

# Business Administration, Evening/Weekend Masters (EW MBA)

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## Courses

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### EW MBA 200C Leadership Communication 1 Unit

Terms offered: Spring 2015, Fall 2013, Fall 2012

Leadership communication is a workshop in the fundamentals of public speaking in today's business environment. Through prepared and impromptu speeches aimed at moving others to action, peer coaching, and lectures, students will sharpen their authentic and persuasive communication skills, develop critical listening skills, improve abilities to give, receive, and apply feedback, and gain confidence as public speakers.

Leadership Communication: [Read More](#) [+]

#### Hours & Format

#### Fall and/or spring:

4 weeks - 4 hours of lecture per week  
5 weeks - 3.5 hours of lecture per week

#### Additional Details

**Subject/Course Level:** Eve/Wknd Masters in Bus. Adm./Graduate

**Grading:** Letter grade.

Leadership Communication: [Read Less](#) [-]

### EW MBA 200S Data and Decisions 2 Units

Terms offered: Prior to 2007

The objective of this core course is to make students critical consumers of statistical analysis using available software packages. Key concepts include interpretation of regression analysis, model formation and testing, and diagnostic checking.

Data and Decisions: [Read More](#) [+]

#### Hours & Format

**Fall and/or spring:** 7 weeks - 4 hours of lecture and 1.5 hours of discussion per week

#### Additional Details

**Subject/Course Level:** Eve/Wknd Masters in Bus. Adm./Graduate

**Grading:** Letter grade.

Data and Decisions: [Read Less](#) [-]

### EW MBA 201A Economics for Business Decision Making 2 Units

Terms offered: Fall 2015, Fall 2014, Fall 2013

This course uses the tools and concepts of microeconomics to analyze decision problems within a business firm. Particular emphasis is placed on the firm's choice of policies in determining prices, inputs usage, and outputs. The effects of the state of the competitive environment on business policies are also examined.

Economics for Business Decision Making: [Read More](#) [+]

#### Rules & Requirements

**Prerequisites:** E204

#### Hours & Format

#### Fall and/or spring:

7 weeks - 4 hours of lecture per week  
9 weeks - 3.5 hours of lecture per week

#### Additional Details

**Subject/Course Level:** Eve/Wknd Masters in Bus. Adm./Graduate

**Grading:** Letter grade.

**Formerly known as:** Business Administration E201A

Economics for Business Decision Making: [Read Less](#) [-]

### EW MBA 201B Macroeconomics in the Global Economy 2 Units

Terms offered: Spring 2015, Spring 2013, Spring 2012

This course builds on the foundations developed in E201A to develop theories of fiscal policy, monetary policy, and other macro-economic policies. Both the issues and the evidence in connection with these policies will be examined. Other topics covered in the course range from the specifics of the U.S. balance of payments situation to the broader problems associated with economic growth and decay in the world.

Macroeconomics in the Global Economy: [Read More](#) [+]

#### Rules & Requirements

**Prerequisites:** Business Administration E201A

#### Hours & Format

#### Fall and/or spring:

7 weeks - 4 hours of lecture per week  
9 weeks - 3.5 hours of lecture per week

#### Additional Details

**Subject/Course Level:** Eve/Wknd Masters in Bus. Adm./Graduate

**Grading:** Letter grade.

**Formerly known as:** Business Administration E201B

Macroeconomics in the Global Economy: [Read Less](#) [-]

## EW MBA 202 Financial Accounting 2 Units

Terms offered: Spring 2015, Fall 2013, Fall 2011

Published financial reports provide the most important single set of data on modern organizations. This course is designed to provide a working knowledge of accounting measurements which are necessary for a clear understanding of published financial reports.

Financial Accounting: Read More [+]

### Hours & Format

#### Fall and/or spring:

7 weeks - 4 hours of lecture per week

9 weeks - 3.5 hours of lecture per week

### Additional Details

**Subject/Course Level:** Eve/Wknd Masters in Bus. Adm./Graduate

**Grading:** Letter grade.

Financial Accounting: Read Less [-]

## EW MBA 203 Introduction to Finance 2 Units

Terms offered: Spring 2015, Spring 2013, Spring 2012

This course will examine the wide menu of available assets, the institutional structure of U.S. and international financial markets, and the market mechanisms for trading securities. Topics include discounting, capital budgeting, historical behavior of asset returns, and diversification and portfolio theory. Course will also provide introductions to asset pricing theory for primary and derivative assets and to the principles governing corporate financial arrangements and contracting.

Introduction to Finance: Read More [+]

### Hours & Format

#### Fall and/or spring:

7 weeks - 4 hours of lecture per week

9 weeks - 3.5 hours of lecture per week

**Summer:** 8 weeks - 5.5 hours of lecture per week

### Additional Details

**Subject/Course Level:** Eve/Wknd Masters in Bus. Adm./Graduate

**Grading:** Letter grade.

**Formerly known as:** Business Administration E203

Introduction to Finance: Read Less [-]

## EW MBA 204 Operations 2 Units

Terms offered: Fall 2015, Spring 2013, Spring 2012

An introduction to the application of quantitative methods to management decision problems. Topics include linear programming, probability theory, decision analysis, regression and correlation, and time series analysis.

Operations: Read More [+]

### Rules & Requirements

**Prerequisites:** Admission to the program

### Hours & Format

#### Fall and/or spring:

7 weeks - 4 hours of lecture per week

9 weeks - 3.5 hours of lecture per week

### Additional Details

**Subject/Course Level:** Eve/Wknd Masters in Bus. Adm./Graduate

**Grading:** Letter grade.

**Formerly known as:** Business Administration E204

Operations: Read Less [-]

## EW MBA 205 Leading People 2 Units

Terms offered: Fall 2015, Fall 2014, Fall 2013

A survey of knowledge about behavior in and of organizations. Covered will be issues of individual behavior, group functioning, and the actions of organizations in their environments. Problems of work motivation, task design, leadership, communication, organizational design, and innovation will be analyzed from multiple theoretical perspectives. Implications for the management of organizations will be illustrated through examples, cases, and exercises.

Leading People: Read More [+]

### Rules & Requirements

**Prerequisites:** Admission to the program

### Hours & Format

#### Fall and/or spring:

7 weeks - 4 hours of lecture per week

9 weeks - 3.5 hours of lecture per week

### Additional Details

**Subject/Course Level:** Eve/Wknd Masters in Bus. Adm./Graduate

**Grading:** Letter grade.

**Formerly known as:** Business Administration E205

Leading People: Read Less [-]

## EW MBA 205D Business Communication in Diverse Work Environments 1 Unit

Terms offered: Prior to 2007

This course focuses on essential communication skills in the contemporary knowledge economy, where leaders must create sustainable settings for productive interaction among people with very different backgrounds and experiences. To harness this diversity, leaders must be adept at having difficult conversations, managing conflict, debating effectively, providing and receiving feedback, mitigating problems associated with stereotypes and biases, and identifying and addressing structural sources of inequity. Students will develop their critical thinking on topics such as identity, relationships across differences, and equality of opportunity and improve their ability to create, work within, and lead diverse teams and global organizations.

Business Communication in Diverse Work Environments: Read More [+]

### Hours & Format

#### Fall and/or spring:

5 weeks - 3 hours of lecture per week

15 weeks - 1 hour of lecture per week

### Additional Details

**Subject/Course Level:** Eve/Wknd Masters in Bus. Adm./Graduate

**Grading:** Letter grade.

Business Communication in Diverse Work Environments: Read Less [-]

## EW MBA 205L Leadership 1 Unit

Terms offered: Spring 2009, Spring 2008

The objective of this course is to help students develop an understanding of their own strengths and weaknesses as leaders and to nurture their confidence to envision themselves as, and aspire to be, leaders throughout their careers. The course will include four main components:

1) 360-degree assessment and an accompanying leadership self-assessment analysis; 2) live cases run by leaders in organizations; 3) advanced practices about leadership; 4) experiential exercises.

Leadership: Read More [+]

### Hours & Format

**Fall and/or spring:** 7 weeks - 3 hours of lecture per week

### Additional Details

**Subject/Course Level:** Eve/Wknd Masters in Bus. Adm./Graduate

**Grading:** Letter grade.

Leadership: Read Less [-]

## EW MBA 206 Marketing 2 Units

Terms offered: Fall 2015, Fall 2014, Fall 2013

Topics include an overview of the marketing system and the marketing concepts, buyer behavior, market research, segmentation and marketing decision making, marketing structures, and evaluation of marketing performance in the economy and society.

Marketing: Read More [+]

### Rules & Requirements

**Prerequisites:** Business Administration E200

### Hours & Format

**Fall and/or spring:** 9 weeks - 3.5 hours of lecture per week

**Summer:** 7 weeks - 4 hours of lecture per week

### Additional Details

**Subject/Course Level:** Eve/Wknd Masters in Bus. Adm./Graduate

**Grading:** Letter grade.

Marketing: Read Less [-]

## EW MBA 207 Ethics and Responsibility in Business 1 Unit

Terms offered: Spring 2015, Spring 2013, Spring 2012

A study of basic ideas, concepts, attitudes, rules, and institutions in our society that characterize the legal, political, and social framework within which the system operates.

Ethics and Responsibility in Business: Read More [+]

### Rules & Requirements

**Prerequisites:** Admission to the program

### Hours & Format

**Fall and/or spring:** 5 weeks - 3 hours of lecture per week

**Summer:** 4 weeks - 4 hours of lecture per week

### Additional Details

**Subject/Course Level:** Eve/Wknd Masters in Bus. Adm./Graduate

**Grading:** Letter grade.

**Formerly known as:** Business Administration E207

Ethics and Responsibility in Business: Read Less [-]

## EW MBA 209 Strategic Leadership 2 Units

Terms offered: Not yet offered

Course covers core topics in strategy, including selection of goals; the choice of products and services to offer; competitive positioning in product markets; decisions about scope and diversity; and the design of organizational structure, administrative systems, and other issues of control and internal regulation.

Strategic Leadership: Read More [+]

### Rules & Requirements

**Prerequisites:** 201A

### Hours & Format

**Fall and/or spring:** 8 weeks - 3.5 hours of lecture per week

### Additional Details

**Subject/Course Level:** Eve/Wknd Masters in Bus. Adm./Graduate

**Grading:** Letter grade.

**Instructor:** La Blanc

**Formerly known as:** Eve/Wknd Masters in Bus. Adm. 299

Strategic Leadership: Read Less [-]

## EW MBA 210 Strategy, Structure, and Incentives 3 Units

Terms offered: Fall 2012, Fall 2011, Fall 2010

This course uses insights from economics to develop structure, tactics, and incentives to achieve the firm's goals. It develops a framework for analyzing organizational architecture, focusing on the allocation of decision rights, the measurement of performance, and the design of incentives. Includes managing the vertical chain of upstream suppliers and downstream distributors, design and operation of incentive and performance management systems, techniques for dealing with informational asymmetries.

Strategy, Structure, and Incentives: Read More [+]

### Rules & Requirements

**Prerequisites:** 201A or consent of instructor

### Hours & Format

**Fall and/or spring:** 15 weeks - 3 hours of lecture per week

**Summer:** 6 weeks - 7.5 hours of lecture per week

### Additional Details

**Subject/Course Level:** Eve/Wknd Masters in Bus. Adm./Graduate

**Grading:** Letter grade.

Strategy, Structure, and Incentives: Read Less [-]

## EW MBA 211 Game Theory 1 - 3 Units

Terms offered: Summer 2015 10 Week Session, Spring 2014, Fall 2012

A survey of the main ideas and techniques of game-theoretic analysis related to bargaining, conflict, and negotiation. Emphasizes the identification and analysis of archetypal strategic situations in bargaining. Goals of the course are to provide a foundation for applying game-theoretic analysis, both formally and intuitively, to negotiation and bargaining; to recognize and assess archetypal strategic situations in complicated negotiation settings; and to feel comfortable in the process of negotiation.

Game Theory: Read More [+]

### Hours & Format

**Fall and/or spring:** 15 weeks - 1-3 hours of lecture per week

**Summer:** 6 weeks - 2.5-7.5 hours of lecture per week

### Additional Details

**Subject/Course Level:** Eve/Wknd Masters in Bus. Adm./Graduate

**Grading:** Letter grade.

Game Theory: Read Less [-]

## EW MBA 212 Energy and Environmental Markets 3 Units

Terms offered: Spring 2010, Spring 2009, Spring 2007

Business strategy and public issues in energy and environmental markets. Topics include development and effect of organized spot, futures, and derivative energy markets; political economy of regulation and deregulation; climate change and environmental policies related to energy production and use; cartels, market power and competition policy; pricing of exhaustible resources; competitiveness of alternative energy sources; and transportation and storage of energy commodities.

Energy and Environmental Markets: Read More [+]

### Rules & Requirements

**Prerequisites:** Business Administration E201A or equivalent

### Hours & Format

**Fall and/or spring:** 15 weeks - 3-3 hours of lecture and 0-1 hours of discussion per week

### Additional Details

**Subject/Course Level:** Eve/Wknd Masters in Bus. Adm./Graduate

**Grading:** Letter grade.

**Formerly known as:** Business Administration E212

Energy and Environmental Markets: Read Less [-]

## EW MBA 212A Cleantech to Market 3 Units

Terms offered: Fall 2015

In this course, interdisciplinary teams of graduate students work with scientists from the Lawrence Berkeley National Laboratory and across the UCB campus to commercialize new solar, biofuel, battery, and smart grid/energy management technologies. Students are drawn from Business, Engineering, Science, Law, and the Energy and Resources Group. Students explore topics such as: Potential application in multiple markets; alignment with target or desired market(s); distinguishing advantages and disadvantages; customer and user profiles; top competitors; commercialization and scale-up challenges; relevant government policies; revenue potential and cost sensitivities; intellectual property issues; and multiple other related topics.

Cleantech to Market: Read More [+]

### Hours & Format

**Fall and/or spring:** 15 weeks - 3 hours of lecture per week

### Additional Details

**Subject/Course Level:** Eve/Wknd Masters in Bus. Adm./Graduate

**Grading:** Letter grade.

Cleantech to Market: Read Less [-]

## EW MBA 212B Legal and Regulatory Frameworks for Energy and Infrastructure Project Finance 1 Unit

Terms offered: Prior to 2007

This course will explore the key commercial, legal, economic and policy issues affecting the development and financing of infrastructure projects, with special emphasis on practical concerns related to investments in alternative energy and other power generation facilities. These topics will be raised in the context of comparative, real-world case studies of different types of energy and infrastructure projects.

Legal and Regulatory Frameworks for Energy and Infrastructure Project Finance: Read More [+]

### Hours & Format

**Fall and/or spring:** 2 weeks - 7 hours of lecture per week

### Additional Details

**Subject/Course Level:** Eve/Wknd Masters in Bus. Adm./Graduate

**Grading:** Letter grade.

Legal and Regulatory Frameworks for Energy and Infrastructure Project Finance: Read Less [-]

## EW MBA 212C Modeling for Energy and Infrastructure Project Finance 1 Unit

Terms offered: Prior to 2007

This course compliments the course "Legal and Regulatory Frameworks for Energy and Infrastructure Project Finance". Where the former focuses on the legal and risk framework for project financings, this course is devoted to the financial and quantitative aspects of project finance. The course focuses on the application of project finance to the power generation industry with a particular emphasis on examples from gas-fired, wind and solar technologies.

