN470G	Introduction to Machine Learning Based Prediction Modeling and Forecasting	E	3
MGT530	Logistics and Operations Management	C	3	MGT501	Agile Project Management	M	3
HRM531	Human Resource Management	C	3	FIN510	Investment Analysis	M	3
9	Cumulative/Current Units		9	18	Cumulative/Current Units		9

Trimester 3	Summer		Units	Trimester 4	Fall		Units
MGT500	Risk Management	M	3	BAN460G	Introduction to Business Analytics	E	3
MGT451G	Project Management	E	3	MGT480G	Entrepreneurship	E	3
BUS595	Business Capstone	R	3	MGT538	International Business Management	M	3
27	Cumulative/Current Units		9	36	Cumulative/Current Units		9

36 units = 9 Core Required + 12 Major Selectable Pool + 12 Free Electives + 3 Business Capstone

Figure 2 Illustrative Fast MBA Degree Map

**Table B Illustrative Fast Degree Map
MBA / Suggested Course
Sequence**

36 min Units Required
C = Core Required Courses
M = Major Courses Selectable from a Pool
R = Required
E = Free Elective

Trimester 1	Fall		Units	Trimester 2	Spring		Units
FIN501	Financial Management	C	3	BAN470G	Introduction to Machine Learning Based Prediction Modeling and Forecasting	E	3
BAN460G	Introduction to Business Analytics	E	3	MGT501	Agile Project Management	M	3
MGT530	Logistics and Operations Management	C	3	MGT542	Technology and Product Management	M	3
HRM531	Human Resource Management	C	3	FIN510	Investment Analysis	M	3
12	Cumulative/Current Units		12	24	Cumulative/Current Units		12

Trimester 3	Summer		Units
MGT500	Risk Management	M	3
MGT451G	Project Management	E	3
MGT450G	Organizational Behavior and Management	E	3
BUS595	Business Capstone	R	3
36	Cumulative/Current Units		12

36 units = 9 Core Required + 12 Major Selectable Pool + 12 Free Electives + 3 Business Capstone

● Course Descriptions

Master of Business Administration Degree Program

School of Business Administration and Information Technology

Course No.	Description
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450G-499G Cross-listed specialized courses taken for graduate level credits

500-599 Graduate level courses

ACC **Accounting,**

BAN **Business Analytics,**

BLAW Business Law,

BUS Business,

CPT **Curricular Practicum,**

FIN **Finance,**

GBM Green Business Management,

HRM Human Resource Management,

MGT Management,

MKT Marketing,

ACC451LG Intermediate Accounting - I Lab (1 unit)

Upon completing this practical lab, students will be able to handle complex accounting situations using real-world examples from the accounting topics covered in ACC451. During class meetings, students will interact with specific issues such as multi-year accrual recognition of delayed revenues, in-depth study of current assets, and determine how to address them both theoretically and in the finer details of recording. Students may have to modify their accounting software configuration in order to properly reflect the given issue according to their accounting needs.

Prerequisite/Corequisite: **ACC120L or ACC450 or ACC451 or Equivalent**

ACC452G Intermediate Accounting - II (3 units)

This course is a continuation of Intermediate Accounting - I. Subject matter includes current and long-term liabilities, stockholders' equity, investments, pension and post-retirement benefits, leases and cash flow statements.

Prerequisite/Corequisite: **ACC451 or Equivalent**

ACC490G Introduction to Taxation (3 units)

This course covers taxation concepts applied to individual's income, deductions, credits, property transactions, and tax accounting methods. An understanding of the concepts will enable students to prepare quality individual income tax returns as a professional. The course will also cover taxation rules governing financial planning.

Prerequisite/Corequisite: **Upper Division/Graduate Level Status**

ACC501 Advanced Accounting (3 units)

This course is designed for accounting graduate students who want to have a complete understanding of the concept of consolidation requirements, consolidated financial statements, and accounting techniques relating to particular types of business and non-business entities. The student will also explore various tax aspects of consolidated financial statements and participate in case studies.

Prerequisite/Corequisite: **ACC451 or ACC452 or Equivalent**

ACC512 Federal Taxation of Business Enterprise (3 units)

This course is designed to give students an understanding of the concepts of federal taxation of corporations, partnerships, estates and trusts. An understanding of the concepts will enable students to prepare corporation and partnership tax returns in a professional environment. Also covered are rules governing estates and trusts.