Modeling for Energy and Infrastructure Project Finance: Read More [+]

### Hours & Format

**Fall and/or spring:** 2 weeks - 7 hours of lecture per week

### Additional Details

**Subject/Course Level:** Eve/Wknd Masters in Bus. Adm./Graduate

**Grading:** Letter grade.

Modeling for Energy and Infrastructure Project Finance: Read Less [-]

## EW MBA 214 Big Data, Better Decisions 3 Units

Terms offered: Spring 2023, Spring 2022, Spring 2021

Introduction to advanced methods for data driven decision making in business. This course covers methods designed to provide evidence for two types of fundamental business issues: (i) forecasting and (ii) evaluating alternative possible strategies. The course aims to train business leaders to understand the value of data-based decision making, evaluate analytics tools and products, and conduct richer analysis of randomized and naturally occurring experiments. Topics include designing randomized controlled trials in the field, evaluating natural experiments, and machine learning tools for forecasting. The goal of the course is not to train you as a Data Scientist but to be able to read and evaluate empirical/analytic approaches and products.

Big Data, Better Decisions: Read More [+]

### Rules & Requirements

**Prerequisites:** Evening/Weekend Masters in Business Administration 200S

**Credit Restrictions:** Students will receive no credit for EW MBA 214 after completing MBA 214. A deficient grade in EW MBA 214 may be removed by taking MBA 214.

### Hours & Format

**Fall and/or spring:** 15 weeks - 3 hours of lecture and 1 hour of laboratory per week

### Additional Details

**Subject/Course Level:** Eve/Wknd Masters in Bus. Adm./Graduate

**Grading:** Letter grade.

Big Data, Better Decisions: Read Less [-]

## **EW MBA 215 Business Strategies for Emerging Markets: Management, Investment, and Opportunities 1 - 3 Units**

Terms offered: Fall 2015, Fall 2014, Spring 2012

This course helps students to study the institutions of emerging markets that are relevant for managers, analyze opportunities presented by emerging markets, analyze the additional ethical challenges and issues of social responsibility common in emerging markets, and learn to minimize the risks in doing business in emerging markets. This course is a combination of lectures, class participation, and cases.

Business Strategies for Emerging Markets: Management, Investment, and Opportunities: Read More [+]

### **Hours & Format**

**Fall and/or spring:** 15 weeks - 1-3 hours of lecture per week

### **Additional Details**

**Subject/Course Level:** Eve/Wknd Masters in Bus. Adm./Graduate

**Grading:** Letter grade.

Business Strategies for Emerging Markets: Management, Investment, and Opportunities: Read Less [-]

## **EW MBA 217 Topics in Economic Analysis and Policy 0.5 - 3 Units**

Terms offered: Spring 2015, Spring 2014, Fall 2012

Advanced study in the field of economic analysis and policy. Topics will vary from year to year and will be announced at the beginning of each semester.

Topics in Economic Analysis and Policy: Read More [+]

### **Rules & Requirements**

**Repeat rules:** Course may be repeated for credit without restriction.

### **Hours & Format**

**Fall and/or spring:** 15 weeks - 0.5-3 hours of lecture per week

**Summer:** 6 weeks - 2-8 hours of lecture per week

### **Additional Details**

**Subject/Course Level:** Eve/Wknd Masters in Bus. Adm./Graduate

**Grading:** Letter grade.

Topics in Economic Analysis and Policy: Read Less [-]

## **EW MBA 219 Health Economics and Policy 3 Units**

Terms offered: Prior to 2007

Students who have taken this course should (i) know and understand the literature and evidence on key health policy questions (e.g. why do we spend so much on health care in the U.S.?), (ii) understand what constitutes causal evidence on key business and policy questions in health care, (iii) be able to design evaluations of business and policy decisions using different

data sources and methods, (iv) understand the major health policies in the U.S. and the associated incentives/opportunities (i.e. the ACA, Medicare, Medicaid, etc.), and (v) using these tools, be able to evaluate companies, policies, entrepreneurial ideas and investment opportunities that can change health and health care in the U.S. and beyond.

Health Economics and Policy: Read More [+]

### **Hours & Format**

**Fall and/or spring:** 15 weeks - 3 hours of lecture per week

### **Additional Details**

**Subject/Course Level:** Eve/Wknd Masters in Bus. Adm./Graduate

**Grading:** Letter grade.

Health Economics and Policy: Read Less [-]

## **EW MBA 222 Financial Information Analysis 3 Units**

Terms offered: Fall 2015, Spring 2015, Fall 2014

Issues of accounting information evaluation with special emphasis on the use of financial statements by decision makers outside the firm. The implications of recent research in finance and accounting for external reporting issues will be explored. Emphasis will be placed on models that describe the user's decision context.

Financial Information Analysis: Read More [+]

### **Hours & Format**

**Fall and/or spring:** 15 weeks - 3 hours of lecture per week

### **Additional Details**

**Subject/Course Level:** Eve/Wknd Masters in Bus. Adm./Graduate

**Grading:** Letter grade.

**Formerly known as:** Business Administration E222

Financial Information Analysis: Read Less [-]

## EW MBA 223 Financial Reporting Analysis for Investors 3 Units

Terms offered: Spring 2011, Spring 2010, Fall 2006

Intensive study of the theory and practice of financial accounting. Asset and liability measurement, income determination, financial reporting.

Financial Reporting Analysis for Investors: Read More [+]

### Rules & Requirements

**Prerequisites:** Business Administration E202B and E203 or equivalent

### Hours & Format

**Fall and/or spring:** 15 weeks - 3 hours of lecture per week

### Additional Details

**Subject/Course Level:** Eve/Wknd Masters in Bus. Adm./Graduate

**Grading:** Letter grade.

Financial Reporting Analysis for Investors: Read Less [-]

## EW MBA 224A Managerial Accounting 2 Units

Terms offered: Spring 2015, Fall 2014, Fall 2012

Management is dependent on an information system which provides dependable, timely, and relevant information to all decision makers. The goal of this course is to identify the information needs of managers and to develop the methods by which managerial accountants can provide the necessary data through appropriate budget, cost, and other informational systems.

Managerial Accounting: Read More [+]

### Rules & Requirements

**Prerequisites:** E204

### Hours & Format

**Fall and/or spring:** 10 weeks - 6 hours of lecture per week

### Additional Details

**Subject/Course Level:** Eve/Wknd Masters in Bus. Adm./Graduate

**Grading:** Letter grade.

**Formerly known as:** Business Administration E202B

Managerial Accounting: Read Less [-]

## EW MBA 229 Taxes and Firm Strategy 3 Units

Terms offered: Prior to 2007

This course will cover various topics in personal or corporate taxation or both. Topics will vary from semester to semester.

Taxes and Firm Strategy: Read More [+]

### Rules & Requirements

**Prerequisites:** Business Administration E202A and E202B or equivalents

**Credit Restrictions:** Students will receive no credit for EW MBA 227B after completing BUS ADM E228.

**Repeat rules:** Course may be repeated for credit without restriction.

### Hours & Format

**Fall and/or spring:** 15 weeks - 3 hours of lecture per week

### Summer:

6 weeks - 7.5 hours of lecture per week

8 weeks - 5.5 hours of lecture per week

### Additional Details

**Subject/Course Level:** Eve/Wknd Masters in Bus. Adm./Graduate

**Grading:** Letter grade.

**Formerly known as:** Eve/Wknd Masters in Bus. Adm. 227B

Taxes and Firm Strategy: Read Less [-]

## EW MBA 231 Corporate Finance 3 Units

Terms offered: Spring 2015, Fall 2013, Summer 2013 10 Week Session  
Financial policies of firms including asset acquisition and replacement, capital structure, dividends, working capital, and mergers. Development of theory and application to financial management decisions.

Corporate Finance: Read More [+]

### Rules & Requirements

**Prerequisites:** Business Administration E230

### Hours & Format

**Fall and/or spring:** 15 weeks - 3 hours of lecture per week

**Summer:** 8 weeks - 6 hours of lecture per week

### Additional Details

**Subject/Course Level:** Eve/Wknd Masters in Bus. Adm./Graduate

**Grading:** Letter grade.

**Formerly known as:** Business Administration E234

Corporate Finance: Read Less [-]

## **EW MBA 232 Financial Institutions and Markets 3 Units**

Terms offered: Spring 2010, Spring 2009, Spring 2008

Structure and operation of the Federal Reserve System commercial bank and non-bank financial institutions. Impact of monetary policy and of public regulation. Portfolio composition and market behavior of financial intermediaries. Organization and functions of money markets. The structure of yields on financial assets and the influence of financial intermediaries and monetary policy.

Financial Institutions and Markets: Read More [+]

### **Rules & Requirements**

**Prerequisites:** Business Administration E201B and E203 or E230

### **Hours & Format**

**Fall and/or spring:** 15 weeks - 3 hours of lecture per week

### **Additional Details**

**Subject/Course Level:** Eve/Wknd Masters in Bus. Adm./Graduate

**Grading:** Letter grade.

**Formerly known as:** Business Administration E232

Financial Institutions and Markets: Read Less [-]

## **EW MBA 233 Asset Management 2 or 3 Units**

Terms offered: Spring 2013, Spring 2010, Fall 2006

This course will analyze the role of financial markets and financial institutions in allocating capital. The major focus will be on debt contracts and securities and on innovations in the bond and money markets. The functions of commercial banks, investment banks, and other financial intermediaries will be covered, and aspects of the regulation of these institutions will be examined.

Asset Management: Read More [+]

### **Rules & Requirements**

**Prerequisites:** Evening and Weekend Masters in Business Administration 203

### **Hours & Format**

#### **Fall and/or spring:**

10 weeks - 3-4.5 hours of lecture per week

15 weeks - 2-3 hours of lecture per week

### **Additional Details**

**Subject/Course Level:** Eve/Wknd Masters in Bus. Adm./Graduate

**Grading:** Letter grade.

Asset Management: Read Less [-]

## **EW MBA 236A Corporate Risk Management and Valuation Using Derivatives 2 Units**

Terms offered: Fall 2005

This course concentrates on topics pertaining to financial risks faced by corporations, in particular, the topics of "hedging" and "valuation." The course will consider the following type of question. What risks does a firm face? Should it hedge any of these risks? If so, how should the firm implement the hedge, i.e., using what instruments, and in what quantity? The main tool that the course will make use of is financial derivatives.

An important aspect of the study of derivatives is the valuation method, which provides an understanding of the market prices and can be used to evaluate investment opportunities, corporate securities, and others. The course will consist of a mixture of lectures and case discussions.

Corporate Risk Management and Valuation Using Derivatives: Read More [+]

### **Rules & Requirements**

**Prerequisites:** Evening and Weekend Masters in Business Administration 233

**Repeat rules:** Course may be repeated for credit without restriction.

### **Hours & Format**

**Fall and/or spring:** 15 weeks - 2 hours of lecture per week

### **Additional Details**

**Subject/Course Level:** Eve/Wknd Masters in Bus. Adm./Graduate

**Grading:** Letter grade.

Corporate Risk Management and Valuation Using Derivatives: Read Less [-]



## EW MBA 236B Investment Strategies and Styles 2 Units

Terms offered: Fall 2013, Fall 2011, Fall 2009

Introduction to alternative investment strategies and styles as practiced by leading money managers. A money manager will spend approximately half of the class discussing his general investment philosophy. In the other half, students, practitioner, and instructor will explore the investment merits of one particular company. Students will be expected to use the library's resources, class handouts, and their ingenuity to address a set of questions relating to the firm's investment value.

Investment Strategies and Styles: Read More [+]

### Rules & Requirements

**Prerequisites:** Business Administration E203 plus one additional graduate finance course

**Repeat rules:** Course may be repeated for credit without restriction.

### Hours & Format

**Fall and/or spring:** 15 weeks - 2 hours of lecture per week

**Summer:** 8 weeks - 6 hours of lecture per week

### Additional Details

**Subject/Course Level:** Eve/Wknd Masters in Bus. Adm./Graduate

**Grading:** Letter grade.

**Formerly known as:** Business Administration E239

Investment Strategies and Styles: Read Less [-]

## EW MBA 236C Global Financial Services 3 Units

Terms offered: Fall 2011, Fall 2010, Fall 2009

Survey of the forces changing and shaping global finance and intermediation, especially the effects of greater ease of communication, deregulation and globalized disciplines expected to continue to be essential to corporate finance and intermediation, e.g., investment analysis, valuation, structured finance/securitization, and derivative applications. The case method is utilized with occasional additional assigned readings and text sources.

Global Financial Services: Read More [+]

### Hours & Format

**Fall and/or spring:** 15 weeks - 3 hours of lecture per week

### Additional Details

**Subject/Course Level:** Eve/Wknd Masters in Bus. Adm./Graduate

**Grading:** Letter grade.

Global Financial Services: Read Less [-]

## EW MBA 236D Portfolio Management 3 Units

Terms offered: Fall 2013, Fall 2010, Fall 2009

This course explores the broad range of portfolio management in practice. The class will examine the assets, strategies, characteristics, operations, and concerns unique to each type of portfolio. Practitioners will present descriptions of their businesses as well as methods and strategies that they employ.

Portfolio Management: Read More [+]

### Rules & Requirements

**Prerequisites:** 203 or consent of instructor

### Hours & Format

**Fall and/or spring:** 15 weeks - 3 hours of lecture per week

**Summer:** 8 weeks - 5.5 hours of lecture per week

### Additional Details

**Subject/Course Level:** Eve/Wknd Masters in Bus. Adm./Graduate

**Grading:** Letter grade.

Portfolio Management: Read Less [-]

## EW MBA 236E Mergers and Acquisitions: A Focus on Creating Value 2 Units

Terms offered: Spring 2015, Fall 2014, Fall 2013

Survey of the day-to-day practices and techniques used in change of control transaction. Topics include valuation, financing, deal structuring, tax and accounting considerations, agreements, closing documents, practices used in management buyouts, divestitures, hostile takeovers, and takeover defenses. Also covers distinctions in technology M&A, detecting corruption in cross border transaction attempts, and betting on deals through risk arbitrage. Blend of lectures, case studies, and guest lectures.

Mergers and Acquisitions: A Focus on Creating Value: Read More [+]

### Rules & Requirements

**Prerequisites:** Evening and Weekend Masters in Business Administration 203 or consent of instructor

### Hours & Format

**Fall and/or spring:** 15 weeks - 2 hours of lecture per week

**Summer:** 8 weeks - 4 hours of lecture per week

### Additional Details

**Subject/Course Level:** Eve/Wknd Masters in Bus. Adm./Graduate

**Grading:** Letter grade.

Mergers and Acquisitions: A Focus on Creating Value: Read Less [-]

## EWMBA 236F Behavioral Finance 1 - 3 Units

Terms offered: Spring 2013, Fall 2012, Spring 2007

This course looks at the influence of decision heuristics and biases on investor welfare, financial markets, and corporate decisions. Topics include overconfidence, attribution theory, representative heuristic, availability heuristic, anchoring and adjustment, prospect theory, "Winner's Curse," speculative bubbles, IPOs, market efficiency, limits of arbitrage, relative mis-pricing of common stocks, the tendency to trade in a highly correlated fashion, investor welfare, and market anomalies.

Behavioral Finance: Read More [+]

### Rules & Requirements

**Prerequisites:** 203

### Hours & Format

**Fall and/or spring:** 15 weeks - 3 hours of lecture per week

**Summer:** 8 weeks - 5-14 hours of lecture and 5.5 hours of lecture per week

### Additional Details

**Subject/Course Level:** Eve/Wknd Masters in Bus. Adm./Graduate

**Grading:** Letter grade.

Behavioral Finance: Read Less [-]

## EWMBA 236G Designing Financial Models that Work 1 or 2 Units

Terms offered: Fall 2015, Fall 2014, Fall 2013

Spreadsheet financial models are often too big, complicated, and buggy to help people. In this course, students learn to design financial models that work because they're small (fit on a screen or two), straightforward (involve basic math), clear (a non-MBA can follow them readily), and fast to build. These simple yet powerful representations of the cash flow for a new product/deal/venture help people share their vision, recognize tradeoffs, brainstorm possibilities, and make decisions.