Prerequisite/Corequisite: **Upper Division/Graduate Level Status**

ACC530 Auditing (3 units)

In this course, students learn auditing techniques, procedures, practice and programs based on United States generally accepted accounting principles; students will learn best practices for working documents preparation and report writing.

Prerequisite/Corequisite: **ACC451 or ACC452 or ACC501 or Equivalent**

Business Analytics

BAN455G Server-Side Data Processing Using Python/PHP (3 units)

After completing this course students will be able to implement industrial scale business algorithms, process complex data sets and business models with active code to powerful backend analytics and relational database engines. Students will learn how to add smart logic and information passing connections using server-side languages/scripts such as Python or PHP. Students are expected to have access to a computer or cloud account upon which they will install a web server, database, instructor determined Python or PHP for the programming language.

Recommendation: **A working knowledge of HTML and a procedural programming language is recommended.**

BAN460G Introduction to Business Analytics (3 units)

This course teaches the basics of business analytics. The students learn to use popular data analysis tools to analyze business data for the purpose of understanding business trends, making business forecast, and improving organization's decision making and business strategies.

BAN460LG Introduction to Business Analytics Lab (1 unit)

This course is designed to be taken with the course BAN460 Introduction to Business Analytics. The students gain hands-on experience with business analytics. The students learn to use popular data analysis tools.

BAN470G Introduction to Machine Learning Based Prediction Modeling and Forecasting (3 units)

Students will gain a working knowledge of applying machine learning to real world business prediction, forecasting, and decision making. After an introduction to the history and theory of machine learning, students will then learn how

to compare and contrast the benefits of various models and select the best models for the task at hand, identify and import the appropriate data, remove data anomalies, train their models, modify and optimize their models for improved results or execution speed, perform final discrepancy analysis, and make a recommendation based on their model's predictions to decision makers.

Prerequisite: **MATH208, or BAN199, or Equivalent, or a Computer Science Course In; Artificial Intelligence, Machine Learning, Data Science, or Algorithms**

BAN501 Quantitative Methods for Business (3 units)

This course is designed to introduce students to contemporary business decision-making methodologies and develop the students' ability to analyze complex systems. Quantitative methods of management science and operations research using quantitative analysis are the focus of this course. The students learn to evaluate models from real-world examples as well as techniques to analyze and solve the problems. Students also learn to use quantitative analysis software, critically evaluate the results, and perform sensitivity analysis.

Preparation Recommendation: **BAN460, College Level Math, or Equivalent**

BAN520 Business Analytics for Dashboards (3 units)

This course will teach you how to display data analysis results in dashboards. You will learn how to design and build dashboards, as well as the data visualizations to be displayed in them, using a leading analytics tool. You will learn how to present data, using charts and other types of visualizations, in the most effective way by following the best practices for data visualization and dashboards. The assignments and project will enable you to design, develop, and modify visualizations and dashboards. Out-of-class activities include reading assignments, case study analysis, and the project.

Prerequisite/Corequisite: **Upper Division/Graduate Level Status**

BAN524 Intermediate Business Analytics (3 units)

This course is designed to teach business analytics as applied by enterprises to utilize tools to make business data analysis in order to make business strategies and decisions for improving business performance. The students will learn the foundations of business analytics, tools and methods of data analysis, major models and application techniques used to achieve the purpose of making business decisions. The course will also introduce analytics trend by discussing the emerging role of big data and big analytics. Hands-on exercises are required.

BAN572 Process Management for Analytics (3 units)

Students in this course will learn how to design and implement a self-service analytics (SSA) business process pipeline to increase productivity and become self-sufficient for their reporting and analytics needs. They will gain the ability to make optimal trade-offs among various computer technologies using a ranking and selection methodology. Students will be able to apply their SSA pipeline to solve business challenges at the enterprise level.

BAN589 Special Topics on Analytics, Strategy, and Applied Information (3 units)

Special topics courses are offered by current faculty members or invited guest speakers to expose the students to emerging best practices and innovative technologies that apply data science to solve business challenges. Including such topics as; machine learning, optimization methods, computer algorithms, probability and stochastic models, information economics, logistics, strategy, consumer behavior, marketing, and visual analytics. These courses are conducted the same way as regular courses.

Prerequisite/Corequisite: **Subject Dependent**

Business

BUS450G Professional and Technical Writing (3 units)

This course presents students with practical instructions about communicating in different kinds of academic and workplace environments, as well as professional/technical communities. Students will learn how to organize and produce common professional writing work, such as technical reports, white papers, proposals, theses, and resumes. The course also covers different forms of effective writing, writing styles, approaches, formats, and citation of referenced materials.

Prerequisite: **ENGL101 or Equivalent**

BUS589 Special Topics (3 units)

Special topics courses are offered by current faculty members or invited guest speakers to expose the students to emerging business topics. These courses are conducted the same way as regular courses.

Prerequisite/Corequisite: **Subject Dependent**

BUS595 Business Capstone Course (3 units) - Required

The capstone course is intended to integrate the knowledge and hands-on experience that the student has acquired from the foundation, core, and elective coursework required for the program in the course under the guidance of the course instructor. The instructor determines the course objectives and scope based on the business curriculum and trends. The instructor guides the students to develop their integration ability. The student shall take the capstone course near the end of his/her program of study.

Prerequisite/Corequisite: 24 or more units completed in the related graduate business program

Curricular Practicum**CPT501 Curricular Practicum (1 unit)**

Curricular practicum, or curricular practical training, is a supervised practical experience that is the application of previously studied theory. The curricular practicum must provide students a valuable learning experience and must significantly increase their knowledge in their program of study. It is defined as alternative work/study, internship, cooperative education, or any other type of required internship or practicum that is offered by sponsoring employers through cooperative agreements with the school and the course is an integral part of an established curriculum. At least three hours of work in a practical setting has the credit equivalency of one hour of classroom lecture (1 unit). To be eligible to take this course, the student must have obtained a written agreement that outlines the arrangement between the institution and the practicum site (including specific learning objectives, course requirements, and evaluation criteria), and received approval by a designated advisor. F-1 International students must follow additional rules required by the U.S. Immigration and Customs Enforcement. Information and instructions concerning this course are provided in the online application form. This is a part-time practicum course taken by the graduate student to work no more than twenty hours each week during the approved practicum period. Failure in this course will prevent the student from taking any curricular practicum course afterwards.

Prerequisite: Refer to the instructions on the application and agreement documents.

CPT502 Curricular Practicum (2 units)

Curricular practicum, or curricular practical training, is a supervised practical experience that is the application of previously studied theory. The curricular practicum must provide students a valuable learning experience and must significantly increase their knowledge in their program of study. It is defined as alternative work/study, internship, cooperative education, or any other type of required internship or practicum that is offered by sponsoring employers through cooperative agreements with the school and the course is an integral part of an established curriculum. At least three hours of work in a practical setting has the credit equivalency of one hour of classroom lecture (1 unit). To be eligible to take this course, the student must have obtained a written agreement that outlines the arrangement between the institution and the practicum site (including specific learning objectives, course requirements, and evaluation criteria), and received approval by a designated advisor. F-1 International students must follow additional rules required by the U.S. Immigration and Customs Enforcement. Information and instructions concerning this course are provided in the online application form. This is a full-time practicum course taken by the graduate student to work more than twenty hours but not to exceed forty hours each week during the approved practicum period. Failure in this course will prevent the student from taking any curricular practicum course afterwards.

Prerequisite: Refer to the instructions on the application and agreement documents.

Finance**FIN501 Financial Management (3 units) - Required**

This course is designed to introduce modern financial theories, tools, and methods used for the analysis of financial problems. The point of view of corporate financial managers will be taken to interact with efficient capital markets. Therefore, while making the best use of constrained resources is necessary, maximizing shareholders' equity is also vitally important. The primary focus is on analysis and forecast of internal operations and the use of short-term and long-term capital.

FIN510 Investment Analysis (3 units)

This course covers the foundations of investment management. Topics include theory and empirical evidence related to portfolio theory, market efficiency, asset pricing models, factor models, and option pricing theory. Students are expected to create optimal investment strategies.

FIN512 Financial Risk Management (3 units)

This course is designed to further introduce modern financial theories, tools, and methods in dealing with financial risks. Financial risk management has become an extremely important discipline for corporations, financial institutions, and many government enterprises, particularly in challenging economic times.

Prerequisite/Corequisite: FIN501, or FIN510, or Equivalent

FIN522 International Trade and Investment (3 units)

This course covers the theories of international trade, through comparative advantage and related corporate strategies, the impacts of emerging regional economic blocks, the institutions of the multilateral trading system, and trade barriers. Students will learn the mechanics of international payment, shipping, and distribution.