Designing Financial Models that Work: Read More [+]

### Rules & Requirements

**Prerequisites:** 203 or consent of instructor

### Hours & Format

**Fall and/or spring:** 14 weeks - 1-2 hours of lecture per week

### Summer:

6 weeks - 2.5-5 hours of lecture per week

8 weeks - 2-3.5 hours of lecture per week

10 weeks - 1.5-3 hours of lecture per week

### Additional Details

**Subject/Course Level:** Eve/Wknd Masters in Bus. Adm./Graduate

**Grading:** Letter grade.

Designing Financial Models that Work: Read Less [-]

## EWMBA 236H Financial Statement Modeling for Finance Careers 1 or 2 Units

Terms offered: Summer 2020 Second 6 Week Session, Spring 2015

Financial statement modeling refers to taking historical financial statements for a specific company, projecting those statements two to five years into the future, and using the resulting projections for valuation and insight into the potential for transactions such as a strategic merger, an initial public offering, a leveraged recapitalization, or a leveraged buyout. This course teaches this skill set in a way that is simultaneously high level and hands-on.

Financial Statement Modeling for Finance Careers: Read More [+]

### Rules & Requirements

**Prerequisites:** 203 or consent of instructor

### Hours & Format

**Fall and/or spring:** 14 weeks - 1-2 hours of lecture per week

### Summer:

6 weeks - 2.5-5 hours of lecture per week

8 weeks - 2-3.5 hours of lecture per week

10 weeks - 1.5-3 hours of lecture per week

### Additional Details

**Subject/Course Level:** Eve/Wknd Masters in Bus. Adm./Graduate

**Grading:** Letter grade.

Financial Statement Modeling for Finance Careers: Read Less [-]

## EWMBA 236I Fixed Income 2 Units

Terms offered: Prior to 2007

This course first surveys the basics of fixed income: terminology, security types, debt and money markets. Attention then moves to the valuation of cash flows, term structure of interest rates and modeling of credit risk. Building on that foundation, the course then examines the key role that fixed income plays in the global financial system, other asset classes and derivatives. The course is firmly grounded in a quantitative and analytical approach, with each topic placed in the relevant real world context -- for example, the role that high yield securities play in an LBO, and negotiation of bond covenants. The course is at the more quantitative end of the MBA curriculum, with a large focus on bond math, including duration and convexity.

Fixed Income: Read More [+]

### Hours & Format

**Fall and/or spring:** 15 weeks - 2 hours of lecture per week

### Additional Details

**Subject/Course Level:** Eve/Wknd Masters in Bus. Adm./Graduate

**Grading:** Letter grade.

Fixed Income: Read Less [-]

## EWMBA 236J Hedge Fund Strategies 3 Units

Terms offered: Prior to 2007

This course combines broad exposure to the many types of hedge funds and their strategies, together with hands-on development of unique investment strategies within student teams. Course content delivered via speakers representing different sectors of the hedge fund industry, lectures, readings and individual and team projects. Students also learn about investing in hedge funds, including evaluation of fund performance. Concurrently, student teams develop their own investment strategies by exploring unique expertise and insights that are resident within the teams, forming original theses on changes and catalysts, incorporating lessons from hedge fund speakers, and crafting investment strategies designed to capitalize on the teams' insights.

Hedge Fund Strategies: Read More [+]

### Hours & Format

**Fall and/or spring:** 15 weeks - 3 hours of lecture per week

### Additional Details

**Subject/Course Level:** Eve/Wknd Masters in Bus. Adm./Graduate

**Grading:** Letter grade.

Hedge Fund Strategies: Read Less [-]

## EWMBA 236K Haas Investment Fund 1 Unit

Terms offered: Prior to 2007

Students who elect to continue on to this course from the Hedge Fund Strategies course have the opportunity to proceed from strategy development into implementation phase, investing capital from a dedicated fund. Judges for the final pitch in Hedge Fund Strategies allocate capital from the fund based on perceived promise of market-beating returns, taken together with perceived risk. The teams refine their strategies based on feedback from the judges' feedback and instructors' guidance, building out their portfolios and managing their strategies over several months. Teams access trading accounts and are responsible for their portfolios.

Haas Investment Fund: Read More [+]

### Hours & Format

**Fall and/or spring:** 15 weeks - 1 hour of lecture per week

### Additional Details

**Subject/Course Level:** Eve/Wknd Masters in Bus. Adm./Graduate

**Grading:** Letter grade.

Haas Investment Fund: Read Less [-]

## EWMBA 236L Private Equity, Leveraged Buyouts 1 or 2 Units

Terms offered: Prior to 2007

This course focuses primarily on leveraged buyouts (LBOs), as the largest category of PE transactions. The study includes the sourcing of potential acquisitions, analysis of operations and potential improvements, corporate valuation, optimal capital structures, modeling of expected cash flows and debt repayment, negotiation of purchase price and financing terms, incentivizing management teams, and eventual monetizing investments through M&A or IPOs. These subjects are studied through lectures, interactive discussion, case studies, individual assignments and especially group projects. The 2-unit section covers a broader spectrum of types of PE transactions and includes guest speakers from the PE industry, and a more expansive final project.

Private Equity, Leveraged Buyouts: Read More [+]

### Hours & Format

**Fall and/or spring:** 15 weeks - 1-2 hours of lecture per week

### Additional Details

**Subject/Course Level:** Eve/Wknd Masters in Bus. Adm./Graduate

**Grading:** Letter grade.

Private Equity, Leveraged Buyouts: Read Less [-]

## EWMBA 236M Turnarounds 2 Units

Terms offered: Prior to 2007

This course introduces the world of operational and strategic turnarounds of troubled and underperforming businesses. It focuses on the leadership practices that work in fixing flawed enterprises, from underperforming businesses to those on the brink of a death spiral. Most time in the course is spent learning how to more effectively lead companies that are underperforming or in trouble. The course is taught by cases, with the view that the best way to learn leadership is by taking the perspective of business leaders facing crises that demand new direction. Since a rescue plan only works if it is embraced, students take various roles in the cases, including bosses, subordinates, boards and lenders.

Turnarounds: Read More [+]

### Hours & Format

**Fall and/or spring:** 15 weeks - 2 hours of lecture per week

**Summer:** 1 weeks - 40 hours of lecture per week

### Additional Details

**Subject/Course Level:** Eve/Wknd Masters in Bus. Adm./Graduate

**Grading:** Letter grade.

Turnarounds: Read Less [-]

## EW MBA 236T Fin Tech 3 Units

Terms offered: Spring 2023, Spring 2022

This is a non-traditional finance course that focuses on who gets "rents" in existing finance markets and the barriers to entry that can be overcome by technology. The course covers (i) the basics of the payment system and how it is changing, (ii) how other stores of value embedded in mobile technology are used, in both high- and low-income countries, (iii) changes in other financial sectors including advice, banking and insurance, and (iv) the potential of cryptocurrencies and the possibilities for disruption inherent in an open, consensus ledger (e.g., the Blockchain). Students will learn to make analytical judgments about the benefit that technology can bring to financial intermediaries.

Fin Tech: Read More [+]

### Rules & Requirements

**Prerequisites:** Evening/Weekend Masters in Business Administration 203

### Hours & Format

**Fall and/or spring:** 15 weeks - 3 hours of lecture per week

### Additional Details

**Subject/Course Level:** Eve/Wknd Masters in Bus. Adm./Graduate

**Grading:** Letter grade.

Fin Tech: Read Less [-]

## EW MBA 236V New Venture Finance 2 - 3 Units

Terms offered: Prior to 2007

This is a course about financing new entrepreneurial ventures, emphasizing those that have the possibility of creating a national or international impact or both. It will take two perspectives--the entrepreneur's and the investor's-- and it will place a special focus on the venture capital process, including how they are formed and managed, accessing the public markets, mergers, and strategic alliances.

New Venture Finance: Read More [+]

### Rules & Requirements

**Repeat rules:** Course may be repeated for credit without restriction.

### Hours & Format

**Fall and/or spring:** 15 weeks - 2-3 hours of lecture per week

**Summer:** 8 weeks - 4-6 hours of lecture per week

### Additional Details

**Subject/Course Level:** Eve/Wknd Masters in Bus. Adm./Graduate

**Grading:** Letter grade.

**Formerly known as:** Eve/Wknd Masters in Bus. Adm. 295D

New Venture Finance: Read Less [-]

## EW MBA 237 Topics in Finance 0.5 - 3 Units

Terms offered: Summer 2015 10 Week Session, Fall 2014, Summer 2014 10 Week Session

Advanced study in the field of Finance. Topics will vary from year to year and will be announced at the beginning of each semester.

Topics in Finance: Read More [+]

### Rules & Requirements

**Repeat rules:** Course may be repeated for credit without restriction.

### Hours & Format

**Fall and/or spring:** 15 weeks - .5-3 hours of lecture per week

### Summer:

6 weeks - 1.5-7.5 hours of lecture per week

8 weeks - 1-5.5 hours of lecture per week

### Additional Details

**Subject/Course Level:** Eve/Wknd Masters in Bus. Adm./Graduate

**Grading:** Letter grade.

Topics in Finance: Read Less [-]

## EW MBA 240 Decision Models 2 Units

Terms offered: Spring 2014, Fall 2013, Fall 2012

Survey of the formulation, solution, and interpretation of mathematical models to assist managerial decisions. Emphasis on applications from diverse businesses and industries, including inventory management, project management, portfolio optimization, revenue management, production planning, and others. Three types of models are covered: simulation, dynamic programming, and optimization. Analysis is facilitated by the Excel add-in Analytic Solver Platform.

Decision Models: Read More [+]

### Rules & Requirements

**Prerequisites:** 203 and 204, or consent of instructor

### Hours & Format

**Fall and/or spring:** 10 weeks - 3 hours of lecture per week

### Additional Details

**Subject/Course Level:** Eve/Wknd Masters in Bus. Adm./Graduate

**Grading:** Letter grade.

Decision Models: Read Less [-]

## EWMBA 246 Project Management 1 - 2 Units

Terms offered: Prior to 2007

The primary objective of this course is to develop the critical skills and knowledge needed to successfully pitch and lead projects, and to deliver those projects on time and within budget. The course delves into formal planning and scheduling techniques including: project definition, project selection, Work Breakdown Structure (WBS), Resource Estimation, Critical Path Method (CPM), Pert, Gantt Charts, Resource Constrained Scheduling, Project Monitoring and Project Closing.

Project Management: Read More [+]

### Rules & Requirements

**Prerequisites:** Graduate standing

**Credit Restrictions:** Students will receive no credit for EWMBA 290P after completing BUS ADM 290L.

### Hours & Format

**Fall and/or spring:** 15 weeks - 2-4 hours of lecture per week

### Summer:

2 weeks - 14-30 hours of lecture per week

6 weeks - 5-10 hours of lecture per week

### Additional Details

**Subject/Course Level:** Eve/Wknd Masters in Bus. Adm./Graduate

**Grading:** Letter grade.

**Formerly known as:** Eve/Wknd Masters in Bus. Adm. 290P

Project Management: Read Less [-]

## EWMBA 246A Service Strategy 3 Units

Terms offered: Fall 2006

This course is designed to teach general management principles involved in the planning, execution, and management of service businesses. It covers both strategic and tactical aspects, including the development of a strategic service vision, building employee loyalty, developing customer loyalty and satisfaction, improving productivity and service quality, service innovation, and the role of technology in services. Blend of case studies, group projects, class discussions, and selected readings.

Service Strategy: Read More [+]

### Rules & Requirements

**Prerequisites:** 204 or Master of Business Administration 204 or consent of instructor

### Hours & Format

**Fall and/or spring:** 15 weeks - 3 hours of lecture per week

**Summer:** 8 weeks - 5.5 hours of lecture per week

### Additional Details

**Subject/Course Level:** Eve/Wknd Masters in Bus. Adm./Graduate

**Grading:** Letter grade.

Service Strategy: Read Less [-]

## EWMBA 247 Topics in Operations and Information Technology Management 0.5 - 3 Units

Terms offered: Spring 2015

Advanced study in the field of Manufacturing and Operations. Topics will vary from year to year and will be announced at the beginning of each semester.

Topics in Operations and Information Technology Management: Read More [+]

### Rules & Requirements

**Repeat rules:** Course may be repeated for credit without restriction.

### Hours & Format

**Fall and/or spring:** 15 weeks - 0.5-3 hours of lecture per week

**Summer:** 6 weeks - 1.5-7.5 hours of lecture per week

### Additional Details

**Subject/Course Level:** Eve/Wknd Masters in Bus. Adm./Graduate

**Grading:** Letter grade.

**Formerly known as:** Eve/Wknd Masters in Bus. Adm. 247A

Topics in Operations and Information Technology Management: Read Less [-]

## EWMBA 248A Supply Chain Management 3 Units

Terms offered: Fall 2011, Fall 2010, Fall 2009

Supply chain management concerns the flow of materials and information in multistage production and distribution networks. This course provides knowledge of organizational models and analytical decision support tools necessary to design, implement, and sustain successful supply chain strategies. Topics include demand and supply management, inventory management, supplier-buyer coordination via incentives, vendor management, and the role of information technology in supply chain management.

Supply Chain Management: Read More [+]

### Rules & Requirements

**Prerequisites:** 204 or Master of Business Administration 204 or equivalent

### Hours & Format

**Fall and/or spring:** 15 weeks - 3 hours of lecture per week

**Summer:** 8 weeks - 5.5 hours of lecture per week

### Additional Details

**Subject/Course Level:** Eve/Wknd Masters in Bus. Adm./Graduate

**Grading:** Letter grade.

Supply Chain Management: Read Less [-]

## EW MBA 250 Leading High Impact Teams 2 Units

Terms offered: Prior to 2007

This course helps students hone and develop the leadership skills needed to lead dynamic, complex, global teams. Globalization, rapid technological change, and a shift towards an innovation-based economy have resulted in more dynamic, distributed, cross-functional, as well as demographically and culturally diverse teams. Students will learn to create team developmental plans and accountability, coach teams through challenges, encourage teams to recognize and avoid bias and misattributions, and lead from a distance and across boundaries.

Leading High Impact Teams: Read More [+]

### Hours & Format

**Fall and/or spring:** 15 weeks - 2 hours of lecture per week

### Additional Details

**Subject/Course Level:** Eve/Wknd Masters in Bus. Adm./Graduate

**Grading:** Letter grade.

Leading High Impact Teams: Read Less [-]

## EW MBA 251A People Analytics 2 Units

Terms offered: Prior to 2007

Students will gain command of the core statistical concepts needed to measure and understand measurements of people in organizations. Students learn how to interpret statistics to make critical recommendations to (or as) senior leaders, and how to tell a compelling story using People Analytics data. This involves learning the fundamental tools of analytics (descriptive statistics, correlations, etc.), building and testing HR chat bots, reviewing and conducting randomized experiments, interpreting and producing data visualizations, all while accounting for ethical concerns such as data privacy and biases (human and algorithmic).

People Analytics: Read More [+]

### Hours & Format

#### Fall and/or spring:

10 weeks - 3 hours of lecture per week

15 weeks - 2 hours of lecture per week

### Additional Details

**Subject/Course Level:** Eve/Wknd Masters in Bus. Adm./Graduate

**Grading:** Letter grade.

People Analytics: Read Less [-]

## EW MBA 252 Negotiations and Conflict Resolution 2 or 3 Units

Terms offered: Fall 2015, Summer 2015 10 Week Session, Spring 2015

The purpose of this course is for students to understand the theory and processes of negotiation so that they can negotiate successfully in a variety of settings. This course is designed to complement the technical and diagnostic skills learned in other courses in the MBA program.