FIN568 Corporate Finance (3 units)

This course belongs to the accounting/finance area of interest. The first part of the course covers essential corporate finance subjects including executive compensation, corporate governance, and bankruptcy law. Lectures, discussions, and case studies will be the form used for this part of study. The second part of the course consists of discussions of corporate financing such as mergers, acquisitions, valuations; corporate restructuring, LBOs, MBOs, and merchant banking.

Prerequisite/Corequisite: FIN501, or FIN510, or Equivalent

FIN580 Portfolio Management (3 units)

This course teaches advanced portfolio decision making. Topics include index models, portfolio performance measures, bond portfolio management and interest immunization, stock market anomalies and market efficiency.

Prerequisite/Corequisite: FIN501, or FIN510, or Equivalent

FIN585 International Finance (3 units)

This course prepares the students for a career in international finance. The course discusses the financial environment in which the multinational firm and its managers must function. The course focuses on foreign exchange management and financial management in a multinational firm. It points out to the students the basic principles of profit-seeking and risk avoidance practices in the volatile global financial markets.

Prerequisite/Corequisite: FIN501, or FIN510, or Equivalent

Green Business Management**GBM500 Green Business Management (3 units)**

This course aims to provide the student an understanding of the mounting demand for business management practices to create not just financial value but to effectively respond as well to the environmental sustainability and social responsibility concerns of society. It will provide the student familiarity of the “best practices” of businesses in responding to this demand to create “sustainable value” and an understanding of the basic principles behind these practices. The course will also develop in the student an appreciation and a sense of commitment to practice “greener” business management practices in their future professional careers.

Human Resource Management**HRM531 Human Resource Management (3 units) - Required**

This course provides students and practicing managers with a comprehensive overview of essential personnel management concepts and techniques. The focus is on essential topics such as job analysis, candidate screening, interviewing, testing, hiring, evaluating, training, motivating, promoting, compensating and their associated legal constraints. Additional topics covered include global HR, diversity awareness and training, and sexual harassment legal requirements. Practical applications such as how to appraise performance and benefits and handle grievances are explored. Additionally, developing independent work teams that foster creativity and innovation will be discussed.

HRM532 Strategic Workforce Planning (3 units)

This course begins with the discussion of the need for manpower planning and gives samples of plans developed for various types of organizations such as manufacturing, high-tech, small business, etc. This course would give students an opportunity to learn about and develop a manpower plan which is part of the business plan and also an ongoing dynamic document developed as a part of the strategic planning component of the organization. It also has to do with scheduling, rosters and succession planning which is a process of identifying a long-term plan for the orderly replacement of key employees. The course also explores cases of developing a manpower plan including developing

a Gap Analysis to determine manpower needs and budgeting for the manpower needs. Developing new HR manpower configurations such as self-managed teams, telecommuting, outsourcing, temps-to-hire and other methods to make companies more flexible and offer economical solutions to the high cost of knowledge workers. The course includes case studies and actual writing of several manpower plans for various sizes of organizations.

Management

MGT450G Organizational Behavior and Management (3 units)

This course explores the complex dimension of organizational behavior including examination of experiential and conceptual approaches to communication, self-awareness, perception, motivation, problem solving and culture. Students apply interpersonal and intrapersonal exploration to the management of change, leadership theories and organizational issues.

MGT451G Project Management (3 units)

This course introduces the principles of project and program management, the roles of project management, matrix organization in both private and public segments, and project management techniques leading to the efficient execution and completion of projects. Proposal development, case studies, and independent projects are required.

MGT460G Production and Operations Management (3 units)

This course balances theory and practice of Production and Operations Management, covering quantitative, qualitative, and behavioral aspects. Students will learn how to identify and apply strategies, business process design principles, and quantitative techniques. This knowledge will then be applied to optimize business operations, enhance efficiency, and improve competitiveness. Students will develop quantitative models and use software tools such as Microsoft Excel Analysis ToolPak and Solver to create solutions for multivariate operational constraints. Typical control cases include service and product design choices, sales forecasting, scheduling, metrics for production/inventory control, statistical quality control, and logistical constraints.

MGT460LG Production and Operations Management Lab (1 unit)

During this hands-on lab course students will learn software-based techniques to solve various time, labor, material, forecasting, capacity, take control of the conversion process from inputs to outputs, and costs optimizations in classic production planning and operations scenarios. Students will be expected to develop their own mathematical models, transform their models into software-based implementations and then determine the optimized best fit business solution. Students should be comfortable with or refresh themselves on solving multivariate simultaneous equations before the first class meeting. Students should be comfortable installing software on their machines and/or using cloud-based services.