Negotiations and Conflict Resolution: Read More [+]

### Hours & Format

**Fall and/or spring:** 15 weeks - 2-3 hours of lecture per week

**Summer:** 8 weeks - 4-6 hours of lecture per week

### Additional Details

**Subject/Course Level:** Eve/Wknd Masters in Bus. Adm./Graduate

**Grading:** Letter grade.

Negotiations and Conflict Resolution: Read Less [-]

## EW MBA 253 Decision Making 2 Units

Terms offered: Prior to 2007

This course aims to improve the quality of decisions people make. Students learn to be aware of, and to avoid, common inferential errors and systematic biases in decision making. There are many decision traps that we tend to repeatedly fall into. These traps relate to how we think about risk and probability, how we learn from experience, and how we make choices. Upon completion, students will have internalized the basic principles of decision making and will be able to avoid falling into these traps. The course additionally aims to create a deeper understanding of the psychology of decision making, which can create an advantage in negotiations and other interactions through gaining an awareness of the predictable mistakes of others.

Decision Making: Read More [+]

### Hours & Format

#### Fall and/or spring:

8 weeks - 4 hours of lecture per week

15 weeks - 2 hours of lecture per week

**Summer:** 8 weeks - 4 hours of lecture per week

### Additional Details

**Subject/Course Level:** Eve/Wknd Masters in Bus. Adm./Graduate

**Grading:** Letter grade.

Decision Making: Read Less [-]

## EWMBA 254 Power and Politics in Organizations 2 or 3 Units

Terms offered: Spring 2016, Spring 2015, Spring 2014

This course will provide students with a sense of "political intelligence."

After taking this course, students will be able to: (1) diagnose the true distribution of power in organizations, (2) identify strategies for building sources of power, (3) develop techniques for influencing others, (4) understand the role of power in building cooperation and leading change in organizations, and (5) make sense of others' attempts to influence them. These skills are essential for effective and satisfying career building.

Power and Politics in Organizations: [Read More \[+\]](#)

### Rules & Requirements

**Credit Restrictions:** Students will receive no credit for EWMBA 254 after completing BUS ADM 257.

### Hours & Format

**Fall and/or spring:** 15 weeks - 2-3 hours of lecture per week

### Additional Details

**Subject/Course Level:** Eve/Wknd Masters in Bus. Adm./Graduate

**Grading:** Letter grade.

Power and Politics in Organizations: [Read Less \[-\]](#)

## EWMBA 255 Leadership 1 - 3 Units

Terms offered: Prior to 2007

This course will increase your awareness of your own strengths and opportunities for improvement while gaining an understanding of the qualities essential to being an extraordinary leader. By the end of the course, we are hoping that you will have: Increased your understanding of what distinguishes between more and less successful leaders and construct a plan for your own development as a leader; sharpened your ability to diagnose situations and determine how you can add value; gained experience and confidence in leadership situations, such as dealing with difficult people and inspiring others to accomplish shared team and organizational goals; and developed the ability to accept and leverage feedback and offer useful feedback to others.

Leadership: [Read More \[+\]](#)

### Hours & Format

**Fall and/or spring:** 15 weeks - 1-3 hours of lecture per week

### Additional Details

**Subject/Course Level:** Eve/Wknd Masters in Bus. Adm./Graduate

**Grading:** Letter grade.

Leadership: [Read Less \[-\]](#)

## EWMBA 256 Global Leadership 3 Units

Terms offered: Fall 2014, Fall 2013, Fall 2012

Key behaviors of successful global leaders are examined based on recent research and examples. Blended learning approach enables students to build skills for working effectively with virtual colleagues, motivating people from different backgrounds, running a global team, exerting influence without direct authority, integrating a merger or acquisition, leading a cross-border innovation effort, handling customer or supplier relations, coaching and developing talent, driving a change initiative, and making tough ethical choices. Areas of focus will include self, team, and organization, with the aim to increase both personal awareness and organizational impact in a global context.

Global Leadership: [Read More \[+\]](#)

### Hours & Format

**Fall and/or spring:** 15 weeks - 3 hours of lecture per week

### Additional Details

**Subject/Course Level:** Eve/Wknd Masters in Bus. Adm./Graduate

**Grading:** Letter grade.

Global Leadership: [Read Less \[-\]](#)

## EWMBA 257 Special Topics in the Management of Organizations 0.5 - 3 Units

Terms offered: Fall 2016, Fall 2014, Spring 2014

Advanced study in the field of Organizational Behavior and Industrial Relations. Topics will vary from year to year and will be announced at the beginning of each semester.

Special Topics in the Management of Organizations: [Read More \[+\]](#)

### Rules & Requirements

**Repeat rules:** Course may be repeated for credit without restriction.

### Hours & Format

**Fall and/or spring:** 15 weeks - 0.5-3 hours of lecture per week

**Summer:** 6 weeks - 1.5-7.5 hours of lecture per week

### Additional Details

**Subject/Course Level:** Eve/Wknd Masters in Bus. Adm./Graduate

**Grading:** Letter grade.

Special Topics in the Management of Organizations: [Read Less \[-\]](#)

## EW MBA 258 Work, Wisdom, and Happiness 2 Units

Terms offered: Prior to 2007

This course explores what it takes for work to be both satisfying and effective. To what extent is good work the result of bringing the right attitude to the workplace, and to what extent is it the result of the way work is structured and organized? This course explores how the modern work environment of accountability, metrics, big data, and incentives results in work that is both less satisfying to employees and less profitable to employers.

Work, Wisdom, and Happiness: [Read More](#) [+]

### Hours & Format

**Fall and/or spring:** 15 weeks - 3 hours of lecture per week

### Additional Details

**Subject/Course Level:** Eve/Wknd Masters in Bus. Adm./Graduate

**Grading:** Letter grade.

Work, Wisdom, and Happiness: [Read Less](#) [-]

## EW MBA 258A International Business: Designing Global Organizations 3 Units

Terms offered: Spring 2008

This course is about flexible organizational designs and adaptive leadership strategies in global markets. It will be of special interest to students working in high tech, life sciences and biotechnology, telecommunications, management consulting, and financial services. Topics include new trends in global organizational design, leading geodispersed teams of knowledge workers, managing offshore partnerships, integrating acquisitions, and executing change with multicultural knowledge workers.

International Business: Designing Global Organizations: [Read More](#) [+]

### Rules & Requirements

**Prerequisites:** 205

### Hours & Format

**Fall and/or spring:** 15 weeks - 3 hours of lecture per week

**Summer:** 8 weeks - 4 hours of lecture per week

### Additional Details

**Subject/Course Level:** Eve/Wknd Masters in Bus. Adm./Graduate

**Grading:** Letter grade.

International Business: Designing Global Organizations: [Read Less](#) [-]

## EW MBA 258P The Science of Productivity and Performance 1 Unit

Terms offered: Prior to 2007

This course is an elective designed to help students improve their personal and professional effectiveness using research in cognitive psychology, neuroscience, and physiology. Expect to hear from scientific experts and industry executives. Students will learn habits to help them accomplish more in fewer hours, choose between conflicting priorities, sustain productivity and avoid burnout, and upgrade your team's productivity and performance. This course is built around practical behavior change and is designed to help students navigate our "always on" business culture. Students will leave with a foundation of new habits around productivity and self-care, as well as a personalized action plan to better manage the demands in their lives.

The Science of Productivity and Performance: [Read More](#) [+]

### Hours & Format

**Fall and/or spring:**

4 weeks - 4 hours of lecture per week

5 weeks - 3 hours of lecture per week

### Additional Details

**Subject/Course Level:** Eve/Wknd Masters in Bus. Adm./Graduate

**Grading:** Letter grade.

The Science of Productivity and Performance: [Read Less](#) [-]

## EW MBA 259 Becoming a Changemaker 2 Units

Terms offered: Prior to 2007

This course inspires, trains and equips participants to convert raw energy and enthusiasm for creating a better world into real leadership skills and mindsets which will empower you to create positive change at an individual, organizational and societal level. Anchored in change leadership and bringing together the fields of entrepreneurship, innovation, leadership & social impact, the course is focused on moving from ideas to action; gaining inspiration from diverse changemakers across roles and sectors; learning how to navigate, shape and lead change to thrive amidst uncertainty; and helping you become the kind of leader our companies, our communities and our world need right now.

Becoming a Changemaker: [Read More](#) [+]

### Hours & Format

**Fall and/or spring:** 10 weeks - 3 hours of lecture per week

### Additional Details

**Subject/Course Level:** Eve/Wknd Masters in Bus. Adm./Graduate

**Grading:** Letter grade.

Becoming a Changemaker: [Read Less](#) [-]



## EW MBA 260 Customer Insights 3 Units

Terms offered: Spring 2018, Spring 2015, Fall 2006

Examines concepts and theories from behavioral science useful for the understanding and prediction of marketplace behavior and demand analysis. Emphasizes applications to the development of marketing policy planning and strategy and to various decision areas within marketing.

Customer Insights: Read More [+]

### Rules & Requirements

**Prerequisites:** Business Administration E206 or equivalent

### Hours & Format

**Fall and/or spring:** 15 weeks - 3 hours of lecture per week

**Summer:** 8 weeks - 6 hours of lecture per week

### Additional Details

**Subject/Course Level:** Eve/Wknd Masters in Bus. Adm./Graduate

**Grading:** Letter grade.

**Formerly known as:** Business Administration E260

Customer Insights: Read Less [-]

## EW MBA 261 Marketing Research: Tools and Techniques for Data Collection and Analysis 2 - 3 Units

Terms offered: Fall 2015, Spring 2015, Fall 2013

This course develops the skills necessary to plan and implement an effective market research study. Topics include research design, psychological measurement, survey methods, experimentation, statistical analysis of marketing data, and effective reporting of technical material to management. Students select a client and prepare a market research study during the course. Course intended for students with substantive interests in marketing.

Marketing Research: Tools and Techniques for Data Collection and Analysis: Read More [+]

### Rules & Requirements

**Prerequisites:** Business Administration 200 or comparable statistical course

### Hours & Format

**Fall and/or spring:** 15 weeks - 3 hours of lecture per week

### Additional Details

**Subject/Course Level:** Eve/Wknd Masters in Bus. Adm./Graduate

**Grading:** Letter grade.

**Formerly known as:** Business Administration E261

Marketing Research: Tools and Techniques for Data Collection and Analysis: Read Less [-]

## EW MBA 262 Strategic Brand Management 3 Units

Terms offered: Spring 2016, Fall 2015, Spring 2015

The focus of this course is on developing student skills to formulate and critique complete marketing programs including product, price, distribution, and promotion policies. Case analyses are heavily used. The course is designed primarily for students who will take a limited number of advanced marketing courses and wish an integrated approach.

Strategic Brand Management: Read More [+]

### Rules & Requirements

**Prerequisites:** Business Administration E206

### Hours & Format

**Fall and/or spring:** 15 weeks - 3 hours of lecture per week

**Summer:** 8 weeks - 6 hours of lecture per week

### Additional Details

**Subject/Course Level:** Eve/Wknd Masters in Bus. Adm./Graduate

**Grading:** Letter grade.

**Formerly known as:** Business Administration E262A

Strategic Brand Management: Read Less [-]

## EW MBA 262A Brand Manager Boot Camp 3 Units

Terms offered: Prior to 2007

This course will immerse students in the roles and responsibilities of a Chief Marketing Officer (CMO). Students will examine key marketplace drivers of B2B and B2C companies and learn how to generate organic growth. Emphasis will be placed on practical skills needed to successfully execute job responsibilities. Students will explore various product launch strategies and marketing mixes in different country contexts, examine how to use Big Data to generate sales growth, and learn the key elements to producing and executing a strategic marketing plan. The course uses a combination of lecturer, case studies, and group and individual projects. Presentation and writing skills are given extra attention.

Brand Manager Boot Camp: Read More [+]

### Hours & Format

**Fall and/or spring:** 15 weeks - 3 hours of lecture per week

### Additional Details

**Subject/Course Level:** Eve/Wknd Masters in Bus. Adm./Graduate

**Grading:** Letter grade.

Brand Manager Boot Camp: Read Less [-]

### **EW MBA 263 Marketing Analytics 3 Units**

Terms offered: Spring 2016, Fall 2007, Spring 2007

Information technology has allowed firms to gather and process large quantities of information about consumers' choices and reactions to marketing campaigns. However, few firms have the expertise to intelligently act on such information. This course addresses this shortcoming by teaching students how to use customer information to better market to consumers. In addition, the course addresses how information technology affects marketing strategy.

Marketing Analytics: Read More [+]

#### **Rules & Requirements**

**Prerequisites:** Business Administration E206

#### **Hours & Format**

**Fall and/or spring:** 15 weeks - 3 hours of lecture per week

**Summer:** 8 weeks - 6 hours of lecture per week

#### **Additional Details**

**Subject/Course Level:** Eve/Wknd Masters in Bus. Adm./Graduate

**Grading:** Letter grade.

**Formerly known as:** Business Administration E262B

Marketing Analytics: Read Less [-]

### **EW MBA 264 High Technology Marketing Management 3 Units**

Terms offered: Spring 2012, Spring 2011, Spring 2010

High technology refers to that class of products and services which is subject to technological change at a pace significantly faster than for most goods in the economy. Under such circumstances, the marketing task faced by the high technology firm differs in some ways from the usual. The purpose of this course is to explore these differences.

High Technology Marketing Management: Read More [+]

#### **Rules & Requirements**

**Prerequisites:** Business Administration E206 or equivalent

#### **Hours & Format**

**Fall and/or spring:** 15 weeks - 3 hours of lecture per week

#### **Additional Details**

**Subject/Course Level:** Eve/Wknd Masters in Bus. Adm./Graduate

**Grading:** Letter grade.

**Formerly known as:** Business Administration E264

High Technology Marketing Management: Read Less [-]

### **EW MBA 264A Product Management 3 Units**

Terms offered: Prior to 2007

This course introduces students to the core skills and activities of a product manager (PM) by means of hands-on projects, interaction with industry professionals, lectures, exercises, group projects, outside content. Topics include critical PM skills (team building, strategy, value proposition definition, product design, execution, roadmap planning, cross-functional team management, communication), organizational navigation, and interviewing. This course requires the execution of a major team project, typically with an outside company. The core deliverables in this course will focus around typical PM work output, such as strategy, product requirements definition, roadmap planning, prioritization, and go-to-market planning.

Product Management: Read More [+]

#### **Hours & Format**

**Fall and/or spring:** 11 weeks - 4 hours of lecture per week

#### **Additional Details**

**Subject/Course Level:** Eve/Wknd Masters in Bus. Adm./Graduate

**Grading:** Letter grade.

Product Management: Read Less [-]

### **EW MBA 265 Influencing Consumers 2 - 3 Units**

Terms offered: Prior to 2007

A specialized course in advertising, focusing on management and decision-making. Topics include objective-setting, copy decisions, media decisions, budgeting, and examination of theories, models, and other research methods appropriate to these decision areas. Other topics include social/economic issues of advertising by nonprofit organizations.

Influencing Consumers: Read More [+]

#### **Rules & Requirements**

**Prerequisites:** Evening and Weekend Masters in Business Administration 206 or equivalent

#### **Hours & Format**

**Fall and/or spring:** 15 weeks - 2-3 hours of lecture per week

#### **Additional Details**

**Subject/Course Level:** Eve/Wknd Masters in Bus. Adm./Graduate

**Grading:** Letter grade.

Influencing Consumers: Read Less [-]

## EWMBA 266 Sales Force Management and Channel Strategy 3 Units

Terms offered: Spring 2010, Spring 2009, Summer 2006 10 Week Session

The success of any marketing program often weighs heavily upon its co-execution by members of the firm's distribution channel. This course seeks to provide an understanding of how the strategic and tactical roles of the channel can be identified and managed. This is accomplished, first, through studying the broad economic and social forces that govern the channel evolution. It is completed through the examination of tools to select, manage, and motivate channel partners.