MGT480G Entrepreneurship (3 units)

This course explores the full range of the entrepreneurial process including the evaluation, development, and creation of a successful business. It will help the potential entrepreneurs and professionals visualize and experience entrepreneurial development. The course explores the entrepreneurial approach to resources such as the development of an organizational structure, market analysis, financing entrepreneurial ventures, and screening venture opportunities. Individuals will experiment and evaluate what it takes to be an entrepreneur including developing the plan for a new business.

MGT500 Risk Management (3 units)

This course is designed to teach the students risk management concepts, process, strategy making and implementation in a corporate environment. Topics covered include the nature and concept of risks, risk management structure and process flow, information and gathering techniques, data analysis methodology and tools, and risk management techniques. Case studies and a project are required.

MGT501 Agile Project Management (3 units)

Agility in management has been a hallmark factor behind many Silicon Valley success stories. The Scrum based agile approach stands in stark contrast to traditional approaches which rely on slow bureaucratic and paperwork heavy planning approaches. After introducing Scrum, students will master Scrum's adaptive principles, plus its iterative and incremental methodologies and learn how to apply them from small projects to large programs. Students as project managers will learn how to create "user stories", apply multiple estimation techniques, pivot appropriately to changing requirements, enhance customer collaborations, measure progress, measure value, reduce costs, and ensure technical excellence. Course knowledge areas also include: Sprints, multilevel planning, estimation and velocity, product functionality backlog, and the different team member roles of; Scrum Master, Product Owner, and Development Team

Member. To provide students additional theoretical depth throughout the course classical and alternative project management frameworks will be contrasted and tradeoffs compared.

MGT530 Logistics and Operations Management (3 units) - Required

The field of Logistics and Operations Management optimizes the management of continuous activities of the processes of production, warehousing, transportation of goods, and the delivery of services. The combination of E-commerce and Globalization has created many challenges with new behaviors, increased product variety, advancement in technology, and deep integration with other functional areas of the business (sales, marketing, finance, etc.). In this course, students will learn how to use quantitative based analytical techniques to make Logistics and Operations decisions.

MGT538 International Business Management (3 units)

Students will begin by appraising and deconstructing the environment of international business by examining economic, financial, political, and cultural aspects of global trade. Next students will learn how to assess and critique global organizational design and international business management techniques for various situations. After examining business practices and opportunities in various regions around the world students will prepare a country screening analysis, or similar project, as a way to apply their knowledge of strategic international business management concepts to real-world situations.

MGT540 Management of Innovation (3 units)

This course is designed to equip the students with the knowledge and management skills to address the needs of new and innovative enterprises in a changing and uncertain environment. Topics include technology forecasting and assessment, program or product selection and control, market development, financial management, and regulations and ethics.

MGT542 Technology and Product Management (3 units)

This course is designed to give students a practical experience in product development, and focuses on the management of engineering and technology activities. Topics include technology product design, planning, production, marketing, sales, and maintenance; technological product life cycle from research and development through new product introduction, marketing requirement documentation (MRD), product positioning, channel inventory management, outbound communications, and the organizational role of the product marketing manager. Case studies and project presentations are required.

MGT550 Global Outsourcing Project Management (3 units)

Global outsourcing management is becoming one of the most important new management fields in this highly competitive 21st century global economy. In this course the students will learn the important issues related to global outsourcing management as well as the actual implementation mechanism for a successful global outsourcing management business. Throughout the course, cross-cultural and cross-border considerations and diversity management skills will be heavily emphasized. Case studies will be made on successful and failed global outsourcing projects or businesses. It will be easy for the students to connect to this subject due to Silicon Valley's business climate.

Prerequisite/Corequisite: **MGT451, or MGT501, or MGT538, or Equivalent**

Marketing

MKT450G Marketing Management (3 units)

This course studies marketing management by analyzing real-world cases. Students will learn to implement and execute the marketing process through situation assessment, strategy formulation, marketing planning, marketing implementation and evaluation.