Sales Force Management and Channel Strategy: Read More [+]

### Hours & Format

**Fall and/or spring:** 15 weeks - 3 hours of lecture per week

**Summer:** 8 weeks - 5.5 hours of lecture per week

### Additional Details

**Subject/Course Level:** Eve/Wknd Masters in Bus. Adm./Graduate

**Grading:** Letter grade.

Sales Force Management and Channel Strategy: Read Less [-]

## EWMBA 267 Topics in Marketing 0.5 - 3 Units

Terms offered: Fall 2015, Fall 2014, Spring 2014

Advanced study in the field of Marketing. Topics will vary from year to year and will be announced at the beginning of each semester.

Topics in Marketing: Read More [+]

### Rules & Requirements

**Repeat rules:** Course may be repeated for credit without restriction.

### Hours & Format

**Fall and/or spring:** 15 weeks - .5-3 hours of lecture per week

**Summer:** 6 weeks - 1.5-7.5 hours of lecture per week

### Additional Details

**Subject/Course Level:** Eve/Wknd Masters in Bus. Adm./Graduate

**Grading:** Letter grade.

Topics in Marketing: Read Less [-]

## EWMBA 268B International Marketing 2 Units

Terms offered: Spring 2015, Fall 2012, Fall 2009

Provides frameworks, knowledge; and sensitivities to formulate and implement marketing strategies for competing in the international arena. Regions and countries covered include the Americas, Europe, Japan, China, India, Russia, Africa, and Asia-Pacific. Issues covered include global versus local advertising, international pricing strategies, selecting and managing strategic international alliances and distribution channels, managing international brands and product lines through product life cycle, international retailing, and international marketing organization and control.

International Marketing: Read More [+]

### Hours & Format

**Fall and/or spring:** 15 weeks - 2 hours of lecture per week

**Summer:** 8 weeks - 4 hours of lecture per week

### Additional Details

**Subject/Course Level:** Eve/Wknd Masters in Bus. Adm./Graduate

**Grading:** Letter grade.

International Marketing: Read Less [-]

## EWMBA 268C Social Media Marketing 1 - 3 Units

Terms offered: Fall 2014

The course covers the implications of the evolution of communication on marketing strategy in the new landscape where traditional and digital media coexist and interact. While advertising spending on traditional media has recently declined, increasing amounts are spent online in addition to unpaid media. These new communication channels, however, are presenting significant challenges to marketers in selecting the best strategies to maximize returns. The course covers a number of topics including, but not limited to: The differences and interaction between traditional and social media; two-sided markets and social media platforms; a basic theory of social networks online and offline; consumer behavior and digital media.

Social Media Marketing: Read More [+]

### Hours & Format

**Fall and/or spring:** 15 weeks - 1-3 hours of lecture per week

### Additional Details

**Subject/Course Level:** Eve/Wknd Masters in Bus. Adm./Graduate

**Grading:** Letter grade.

Social Media Marketing: Read Less [-]

## **EWMBA 268D Design and Marketing New Products 3 Units**

Terms offered: Prior to 2007

With rapid advancements in materials and technologies, the product life cycle is getting shorter and shorter. Consequently, companies need to constantly improve existing products and develop new ones. This course examines the strategies, processes and methods used by these companies, and the cutting-edge tools and techniques used for new-product development. Readings and guest speakers from both product and services will be used to develop understanding and mastery. Upon conclusion, students will be able to identify new market space opportunities, evaluate qualitative and quantitative research and turn it into actionable decisions, and develop long-range business plans to meet both strategic and financial objectives of a new product launch.

Design and Marketing New Products: [Read More](#) [+]

### **Hours & Format**

**Fall and/or spring:** 15 weeks - 3 hours of lecture per week

### **Additional Details**

**Subject/Course Level:** Eve/Wknd Masters in Bus. Adm./Graduate

**Grading:** Letter grade.

Design and Marketing New Products: [Read Less](#) [-]

## **EWMBA 269 Pricing 3 Units**

Terms offered: Spring 2015, Summer 2014 10 Week Session, Spring 2014

This three-module course aims to equip students with proven concepts, techniques, and frameworks for assessing and formulating pricing strategies. The first module develops the economic and behavioral foundations of pricing. The second module discusses several innovative pricing concepts including price customization, nonlinear pricing, price matching, and product line pricing. The third module analyzes the strengths and weaknesses of several Internet-based, buyer-determined pricing models.

Pricing: [Read More](#) [+]

### **Hours & Format**

**Fall and/or spring:** 15 weeks - 3 hours of lecture per week

**Summer:** 8 weeks - 5.5 hours of lecture per week

### **Additional Details**

**Subject/Course Level:** Eve/Wknd Masters in Bus. Adm./Graduate

**Grading:** Letter grade.

Pricing: [Read Less](#) [-]

## **EWMBA 271 Tech and the City: How to Get Urban Innovation Right 2 - 3 Units**

Terms offered: Prior to 2007

This course critically examines how new technologies and business models impact cities, and identifies the approaches that produce not only the best business outcomes, but also the most equitable and sustainable outcomes. To begin, we explore what makes cities such compelling laboratories for technology innovation, learn from past attempts at “smart city” interventions, and discuss how technologists can identify more effective solutions to today’s urban challenges. We’ll then hear from a variety of cutting edge practitioners, including venture investors, startup founders, government officials, tech journalists and community organizers about the unique opportunities and challenges of building an urban tech startup today.

Tech and the City: How to Get Urban Innovation Right: [Read More](#) [+]

### **Hours & Format**

**Fall and/or spring:** 15 weeks - 2-3 hours of lecture per week

### **Additional Details**

**Subject/Course Level:** Eve/Wknd Masters in Bus. Adm./Graduate

**Grading:** Letter grade.

Tech and the City: How to Get Urban Innovation Right: [Read Less](#) [-]

## **EWMBA 273 Dynamic Capabilities and Innovation 2 - 3 Units**

Terms offered: Prior to 2007

This is a course in strategic management. It draws on a variety of disciplines and integrates them in the fashion that will generate key insights into how technology can be developed and managed. This course will help students acquire and practice concepts and skills that are relevant to management in a technologically dynamic environment. It provides frameworks for intellectual capital management in the private sector.

This course is aimed at those interested in working for either large or small firms in technologically progressive industries, as well as those wishing to understand how mature industries can create and respond to innovation.

Dynamic Capabilities and Innovation: [Read More](#) [+]

### **Hours & Format**

**Fall and/or spring:** 15 weeks - 3-4 hours of lecture per week

### **Additional Details**

**Subject/Course Level:** Eve/Wknd Masters in Bus. Adm./Graduate

**Grading:** Letter grade.

Dynamic Capabilities and Innovation: [Read Less](#) [-]

## EW MBA 275 Business Law: Managing the Legal Environment 3 Units

Terms offered: Spring 2010, Fall 2008, Fall 2007

A manager must understand the legal environments which impact business and understand how to work effectively with lawyers. This course addresses the legal aspects of business relationships and business agreements. Topics covered include forms of business organization, duties of officers and directors, intellectual property, antitrust, contracts, employment relationships, criminal law, and debtor-creditor relationships including bankruptcy.

Business Law: Managing the Legal Environment: Read More [+]

### Rules & Requirements

**Prerequisites:** Completion of all core courses or consent of instructor

### Hours & Format

**Fall and/or spring:** 15 weeks - 3 hours of lecture per week

**Summer:** 8 weeks - 5.5 hours of lecture per week

### Additional Details

**Subject/Course Level:** Eve/Wknd Masters in Bus. Adm./Graduate

**Grading:** Letter grade.

Business Law: Managing the Legal Environment: Read Less [-]

## EW MBA 277 Special Topics in Business and Public Policy 1 - 3 Units

Terms offered: Spring 2023, Fall 2022, Spring 2022

Topics vary by semester at discretion of instructor and by student demand. Topical areas include business and professional ethics and the role of corporate social responsibility in the mixed economy; managing the external affairs of the corporation, including community, government, media and stakeholder relations; technology policy, research and development, and the effects of government regulation of business on technological innovation and adoption.

Special Topics in Business and Public Policy: Read More [+]

### Rules & Requirements

**Prerequisites:** Business Administration E207 or equivalent, or consent of instructor

**Credit Restrictions:** Students will receive no credit for EW MBA 277 after completing BUS ADM E278.

**Repeat rules:** Course may be repeated for credit without restriction. Students may enroll in multiple sections of this course within the same semester.

### Hours & Format

**Fall and/or spring:** 15 weeks - 1-3 hours of lecture per week

### Summer:

1 weeks - 30-30 hours of lecture per week

3 weeks - 5-15 hours of lecture per week

### Additional Details

**Subject/Course Level:** Eve/Wknd Masters in Bus. Adm./Graduate

**Grading:** Letter grade.

**Formerly known as:** Business Administration E278

Special Topics in Business and Public Policy: Read Less [-]

## EW MBA 280 Real Estate Investment Analysis and Sustainability 3 Units

Terms offered: Spring 2010, Spring 2009, Fall 2006

Intensive review of literature in the theory of land utilization, urban growth and real estate market behavior; property rights and valuation; residential and non-residential markets; construction, debt and equity financing; public controls and policies.

Real Estate Investment Analysis and Sustainability: Read More [+]

### Hours & Format

**Fall and/or spring:** 15 weeks - 3 hours of lecture per week

### Additional Details

**Subject/Course Level:** Eve/Wknd Masters in Bus. Adm./Graduate

**Grading:** Letter grade.

**Formerly known as:** Business Administration E280

Real Estate Investment Analysis and Sustainability: Read Less [-]

## **EWMBA 282 Real Estate Development 3 Units**

Terms offered: Fall 2014, Fall 2013

The interaction of the private and public sectors in urban development; modeling the urban economy; growth and decline of urban areas; selected policy issues: housing, transportation, financing, local government, urban redevelopment, and neighborhood change are examined.

Real Estate Development: Read More [+]

### **Rules & Requirements**

**Prerequisites:** Consent of instructor

**Repeat rules:** Course may be repeated for credit without restriction.

### **Hours & Format**

**Fall and/or spring:** 15 weeks - 3.5 hours of lecture per week

### **Additional Details**

**Subject/Course Level:** Eve/Wknd Masters in Bus. Adm./Graduate

**Grading:** Letter grade.

**Formerly known as:** Business Administration 282

Real Estate Development: Read Less [-]

## **EWMBA 283 Real Estate Finance and Securitization 3 Units**

Terms offered: Fall 2012, Fall 2010, Fall 2009

Students will be introduced to the fundamentals of real estate financial analysis, including elements of mortgage financing and taxation. The course will apply the standard tools of financial analysis to specialized real estate financing circumstances and real estate evaluation.

Real Estate Finance and Securitization: Read More [+]

### **Rules & Requirements**

**Prerequisites:** Business Administration E280; and background in the basics of finance, micro-economics, macro-economics, statistics and quantitative analysis

### **Hours & Format**

**Fall and/or spring:** 15 weeks - 3 hours of lecture per week

### **Additional Details**

**Subject/Course Level:** Eve/Wknd Masters in Bus. Adm./Graduate

**Grading:** Letter grade.

**Formerly known as:** Business Administration E283

Real Estate Finance and Securitization: Read Less [-]

## **EWMBA 284 Real Estate Investment Strategy 3 Units**

Terms offered: Spring 2011, Spring 2010, Spring 2007

Analysis of selected problems and special studies; cases in residential and non-residential development and financing, urban redevelopment, real estate taxation, mortgage market developments, equity investment, valuation, and zoning.

Real Estate Investment Strategy: Read More [+]

### **Rules & Requirements**

**Prerequisites:** Consent of instructor

### **Hours & Format**

**Fall and/or spring:** 15 weeks - 0 hours of seminar per week

### **Additional Details**

**Subject/Course Level:** Eve/Wknd Masters in Bus. Adm./Graduate

**Grading:** Letter grade.

**Formerly known as:** Business Administration E284

Real Estate Investment Strategy: Read Less [-]

## **EWMBA 287 Special Topics in Real Estate Economics and Finance 1 - 3 Units**

Terms offered: Spring 2011, Fall 2009, Spring 2008

Topics vary each semester. Topic areas include advanced techniques for real estate financial analysis and structuring and evaluation; the securitization of real estate debt and equity; issues in international real estate; cyclical behavior of real estate markets; portfolio theory and real estate asset allocation.

Special Topics in Real Estate Economics and Finance: Read More [+]

### **Rules & Requirements**

**Prerequisites:** Business Administration E280 and consent of instructor

**Repeat rules:** Course may be repeated for credit without restriction.

### **Hours & Format**

**Fall and/or spring:** 15 weeks - 3 hours of lecture per week

**Summer:** 8 weeks - 2-6 hours of lecture per week

### **Additional Details**

**Subject/Course Level:** Eve/Wknd Masters in Bus. Adm./Graduate

**Grading:** Letter grade.

**Formerly known as:** Business Administration E281

Special Topics in Real Estate Economics and Finance: Read Less [-]

## EWMBA 290A Fundamentals of Design Thinking 1 Unit

Terms offered: Prior to 2007

The course will introduce the Design Thinking mindset to MBA students and support it with tools, processes and strategies to solve business problems with a non-traditional problem-solving approach. Design thinking uses quantitative information to inform qualitative decision making. Rooted in the formal disciplines of design, the course works with core principles of creativity, discovery, curiosity, deferred judgment, process discipline and positive human collaboration. Students will gain experience using the design thinking process through hands-on learning, reading and team-based collaborative projects.

Fundamentals of Design Thinking: [Read More](#) [+]

### Hours & Format

#### Fall and/or spring:

2 weeks - 7.5 hours of lecture per week

5 weeks - 3 hours of lecture per week

#### Summer:

2 weeks - 7.5 hours of lecture per week

5 weeks - 3 hours of lecture per week

### Additional Details

**Subject/Course Level:** Eve/Wknd Masters in Bus. Adm./Graduate

**Grading:** The grading option will be decided by the instructor when the class is offered.

**Formerly known as:** Eve/Wknd Masters in Bus. Adm. 200P

Fundamentals of Design Thinking: [Read Less](#) [-]

## EWMBA 290B Biotechnology Industry Perspectives and Business Development 2 Units

Terms offered: Prior to 2007

This course is designed to examine the strategic issues that confront the management of the development-stage biotech company, i.e., after its startup via an initial capital infusion, but before it might be deemed successful, or otherwise has achieved "first-tier" status. The intention is to study the biotech organization during the process of its growth and maturation from an early-stage existence through "adolescence" into an early-stage existence.

Biotechnology Industry Perspectives and Business Development: [Read More](#) [+]

### Rules & Requirements

**Repeat rules:** Course may be repeated for credit without restriction.

### Hours & Format

**Fall and/or spring:** 15 weeks - 2 hours of lecture per week

### Additional Details

**Subject/Course Level:** Eve/Wknd Masters in Bus. Adm./Graduate

**Grading:** Letter grade.

Biotechnology Industry Perspectives and Business Development: [Read Less](#) [-]

## EWMBA 290E Innovation Strategies for Emerging Technologies 2 Units

Terms offered: Prior to 2007

Every successful entrepreneurial high tech venture has at its core individuals with mastery of two skill sets: marketing and management expertise, and technological skill. This course is intended to provide the marketing skills needed for the management of an entrepreneurial high technology venture, regardless of whether the individual's "home" skill set is technical or managerial. We examine in depth successful marketing approaches for entrepreneurial companies as a function of markets and technologies. Emphasis is placed on the special requirements for creating and executing marketing plans and programs in a setting of rapid technological change and limited resources.

Innovation Strategies for Emerging Technologies: [Read More](#) [+]

### Hours & Format

**Fall and/or spring:** 15 weeks - 2 hours of lecture per week

### Additional Details

**Subject/Course Level:** Eve/Wknd Masters in Bus. Adm./Graduate

**Grading:** Letter grade.

Innovation Strategies for Emerging Technologies: [Read Less](#) [-]

## EWMBA 290H Haas@Work 3 Units

Terms offered: Fall 2015

The primary objective of this course and the associated innovation consulting projects is for students to learn and apply the approaches, skills, and behaviors required to successfully initiate and drive innovation in a complex organization. Students taking the course will use concepts and tools from several other Haas courses, including Economic Analysis for Business Decisions, Strategic Leadership, Leading People, Finance, and Problem Finding Problem Solving. As important, the student teams are expected to deliver the highest quality work and deliverables, genuine insights, innovative solutions, and real value on mission-critical client projects.

Haas@Work: [Read More](#) [+]

### Hours & Format

**Fall and/or spring:** 15 weeks - 3 hours of lecture per week

### Additional Details

**Subject/Course Level:** Eve/Wknd Masters in Bus. Adm./Graduate

**Grading:** Letter grade.

Haas@Work: [Read Less](#) [-]

## EW MBA 290I Managing Innovation and Change 3 Units

Terms offered: Spring 2014, Spring 2013, Spring 2007

This course is designed to introduce students to the innovation process and its management. It provides an overview of technological change and links it to specific strategic challenges; examines the diverse elements of the innovation process and how they are managed; discusses the uneasy relationship between technology and the workforce; and examines challenges of managing innovation globally.

Managing Innovation and Change: [Read More](#) [+]

### Hours & Format

**Fall and/or spring:** 15 weeks - 3 hours of lecture per week

### Additional Details

**Subject/Course Level:** Eve/Wknd Masters in Bus. Adm./Graduate

**Grading:** Letter grade.

**Formerly known as:** Business Administration E274

Managing Innovation and Change: [Read Less](#) [-]

## EW MBA 290K Innovation in Services and Business Models 2 Units

Terms offered: Prior to 2007

This course examines services innovation, first covering key concepts, including how services innovation differs from product innovation, the role of openness in services, the role of business models, and co-creation. The course then introduces several tools and frameworks to apply those concepts to specific services situations. These include process design, process mapping and improvement, business models, co-creation, and platform innovation.

Innovation in Services and Business Models: [Read More](#) [+]

### Hours & Format

**Fall and/or spring:** 15 weeks - 2 hours of lecture per week

### Additional Details

**Subject/Course Level:** Eve/Wknd Masters in Bus. Adm./Graduate

**Grading:** Letter grade.

**Instructor:** Chesbrough

Innovation in Services and Business Models: [Read Less](#) [-]

## EW MBA 290S Strategy for the Information Technology Firm 3 Units

Terms offered: Prior to 2007

This course is a strategy and general management course for students interested in pursuing careers in the global information technology industry. Students are taught to view the IT industry through the eyes of the general manager/CEO (whether at a start-up or an industry giant). They learn how to evaluate strategic options and their consequences, how to understand the perspectives of various industry players, and how to anticipate how they are likely to behave under various circumstances. These include the changing economics of production, the role network effects and standards have on adoption of new products and services, the tradeoffs among potential pricing strategies, and the regulatory and public policy context.

Strategy for the Information Technology Firm: [Read More](#) [+]

### Hours & Format

**Fall and/or spring:** 15 weeks - 3 hours of lecture per week

### Additional Details

**Subject/Course Level:** Eve/Wknd Masters in Bus. Adm./Graduate

**Grading:** Letter grade.

Strategy for the Information Technology Firm: [Read Less](#) [-]

## EW MBA 290T Special Topics in Innovation and Design 0.5 - 3 Units

Terms offered: Spring 2016, Fall 2015, Spring 2015

Advanced study in the fields of innovation and design. Topics will vary from year to year and will be announced at the beginning of each semester.

Special Topics in Innovation and Design: [Read More](#) [+]

### Rules & Requirements

**Repeat rules:** Course may be repeated for credit without restriction.

### Hours & Format

**Fall and/or spring:** 15 weeks - 0.5-3 hours of lecture per week

**Summer:** 6 weeks - 1.5-7.5 hours of lecture per week

### Additional Details

**Subject/Course Level:** Eve/Wknd Masters in Bus. Adm./Graduate

**Grading:** Letter grade.

Special Topics in Innovation and Design: [Read Less](#) [-]



## EWMBA 290V Corporate Strategy in Telecommunications and Media 3 Units

Terms offered: Fall 2013

This course is intended for students who wish to gain better understanding of one of the most important issues facing management today--designing, implementing, and managing telecommunication and distributed computer systems. The following topics are covered: a survey of networking technologies; the selection, design, and management of telecommunication systems; strategies for distributed data processing; office automation; and management of personal computers in organizations.

Corporate Strategy in Telecommunications and Media: Read More [+]

### Rules & Requirements

**Prerequisites:** Business Administration 204

### Hours & Format

**Fall and/or spring:** 15 weeks - 3 hours of lecture per week

### Additional Details

**Subject/Course Level:** Eve/Wknd Masters in Bus. Adm./Graduate

**Grading:** Letter grade.

Corporate Strategy in Telecommunications and Media: Read Less [-]

## EWMBA 291C Active Communicating 1 Unit

Terms offered: Spring 2016, Fall 2015, Fall 2014

This course develops the basic building blocks of impactful communication--e.g., concentration, energy, voice, physical expressiveness, spontaneity, listening, awareness, and presence--by drawing upon expertise from theater arts. Active, participatory exercises allow for the development and embodiment of effective communication skills. Class readings, lectures, and discussions address participants' specific workplace applications.

Active Communicating: Read More [+]

### Hours & Format

**Summer:** 2 weeks - 8 hours of lecture and 8 hours of lecture per week

### Additional Details

**Subject/Course Level:** Eve/Wknd Masters in Bus. Adm./Graduate

**Grading:** Letter grade.

Active Communicating: Read Less [-]

## EWMBA 291D Data Visualization 1 - 2 Units

Terms offered: Fall 2015, Spring 2010

This course exposes the problems of poor data presentation and introduces design practices necessary to communicate quantitative business information clearly, efficiently, and powerfully. This course identifies what to look for in the data and describes the types of graphs and visual analysis techniques most effective for spotting what is meaningful and making sense of it.

Data Visualization: Read More [+]

### Hours & Format

**Fall and/or spring:**

2 weeks - 8-15 hours of lecture per week

10 weeks - 1.5-3 hours of lecture per week

### Additional Details

**Subject/Course Level:** Eve/Wknd Masters in Bus. Adm./Graduate

**Grading:** Letter grade.

Data Visualization: Read Less [-]

## EWMBA 291E Interpersonal Skills and Embodied Systems Leadership 2 Units

Terms offered: Prior to 2007

This course provides a step-by-step roadmap to learn how to “regulate” unconscious reactivity, as well as build – and repair – trust and meaningful connection amidst challenges and misunderstanding that involve social identity, power dynamics, and other dimensions of difference. These essential capacities enable leaders to embody choiceful expressions of “being” and leading in personal and professional contexts, and for diverse teams to move through challenges and differences, while staying connected, in order to collaborate on shared goals and create possibilities around the most pressing systems issues of our time.

Interpersonal Skills and Embodied Systems Leadership: Read More [+]

### Hours & Format

**Fall and/or spring:**

2 weeks - 12 hours of lecture per week

4 weeks - 5 hours of lecture per week

### Additional Details

**Subject/Course Level:** Eve/Wknd Masters in Bus. Adm./Graduate

**Grading:** Letter grade.

Interpersonal Skills and Embodied Systems Leadership: Read Less [-]

## EW MBA 291F Audience-Focused Communication 1 Unit

Terms offered: Prior to 2007

Students will learn to identify and present from their strengths; utilize techniques to understand and address their audience's overt and hidden agendas; determine what is pertinent in their presentations, and what should be left out; present information tailored to a specific audience's way of understanding, and thus answer the audience's unspoken questions; analyze, receive and offer constructive feedback; use their bodies and breath to give themselves more presence and power; communicate to groups via video-conference; and demonstrate a level of mastery of presentation skills by exuding confidence, presence, and influence through strategic, audience-focused communication.

Audience-Focused Communication: Read More [+]

### Hours & Format

**Fall and/or spring:** 2 weeks - 7 hours of lecture per week

### Additional Details

**Subject/Course Level:** Eve/Wknd Masters in Bus. Adm./Graduate

**Grading:** Letter grade.

Audience-Focused Communication: Read Less [-]

## EW MBA 291I Improvisational Leadership 1 Unit

Terms offered: Prior to 2007

This class explores the broad principles of improvisation, a performing art form that has developed pedagogical methods to enhance individual spontaneity, listening and awareness, expressive skills, risk-taking, and one's ability to make authentic social and emotional connections. The ultimate aim of the course is to help students develop an innovative and improvisational leadership mindset, sharpening in-the-moment decision making and the ability to quickly recognize and act upon opportunities when presented. In practical terms, this course strives to enhance students' business communication skills and increase both interpersonal intuition and confidence.

Improvisational Leadership: Read More [+]

### Hours & Format

**Fall and/or spring:** 2 weeks - 8 hours of lecture per week

**Summer:** 2 weeks - 8 hours of lecture per week

### Additional Details

**Subject/Course Level:** Eve/Wknd Masters in Bus. Adm./Graduate

**Grading:** Letter grade.

Improvisational Leadership: Read Less [-]

## EW MBA 291L Leader as Coach 1 Unit

Terms offered: Prior to 2007

This course focuses on the art and science of coaching including theory and practice. The curriculum will cover theory and practice for three aspects of the coaching process – knowledge-based (information and skills), motivation-based (inspiration and passion), and strategy-based (communication and integration). The curriculum will focus on primary coaching skills, tools, processes and behaviors that a coach uses. In addition, participants will learn facilitation skills as the preferred methodology in achieving successful coaching programs. Course participants will have the opportunity to utilize this material in practice coaching sessions with supervision and feedback from peers and the instructor.

Leader as Coach: Read More [+]

### Hours & Format

**Fall and/or spring:** 15 weeks - 1 hour of lecture per week

### Additional Details

**Subject/Course Level:** Eve/Wknd Masters in Bus. Adm./Graduate

**Grading:** Letter grade.

Leader as Coach: Read Less [-]

## EW MBA 291R Building Trust-Based Relationships 1 Unit

Terms offered: Prior to 2007

The objective of this course is to help students become better leaders by strengthening their ability to build trust-based relationships with others such as direct reports, supervisors, peers and customers. The course draws appropriate links back to Leadership Communications and forward to Applied Innovation. Students will (i) debrief their experience of putting learning from Leadership Communications into action in their workplace; (ii) practice various approaches to honing their empathy, including the use of insightful questions rather than assertions as the basis for a dialogue with others; and (iii) learn a simple peer coaching model that they will use in between face-to-face sessions with their classmates.

Building Trust-Based Relationships: Read More [+]

### Rules & Requirements

**Prerequisites:** Evening/Weekend Masters in Business Administration 200C

### Hours & Format

**Fall and/or spring:** 6 weeks - 3 hours of lecture per week

### Additional Details

**Subject/Course Level:** Eve/Wknd Masters in Bus. Adm./Graduate

**Grading:** Letter grade.

Building Trust-Based Relationships: Read Less [-]

## EWMBA 291S Storytelling for Leadership 1 Unit

Terms offered: Prior to 2007

This course provides students with personal leadership development through the ability to tell "Who Am I" leadership journey stories, for use in the business context. For leaders, whose job it is to manage change, the approach to storytelling facilitates learning and is a vehicle to assist others in overcoming obstacles, generating enthusiasm and team work, sharing knowledge and ultimately leading to build trust and connection. This course give strategies, skills and practices for the three elements of telling powerful leadership stories: Story Content, Story Structure and Story Delivery. The course is highly interactive.

Storytelling for Leadership: Read More [+]

### Hours & Format

**Fall and/or spring:** 8 weeks - 2 hours of lecture per week

### Additional Details

**Subject/Course Level:** Eve/Wknd Masters in Bus. Adm./Graduate

**Grading:** Letter grade.

Storytelling for Leadership: Read Less [-]

## EWMBA 291T Topics In Managerial Communications 1 - 3 Units

Terms offered: Spring 2016, Spring 2011, Fall 2010

This course will provide the student with specialized knowledge in some area of managerial communications. Topics include multimedia business presentations, personal leadership development, diversity management, and making meetings work. Topics will vary from semester to semester.

Topics In Managerial Communications: Read More [+]

### Rules & Requirements

**Repeat rules:** Course may be repeated for credit without restriction.

### Hours & Format

**Fall and/or spring:** 15 weeks - 1-3 hours of lecture per week

### Additional Details

**Subject/Course Level:** Eve/Wknd Masters in Bus. Adm./Graduate

**Grading:** Letter grade.

**Formerly known as:** Business Administration 291B

Topics In Managerial Communications: Read Less [-]

## EWMBA 292A Strategy and Leadership for Social Impact 2 or 3 Units

Terms offered: Fall 2010, Fall 2009, Fall 2006

This course prepares students conceptually and practically to create, lead, and manage nonprofit organizations. Focuses on the centrality of the mission, governing board leadership, application of strategy and strategic planning, and strategic management of issues unique to or characteristic of the sector: performance measurement, program development, financial management, resource development, community relations and marketing, human resource management, advocacy, and management.

Strategy and Leadership for Social Impact: Read More [+]

### Hours & Format

**Fall and/or spring:** 15 weeks - 2-3 hours of lecture per week

### Additional Details

**Subject/Course Level:** Eve/Wknd Masters in Bus. Adm./Graduate

**Grading:** Letter grade.

Strategy and Leadership for Social Impact: Read Less [-]

## EWMBA 292B Nonprofit Boards 1 Unit

Terms offered: Fall 2015, Spring 2014, Fall 2012

The purpose of this class is to acquaint Evening & Weekend Master of Business Administration students, many of whom will be asked to serve on nonprofit boards throughout their careers, with the nonprofit sector and the roles and responsibilities of nonprofit boards. Students will learn why nonprofit boards exist, how they are structured, how they differ from corporate boards, what their legal responsibilities are, how boards and chief executives relate to each other, and how boards contribute to the effectiveness of nonprofit organizations.

Nonprofit Boards: Read More [+]

### Hours & Format

**Summer:** 2 weeks - 8 hours of lecture and 8 hours of lecture per week

### Additional Details

**Subject/Course Level:** Eve/Wknd Masters in Bus. Adm./Graduate

**Grading:** Letter grade.

Nonprofit Boards: Read Less [-]

## EW MBA 292C Strategic and Sustainable Business Solutions 1 - 3 Units

Terms offered: Spring 2013, Spring 2012, Fall 2010

This course explores the concept and practice of corporate sustainability (CS) and corporate social responsibility (CSR) through a series of lectures, guest speakers, and live consulting projects focused on CS and CSR challenges facing actual companies. The course provides the tools and experiences that sustainable management practitioners can utilize as a part of their value-creating strategies. Viewing CS and CSR from a corporate strategy perspective enables students to understand how considerations of social impact can, in fact, support core business objectives, core competencies, and bottom-line profits.