MKT541 Strategic Marketing (3 units)

This course will teach the students fundamental concepts and practices in marketing research and marketing data analysis, and use of the data and financial analysis to set strategic positioning strategies. Emphasis will be on practical marketing research skills development and basic analysis mechanisms leading to strategic marketing. Students will learn both the primary source (such as surveys) as well as secondary sources (internet, publications, etc.) in research techniques. Students will also engage in their own marketing research projects. Although statistical analysis will be covered in the course, quantitative analysis skills will be the main focus. The course also covers an overview of quantitative and qualitative tools for strategic marketing, market segmentation process, strategic positioning, and channel marketing issues. Case studies and marketing requirements reports are required.

MKT542 Global Marketing (3 units)

From an international business perspective students will learn how to develop global marketing strategies involving marketing research, segmentation, and positioning. Students will then incorporate global product policy decisions into a comprehensive market entry plan, or similar project, in order to bring these marketing concepts to life.

MKT545 Global Trade and Operations (3 units)

The course is designed to develop the knowledge and understanding of the global marketing environment and of the concepts, tools, and theory that will prepare the students to take the responsibility for successful global market penetration for his/her business organization. The perspective of the course is managerial, i.e., the ability to identify opportunity, resolve problems, and implement solutions and programs.

MKT550 Consumer and Buyer Behavior (3 units)

Students guided by the instructor will gain insight into the minds of buyers. This course applies modern behavior theory to the complex purchasing decision making processes used by consumers and organizations. Topics include; the psychology of consumption, brand loyalty, group vs individual decision making, intuitive vs rational decision making, etc. After completing this course the student will be able to: Describe key motivations within individual purchasing decisions, explain situational influences on purchasing behavior, explain how purchasing behaviors can be integrated into marketing and sales strategies to improve revenues.

MKT551 Sales Management (3 units)

With a strong focus on selling as a career, this course covers a spectrum of selling strategies, sales force management, strategic/relationship/product selling approaches ownership of the customer relationship, and building customer personas. Additional topics may include forecasting, pricing and negotiation strategies, recruitment, territory assignment, quotas, channel management, etc. After completing this course the student will be able to build and manage a sales team, formulate and implement sales programs, evaluate and control the sales process.

MKT552 Brand Management and Marketing (3 units)

With a focus on corporate branding this course covers building, measuring, and increasing brand equity. Topics include creating brand strategy, branding in the digital era, naming new products, building brand extensions, etc. After completing this course the student will be able to explain the importance of brands to profitability, measure the equity value of a brand, map a brand's competitive market position, and apply brand equity to new business opportunities.

MKT553 Digital Marketing and Social Media (3 units)

Using a robust combination of creativity, critical thinking, data analysis, and project tracking skills students will master digital marketing and social media influence. After completing this course the student will be able to explain in detail the ASCOR Digital Marketing Framework (Assessment phase, Strategy phase, Channel and communication plan, Digital marketing operations, Refinement phase), optimize a firm's online value proposition by aligning its strengths with ever changing market economics, and create a multi-stage digital marketing campaign from the initial activities through final deployment.

MKT554 Search Engine Optimization (SEO) (3 units)

It is critical for your website/blog etc. to be highly ranked to achieve both high quantity and quality traffic. Compared to paid advertising, SEO is a significantly lower cost way to build traffic. Throughout this course, students gain insight into the algorithms and approaches used by search engines and then gain a mastery of common optimization techniques. Web scrapers, indexing, and other related concepts will be part of the classroom discussion. A working knowledge of HTML is assumed. Topics Include: keyword research, selection of keywords, editing of website meta tags, alternatives to Google's search engine, etc.

Professional Development**P450G Career Development (1 unit)**

This course is designed for students to take in preparation for becoming working professionals. Topics include effective communication strategies, emotional intelligence, diversity and cultural awareness, professional behavior, and interview skills.

Social Science**SOC450G Emotional Intelligence (3 units)**

In this course, students will learn about Emotional Intelligence (EQ) and why it is important in their life and career. This is a type of intelligence that unlike IQ can be increased and the benefits of it is apparent in one's life and career.

Knowing yourself is the essence of EQ. Students will learn about themselves by assessing their EQ in the beginning of the class and at the end to see any improvement. In recent years, EQ has become a major indicator of achievement. Students completing this course will have the means to increase and manage their EQ.

SOC501 Emotional Intelligence Essentials (1 unit)

Mastery of Emotional Intelligence (EI) also known as Emotional Quotient (EQ) is essential for successfully managing and controlling interpersonal relations. The first half of this course will focus on enhancing the student's skills at recognizing multi-variate EQ issues in others and in themselves. The second half of this course will focus on improving students' skills for synthesizing appropriate solutions in complex professional and personal relationships.

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