Strategic and Sustainable Business Solutions: Read More [+]

### Hours & Format

**Fall and/or spring:** 15 weeks - 1-3 hours of lecture per week

**Summer:** 10 weeks - 1.5-4.5 hours of lecture per week

### Additional Details

**Subject/Course Level:** Eve/Wknd Masters in Bus. Adm./Graduate

**Grading:** Letter grade.

Strategic and Sustainable Business Solutions: Read Less [-]

## EW MBA 292F Strategic Financial Management of Nonprofit Organizations 1 Unit

Terms offered: Spring 2014, Spring 2007

The course focuses on financial management issues faced by board members and senior and executive managers in nonprofit organizations. Students learn tools and techniques for effective planning and budgeting and how to control, evaluate and revise plans. Use and development of internal and external financial reports are studied with an emphasis on using financial information in decision making. Tools and techniques of financial statement analysis, interpretation, and presentation are practiced.

Strategic Financial Management of Nonprofit Organizations: Read More [+]

### Rules & Requirements

**Prerequisites:** Evening and Weekend Masters in Business Administration 203, financial experience, or equivalent

### Hours & Format

**Fall and/or spring:** 2 weeks - 8 hours of lecture per week

**Summer:** 2 weeks - 8 hours of lecture per week

### Additional Details

**Subject/Course Level:** Eve/Wknd Masters in Bus. Adm./Graduate

**Grading:** Letter grade.

Strategic Financial Management of Nonprofit Organizations: Read Less [-]

## EW MBA 292I Social Investing--Recent Findings in Management and Finance 1 Unit

Terms offered: Fall 2014, Fall 2013

This course introduces the field of social investment. The use of ESG (environmental, social, and governance) criteria is becoming increasingly prevalent among both high net worth individuals and institutions. Many ethical and religious traditions advocate altruism and community-mindedness in all dealings, while some economic and financial theorists argue for a narrow focus on risk and reward, with little regard for the impact of decisions on stakeholder groups or the environment.

Social Investing--Recent Findings in Management and Finance: Read More [+]

### Hours & Format

**Fall and/or spring:**

2 weeks - 8 hours of lecture per week

8 weeks - 2 hours of lecture per week

### Additional Details

**Subject/Course Level:** Eve/Wknd Masters in Bus. Adm./Graduate

**Grading:** Letter grade.

**Instructor:** Kurtz

Social Investing--Recent Findings in Management and Finance: Read Less [-]

## EW MBA 292ID Impact Startup Disco 1 Unit

Terms offered: Spring 2023, Spring 2022

This is a short, high-octane course for students interested in meeting other innovators and getting hands-on experience developing a new impact startup concept. All "social and environmental" impact themes are welcome. The course is inspired by other "hackathon" and startup weekend formats. A structured roadmap helps guide students through a sprint formation and ideation process. All students will be asked to submit an idea during the week prior to the class. After a peer vote selects the top ideas, teams are organically formed during the first session. At the end of the course, each team will present their validated concept and their next steps plan to a panel of impact venture experts.

Impact Startup Disco: Read More [+]

### Hours & Format

**Fall and/or spring:**

1 weeks - 15 hours of lecture per week

2 weeks - 8 hours of lecture per week

### Additional Details

**Subject/Course Level:** Eve/Wknd Masters in Bus. Adm./Graduate

**Grading:** Letter grade.

Impact Startup Disco: Read Less [-]

## EWMBA 292IL Impact Startup Launchpad 3 Units

Terms offered: Prior to 2007

This course simulates the conditions in which students can become social venture designers, founders, and leaders, and learn to create a business model that intentionally integrates financial objectives with measurable social and/or environmental outputs. Students work in interdisciplinary teams to practice starting a social venture. This course uses the Lean Launchpad methodology from the Haas entrepreneurship curriculum to frame the strategies and practices that distinguish social ventures, including: innovative company legal structures, constitutional documents, stakeholder enrollment, business model design, and social impact assessment. Each team is matched with practitioners who will serve as social venture mentor coaches.

Impact Startup Launchpad: Read More [+]

### Hours & Format

**Fall and/or spring:** 15 weeks - 3 hours of lecture per week

### Additional Details

**Subject/Course Level:** Eve/Wknd Masters in Bus. Adm./Graduate

**Grading:** Letter grade.

Impact Startup Launchpad: Read Less [-]

## EWMBA 292J Haas Sustainable Investment Fund 2 Units

Terms offered: Prior to 2007

In this course, students manage a real investment fund (\$3 million +) focused on both social and financial returns. Through the Fund, students have the opportunity to test the investment and corporate responsibility principles they have learned in the classroom, and to experience the complexities, challenges, and rewards of the investing world. Students have primary responsibility for investment decisions, including conducting their own research on funds and companies' environmental, social and governance (ESG) performance. Students receive guidance from both faculty advisors and an advisory board. The faculty advisors provide regular input on portfolio management, understanding portfolio performance and ESG investing.

Haas Sustainable Investment Fund: Read More [+]

### Rules & Requirements

**Repeat rules:** Course may be repeated for credit up to a total of 6 units.

### Hours & Format

**Fall and/or spring:** 15 weeks - 2 hours of lecture per week

### Additional Details

**Subject/Course Level:** Eve/Wknd Masters in Bus. Adm./Graduate

**Grading:** Letter grade.

Haas Sustainable Investment Fund: Read Less [-]

## EWMBA 292K Food Innovation Studio 2 Units

Terms offered: Prior to 2007

Students will identify and solve novel and pressing challenges in the broader food-system; develop insights into the systemic interdependencies that impact personal health and planetary sustainability; and work to conceive, test and launch high impact, market-based solutions. The course emphasizes mission-driven business designs that create positive social impact. Human-centered design, lean-launch, rapid prototyping, business model development, venture formation and venture pitch-presentation are blended into an accelerated experiential learning program. The course attracts leading food industry leaders and entrepreneurs as guest speakers and mentors. The actual course topics and projects are originated and chosen by student teams.

Food Innovation Studio: Read More [+]

### Hours & Format

**Fall and/or spring:** 10 weeks - 3 hours of lecture per week

### Additional Details

**Subject/Course Level:** Eve/Wknd Masters in Bus. Adm./Graduate

**Grading:** Letter grade.

Food Innovation Studio: Read Less [-]

## EWMBA 292M Social Impact Metrics 2 Units

Terms offered: Spring 2005

To provide an overview of the real world challenges of measuring impact in the social sector, this course will delve into the metrics challenges facing four nonprofit organizations selected as "clients". Students will apply frameworks and approaches from the course to help these nonprofits address the specific metrics problems they have identified and improve their performance. Students will have the opportunity to work directly with executives of the nonprofit organizations during the course, and to present their metrics solutions to the nonprofit cancer organizations, each of whom have all received grants from Amgen to implement the metrics solutions proposed by the student teams.

Social Impact Metrics: Read More [+]

### Rules & Requirements

**Credit Restrictions:** Students will receive no credit for EWMBA 292M after completing EWMBA 292M. A deficient grade in EWMBA 292M may be removed by taking EWMBA 292M.

### Hours & Format

**Fall and/or spring:** 15 weeks - 2 hours of lecture per week

### Additional Details

**Subject/Course Level:** Eve/Wknd Masters in Bus. Adm./Graduate

**Grading:** Letter grade.

Social Impact Metrics: Read Less [-]

## **EW MBA 292N Topics in Social Sector Leadership 1 - 3 Units**

Terms offered: Fall 2015, Spring 2014, Fall 2013

Advanced study in the field of Social Sector Leadership. Topics will vary from year to year and will be announced at the beginning of each semester.

Topics in Social Sector Leadership: [Read More](#) [+]

### **Hours & Format**

**Fall and/or spring:** 15 weeks - 1-3 hours of lecture per week

### **Additional Details**

**Subject/Course Level:** Eve/Wknd Masters in Bus. Adm./Graduate

**Grading:** Letter grade.

Topics in Social Sector Leadership: [Read Less](#) [-]

## **EW MBA 292R Business and Natural Resources 1 Unit**

Terms offered: Spring 2007

This course incorporates business and sustainability aspects into the field of natural resource management. Using economic and ecological concepts, students will solve practical problems in this field. The course covers relevant theories and frameworks for assessing natural resource management, ecosystems services, economic valuation, climate change and water, corporate carbon footprint, forestry management, and strategies to add value through corporate sustainability. The course emulates the assessment and decision making processes that are the norm in this field. Students will improve their decision making process related to natural resources and their understanding of how those decisions influence competitive advantage in business.

Business and Natural Resources: [Read More](#) [+]

### **Hours & Format**

**Fall and/or spring:** 2 weeks - 7 hours of lecture per week

### **Additional Details**

**Subject/Course Level:** Eve/Wknd Masters in Bus. Adm./Graduate

**Grading:** Letter grade.

Business and Natural Resources: [Read Less](#) [-]

## **EW MBA 292S Social Sector Solutions 3 Units**

Terms offered: Fall 2013, Spring 2012

The purpose of this course is to develop students' skills and knowledge in problem solving, management consulting, and nonprofit organizations. Instruction covers frameworks for problem solving, senior management consulting, and assessing nonprofit organizations. The course includes an assignment to a consultation team that works with a select nonprofit client to help them succeed in an entrepreneurial venture. A partnership with a professional management consulting firm, McKinsey & Company, the course includes experienced McKinsey consultants coaching each of the student teams.

Social Sector Solutions: [Read More](#) [+]

### **Hours & Format**

**Fall and/or spring:** 15 weeks - 3.5 hours of lecture per week

### **Additional Details**

**Subject/Course Level:** Eve/Wknd Masters in Bus. Adm./Graduate

**Grading:** Letter grade.

Social Sector Solutions: [Read Less](#) [-]

## **EW MBA 292T Topics in Socially Responsible Business 0.5 - 3 Units**

Terms offered: Fall 2019, Fall 2015, Fall 2014

Advanced study in the field of Socially Responsible Business. Topics will vary from year to year and will be announced at the beginning of each semester.

Topics in Socially Responsible Business: [Read More](#) [+]

### **Rules & Requirements**

**Repeat rules:** Course may be repeated for credit without restriction.

### **Hours & Format**

**Fall and/or spring:** 15 weeks - .5-3 hours of lecture per week

**Summer:** 6 weeks - 1.5-7.5 hours of lecture per week

### **Additional Details**

**Subject/Course Level:** Eve/Wknd Masters in Bus. Adm./Graduate

**Grading:** Letter grade.

Topics in Socially Responsible Business: [Read Less](#) [-]

## **EWMBA 293 Individually Supervised Study for Graduate Students 1 - 5 Units**

Terms offered: Fall 2015, Spring 2015, Spring 2014

Individually supervised study of subjects not available to the student in the regular schedule, approved by faculty adviser as appropriate for the student's program.

Individually Supervised Study for Graduate Students: Read More [+]

### **Rules & Requirements**

**Repeat rules:** Course may be repeated for credit without restriction.

### **Hours & Format**

**Fall and/or spring:** 15 weeks - 1-5 hours of independent study per week

**Summer:** 8 weeks - 2-7.5 hours of independent study per week

### **Additional Details**

**Subject/Course Level:** Eve/Wknd Masters in Bus. Adm./Graduate

**Grading:** The grading option will be decided by the instructor when the class is offered.

Individually Supervised Study for Graduate Students: Read Less [-]

## **EWMBA 293C Curricular Practical Training Internship 0.0 Units**

Terms offered: Summer 2012 10 Week Session, Summer 2010 10 Week Session

This is an independent study course for international students doing internships under the Curricular Practical Training program. Requires a paper exploring how the theoretical constructs learned in MBA courses were applied during the internship.

Curricular Practical Training Internship: Read More [+]

### **Rules & Requirements**

**Repeat rules:** Course may be repeated for credit without restriction.

### **Hours & Format**

**Fall and/or spring:** 15 weeks - 0 hours of internship per week

**Summer:** 8 weeks - 0 hours of internship per week

### **Additional Details**

**Subject/Course Level:** Eve/Wknd Masters in Bus. Adm./Graduate

**Grading:** Offered for satisfactory/unsatisfactory grade only.

**Instructor:** Gent

Curricular Practical Training Internship: Read Less [-]

## **EWMBA 295A Entrepreneurship 3 Units**

Terms offered: Spring 2016, Fall 2015, Spring 2015

The development of creative marketing strategies for new ventures, as well as the resolution of specific marketing problems in smaller companies which provide innovative goods and services. Emphasis is on decision making under conditions of weak data, inadequate resources, emerging markets, and rapidly changing environments.

Entrepreneurship: Read More [+]

### **Rules & Requirements**

**Prerequisites:** Business Administration E206

### **Hours & Format**

**Fall and/or spring:** 15 weeks - 3 hours of lecture per week

**Summer:** 8 weeks - 6 hours of lecture per week

### **Additional Details**

**Subject/Course Level:** Eve/Wknd Masters in Bus. Adm./Graduate

**Grading:** Letter grade.

**Formerly known as:** Business Administration E295

Entrepreneurship: Read Less [-]

## **EWMBA 295B Venture Capital and Private Equity 3 Units**

Terms offered: Fall 2015, Fall 2014, Fall 2013

This is an advanced case-based course intended to provide the background, tools, and themes of the venture capital industry. The course is organized in four modules of the private equity cycle: (1) fund raising -- examines how private equity funds are raised and structured, (2) investing -- considers the interactions between private equity investors and the entrepreneurs that they finance, (3) exiting -- examines the process through which private equity investors exit their investments; and (4) new frontiers -- reviews many of the key ideas developed in the course.

Venture Capital and Private Equity: Read More [+]

### **Rules & Requirements**

**Prerequisites:** 295A and 234 recommended

### **Hours & Format**

**Fall and/or spring:** 15 weeks - 3 hours of lecture per week

### **Additional Details**

**Subject/Course Level:** Eve/Wknd Masters in Bus. Adm./Graduate

**Grading:** Letter grade.

Venture Capital and Private Equity: Read Less [-]

## EW MBA 295C Opportunity Recognition: Technology and Entrepreneurship in Silicon Valley 2 - 3 Units

Terms offered: Prior to 2007

This course is intended to provide the core skills needed for the identification of opportunities that can lead to successful, entrepreneurial high technology ventures, regardless of the individual's "home" skill set, whether technical or managerial. We examine in depth the approaches most likely to succeed for entrepreneurial companies as a function of markets and technologies. Emphasis is placed on the special requirements for creating and executing strategy in a setting of rapid technological change and limited resources. This course is particularly suited for those who anticipate founding or operating technology companies.

Opportunity Recognition: Technology and Entrepreneurship in Silicon Valley: Read More [+]

### Hours & Format

#### Fall and/or spring:

10 weeks - 3-4.5 hours of lecture per week

15 weeks - 2-3 hours of lecture per week

### Additional Details

**Subject/Course Level:** Eve/Wknd Masters in Bus. Adm./Graduate

**Grading:** Letter grade.

Opportunity Recognition: Technology and Entrepreneurship in Silicon Valley: Read Less [-]

## EW MBA 295F The Lean Launch Pad 3 Units

Terms offered: Spring 2011, Spring 2010, Spring 2009

This course provides real world, hands-on learning on what it's like to actually start a high-tech company. This class is not about how to write a business plan. It's not an exercise on how smart you are in a classroom, or how well you use the research library to size markets. And the end result is not a PowerPoint slide deck for a VC presentation. And it is most definitely not an incubator where you come to build the "hot-idea" that you have in mind. This is a practical class: Our goal, within the constraints of a classroom and a limited amount of time, is to create an entrepreneurial experience for you with all of the pressures and demands of the real world in an early stage start up.

The Lean Launch Pad: Read More [+]

### Rules & Requirements

**Prerequisites:** Graduate standing

### Hours & Format

**Fall and/or spring:** 15 weeks - 3 hours of lecture per week

### Additional Details

**Subject/Course Level:** Eve/Wknd Masters in Bus. Adm./Graduate

**Grading:** Letter grade.

The Lean Launch Pad: Read Less [-]

## EW MBA 295G Advanced Innovation 1 Unit

Terms offered: Fall 2008, Fall 2006

This course intends to help students apply the skills of applied innovation in a loosely-structured, open-ended project. Students will learn advanced techniques in the innovation process and apply it to a project of their choice. The course is loosely structured and includes a lot of coaching time with faculty, as well as feedback and critique time with peers. The course largely follows the innovation cycle — observe and notice, frame and reframe, imagine and design, and make and test — but does so nonlinearly.

Advanced Innovation: Read More [+]

### Hours & Format

**Fall and/or spring:** 4 weeks - 3 hours of lecture per week

### Additional Details

**Subject/Course Level:** Eve/Wknd Masters in Bus. Adm./Graduate

**Grading:** Letter grade.

Advanced Innovation: Read Less [-]

## EW MBA 295I Entrepreneurship Workshop for Startups 2 Units

Terms offered: Spring 2011, Fall 2010, Spring 2007

This workshop is intended for students who have their own experimental venture project under development. The business concept may be in the startup mode or further along in its evolution. The pedagogy is one of guided entrepreneurship where students, often working in teams, undertake the real challenges of building a venture. Students must be willing to discuss their projects with others in the workshop, as group deliberation of the entrepreneurial challenges is a key component of the class.

Entrepreneurship Workshop for Startups: Read More [+]

### Hours & Format

**Fall and/or spring:** 15 weeks - 2 hours of lecture per week

### Additional Details

**Subject/Course Level:** Eve/Wknd Masters in Bus. Adm./Graduate

**Grading:** Letter grade.

Entrepreneurship Workshop for Startups: Read Less [-]



## EW MBA 295M Business Model Innovation and Entrepreneurial Strategy 2 Units

Terms offered: Fall 2015, Fall 2014, Fall 2013

The course teaches how to characterize and analyze business models and how to efficiently construct and test new business models. The course examines businesses across industries and phases of a firm's growth. Critical entrepreneurial strategies are illuminated for new ventures or in building a new enterprise inside a corporation. The course provides students with the skills and knowledge to rapidly assess and shape business models to their advantage in constructing new enterprises.

Business Model Innovation and Entrepreneurial Strategy: Read More [+]

### Hours & Format

**Fall and/or spring:** 15 weeks - 2 hours of lecture per week

**Summer:** 10 weeks - 3.5 hours of lecture and 3.5 hours of lecture per week

### Additional Details

**Subject/Course Level:** Eve/Wknd Masters in Bus. Adm./Graduate

**Grading:** Letter grade.

**Instructor:** Charron

Business Model Innovation and Entrepreneurial Strategy: Read Less [-]

## EW MBA 295N Media: New and Otherwise 1 Unit

Terms offered: Prior to 2007

This course provides students with an overview of the media business and how it is changing — from startups to global conglomerates. It addresses the economics of media organizations (and industries), their organizational structures, cultures, brands, and approaches. Some of the questions discussed include: (1) How do traditional media address changing technologies; (2) How is the media business driven by metrics and data; (3) How is it driven by artistic creativity; (4) Are media companies too big? Are they too small? Students will develop and present competitive strategies for media companies, hear from guest speakers, and discuss the transformations happening in media.

Media: New and Otherwise: Read More [+]

### Hours & Format

**Fall and/or spring:** 7 weeks - 2 hours of lecture per week

### Additional Details

**Subject/Course Level:** Eve/Wknd Masters in Bus. Adm./Graduate

**Grading:** Letter grade.

Media: New and Otherwise: Read Less [-]

## EW MBA 295S Entrepreneurial Strategy 2 Units

Terms offered: Prior to 2007

Students learn about the key strategic choices that shape whether companies deliver real value to stakeholders. They are taught to organize the strategic choices into four different strategy “playbooks” that they can use to systematically consider alternate strategies for a startup, and the core elements needed to make these strategies work: Intellectual Property Strategy, Disruptive Strategy, Value Chain Strategy, and Architectural Strategy. Students must (a) analyze cases, thinking systematically through what they would do if they were a founder or early-employee in the protagonists’ shoes; (b) engage in class discussions, treating the classroom as a laboratory; and (c) formulate a real strategic plan for a final strategy assignment.

Entrepreneurial Strategy: Read More [+]

### Hours & Format

**Fall and/or spring:** 8 weeks - 4 hours of lecture per week

**Summer:** 1 weeks - 35 hours of lecture per week

### Additional Details

**Subject/Course Level:** Eve/Wknd Masters in Bus. Adm./Graduate

**Grading:** Letter grade.

Entrepreneurial Strategy: Read Less [-]

## EW MBA 295T Topics in Entrepreneurship 0.5 - 3 Units

Terms offered: Spring 2013, Fall 2012, Spring 2012

Advanced study in the field of entrepreneurship. Topics will vary from year to year and will be announced at the beginning of each semester. Topics in Entrepreneurship: Read More [+]

### Rules & Requirements

**Repeat rules:** Course may be repeated for credit without restriction.

### Hours & Format

**Fall and/or spring:** 15 weeks - 0.5-3 hours of lecture per week

### Summer:

6 weeks - 1.5-7.5 hours of lecture per week

8 weeks - 1-5.5 hours of lecture per week

### Additional Details

**Subject/Course Level:** Eve/Wknd Masters in Bus. Adm./Graduate

**Grading:** The grading option will be decided by the instructor when the class is offered.

Topics in Entrepreneurship: Read Less [-]

## **EWMBA 296 Special Topics in Business Administration 1 - 3 Units**

Terms offered: Spring 2020, Spring 2016, Fall 2015

Advanced study in various fields of business administration. Topics will vary from year to year and will be announced at the beginning of each semester.

Special Topics in Business Administration: [Read More](#) [+]

### **Rules & Requirements**

**Prerequisites:** Graduate standing

**Repeat rules:** Course may be repeated for credit without restriction.

### **Hours & Format**

**Fall and/or spring:** 15 weeks - 1-3 hours of lecture per week

**Summer:** 8 weeks - 2-6 hours of lecture per week

### **Additional Details**

**Subject/Course Level:** Eve/Wknd Masters in Bus. Adm./Graduate

**Grading:** The grading option will be decided by the instructor when the class is offered.

Special Topics in Business Administration: [Read Less](#) [-]

## **EWMBA 296C Introduction to Coding for MBAs 2 Units**

Terms offered: Prior to 2007

This course helps MBA students communicate more effectively with technical colleagues by understanding the basics of the programming world. Students learn industry standard vocabulary, tools, and processes used by developers. As an introductory course, it focuses on breadth instead of depth providing a foundation for learning the core topics critical to a career in technology. The course is a mixture of in-class lectures, quizzes, readings, and online tutorials. Each session introduces a new topic, with depth added in readings and reinforced through quizzes and assignments. The material is introduced cumulatively and the pace is specifically tuned for beginners. The course is aimed at non-technical students with no prior coding experience.

Introduction to Coding for MBAs: [Read More](#) [+]

### **Hours & Format**

**Fall and/or spring:** 15 weeks - 2 hours of lecture per week

**Summer:** 10 weeks - 3 hours of lecture per week

### **Additional Details**

**Subject/Course Level:** Eve/Wknd Masters in Bus. Adm./Graduate

**Grading:** Letter grade.

Introduction to Coding for MBAs: [Read Less](#) [-]

## **EWMBA 297A Healthcare in the 21st Century 3 Units**

Terms offered: Prior to 2007

This course gives a systematic overview of the U.S. health care system by providing students with an understanding of its structure, financing, and special properties. Applies social science theory, disciplinary contributions, and research findings to the understanding of health care delivery problems; examines current courses of data about health status, health services use, financing, and performance indicators; analyzes the larger management and policy issues that drive reform efforts.

Healthcare in the 21st Century: [Read More](#) [+]

### **Rules & Requirements**

**Prerequisites:** Master's level accounting and finance

**Repeat rules:** Course may be repeated for credit without restriction.

### **Hours & Format**

**Fall and/or spring:** 15 weeks - 3 hours of lecture per week

### **Additional Details**

**Subject/Course Level:** Eve/Wknd Masters in Bus. Adm./Graduate

**Grading:** Letter grade.

Healthcare in the 21st Century: [Read Less](#) [-]

## **EWMBA 297D Trends in Biotech and Pharma 1 Unit**

Terms offered: Prior to 2007

This course is designed to provide students with insights into the biotech/pharma industry and the challenges and opportunities it faces; exposure to the deliberations around pricing a new drug and creating access strategies; the opportunity to analyze relevant cases that will highlight the real-world impact of select trends on the industry; and insights into how larger healthcare management and policy issues interact with biopharma, seeking to both advance efforts to reform the U.S. health care system and change how innovators engage with key stakeholders.

Trends in Biotech and Pharma: [Read More](#) [+]

### **Hours & Format**

**Fall and/or spring:** 2 weeks - 8 hours of lecture per week

### **Additional Details**

**Subject/Course Level:** Eve/Wknd Masters in Bus. Adm./Graduate

**Grading:** Letter grade.

Trends in Biotech and Pharma: [Read Less](#) [-]

## EWMBBA 297F Life Sciences Marketing 1 Unit

Terms offered: Prior to 2007

Marketing is a critical component of organizations operating in the Life Sciences responsible for interfacing with customers, competitors, collaborators, and the broader ecosystem. Marketers in Life Sciences face unique challenges due to the need to understand and appeal to a broad range of stakeholders which includes patients, payers, physicians, health systems, government and advocacy groups. The course covers leading and emerging practices in life sciences marketing, identification of unmet customer needs and translation into actionable insights, development of winning brand strategies, and the use of foundational marketing methods. The primary focus is on the biopharmaceutical industry and MedTech sectors.

Life Sciences Marketing: Read More [+]

### Hours & Format

**Fall and/or spring:** 1 weeks - 14 hours of lecture per week

### Additional Details

**Subject/Course Level:** Eve/Wknd Masters in Bus. Adm./Graduate

**Grading:** Letter grade.

Life Sciences Marketing: Read Less [-]

## EWMBBA 298S Seminar in International Business 2 or 3 Units

Terms offered: Summer 2015 10 Week Session, Spring 2014, Summer 2013 10 Week Session

This course involves a series of speaker and seminar-type classes in preparation for a two-week study tour of a specific country or region. Participants will visit companies and organizations and meet with top-level management to learn about the opportunities and challenges of operating in a specific country or region. Evaluation is based on student presentations, participation, and a research paper.

Seminar in International Business: Read More [+]

### Hours & Format

**Summer:** 8 weeks - 4-5.5 hours of fieldwork and 4-5.5 hours of fieldwork per week

### Additional Details

**Subject/Course Level:** Eve/Wknd Masters in Bus. Adm./Graduate

**Grading:** Letter grade.

Seminar in International Business: Read Less [-]

## EWMBBA 298X EWMBBA Exchange Program 1 - 15 Units

Terms offered: Spring 2020, Spring 2019, Fall 2014

Students who participate in one of the Haas School's domestic or international exchange programs receive credit (usually 12 units) at Haas for the set of courses that they successfully complete at their host school. The courses that the students take at the host school are subject to review by the EWMBBA Program office to ensure that they match course requirements at the Haas School.

EWMBBA Exchange Program: Read More [+]

### Rules & Requirements

**Prerequisites:** Successful completion of all core courses; good academic standing

**Repeat rules:** Course may be repeated for credit without restriction.

### Hours & Format

**Fall and/or spring:** 15 weeks - 1-15 hours of lecture per week

### Summer:

6 weeks - 2.5-37.5 hours of lecture per week

8 weeks - 1.5-29 hours of lecture per week

### Additional Details

**Subject/Course Level:** Eve/Wknd Masters in Bus. Adm./Graduate

**Grading:** Offered for satisfactory/unsatisfactory grade only.

EWMBBA Exchange Program: Read Less [-]

## EWMBBA 299B Global Strategy and Multinational Enterprise 2 or 3 Units

Terms offered: Fall 2015, Spring 2012, Spring 2011

Identifies the management challenges facing international firms. Attention to business strategies, organizational structures, and the role of governments in the global environment. Special attention to the challenges of developing and implementing global new product development strategies when industrial structures and government policies differ. Efficacy of joint ventures and strategic alliances. Implications for industrial policy and global governance.

Global Strategy and Multinational Enterprise: Read More [+]

### Rules & Requirements

**Prerequisites:** All core courses

### Hours & Format

**Fall and/or spring:** 15 weeks - 2-3 hours of lecture per week

### Additional Details

**Subject/Course Level:** Eve/Wknd Masters in Bus. Adm./Graduate

**Grading:** Letter grade.

**Formerly known as:** Business Administration E286

Global Strategy and Multinational Enterprise: Read Less [-]

## **EW MBA 299C Corporate-Level Strategy 2 Units**

Terms offered: Prior to 2007

This course is for students who intend to lead, consult to, or sell a business to a multi-business enterprise. The course focuses on the development and execution of an enterprise, division or operating unit strategy for an entity that competes in multiple segments. In which businesses and markets, and in what stages of the value chain, should the organization operate? How should it enter new businesses? Should it exit any of its current businesses? What capabilities does the organization have, and how well do they enhance the competitiveness of its individual businesses? How should the larger entity organize to realize the highest potential value from the combination of businesses? What contractual structure maximizes the enterprise value?

Corporate-Level Strategy: Read More [+]

### **Rules & Requirements**

**Prerequisites:** Evening/Weekend Masters in Business Administration 299

### **Hours & Format**

#### **Fall and/or spring:**

10 weeks - 3 hours of lecture per week

15 weeks - 2 hours of lecture per week

### **Additional Details**

**Subject/Course Level:** Eve/Wknd Masters in Bus. Adm./Graduate

**Grading:** Letter grade.

Corporate-Level Strategy: Read Less [-]

## **EW MBA 299E Competitive Strategy 1 - 3 Units**

Terms offered: Spring 2011, Fall 2010, Spring 2010

Examines optimal production and pricing policies for firms in competitive environments; optimal strategies through time; strategies in the presence of imperfect information. How differing market structures and government policies (including taxation) affect output and pricing decisions. Social welfare implications of decisions by competitive firms also explored.

Competitive Strategy: Read More [+]

### **Rules & Requirements**

**Prerequisites:** Business Administration E201A, E201B, E204

### **Hours & Format**

**Fall and/or spring:** 15 weeks - 3.5 hours of lecture per week

#### **Summer:**

6 weeks - 8 hours of lecture per week

8 weeks - 6 hours of lecture per week

10 weeks - 4.5 hours of lecture per week

### **Additional Details**

**Subject/Course Level:** Eve/Wknd Masters in Bus. Adm./Graduate

**Grading:** Letter grade.

**Formerly known as:** Business Administration E210

Competitive Strategy: Read Less [-]

## **EW MBA 299M Marketing Strategy 3 Units**

Terms offered: Fall 2015, Fall 2013, Fall 2012

Strategic planning theory and methods with an emphasis on customer, competitor, industry and environmental analysis and its application to strategy development and choice.

Marketing Strategy: Read More [+]

### **Rules & Requirements**

**Prerequisites:** Business Administration E202B, E203, E205, E206

### **Hours & Format**

**Fall and/or spring:** 15 weeks - 3 hours of seminar per week

**Summer:** 8 weeks - 6 hours of seminar per week

### **Additional Details**

**Subject/Course Level:** Eve/Wknd Masters in Bus. Adm./Graduate

**Grading:** Letter grade.

**Formerly known as:** Business Administration E267

Marketing Strategy: Read Less [-]