

# Business Administration: MBA for Executives

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The Berkeley MBA for Executives Program is a unique learning experience because of how — not simply what — you learn. You will integrate your intellectual talents and industry experience and apply your classroom and experiential learning to actual business situations in unprecedented ways. Although the program is competitive and challenging (it offers the same rigorous degree as our Full Time and Evening & Weekend MBA programs) it is also intensely collaborative, making the often repeated statement that you learn as much from your peers as from your professors more than a truism.

Our Executive MBA program focuses on applying knowledge and skills to challenges that leaders face in today's workplace. As an accomplished professional seeking a highly relevant learning experience, you will find that your studies and classroom discussions have a direct bearing on choices you are making for your organization.

Please see departmental website at <http://mbaforexecs.haas.berkeley.edu/>

## Admission to the University

### Minimum Requirements for Admission

The following minimum requirements apply to all graduate programs and will be verified by the Graduate Division:

1. A bachelor's degree or recognized equivalent from an accredited institution;
2. A grade point average of B or better (3.0);
3. If the applicant comes from a country or political entity (e.g., Quebec) where English is not the official language, adequate proficiency in English to do graduate work, as evidenced by a TOEFL score of at least 90 on the iBT test, or an IELTS Band score of at least 7 (note that individual programs may set higher levels for any of these); and
4. Sufficient undergraduate training to do graduate work in the given field.

### Applicants Who Already Hold a Graduate Degree

The Graduate Council views academic degrees not as vocational training certificates but as evidence of broad training in research methods, independent study, and articulation of learning. Therefore, applicants who already have academic graduate degrees should be able to pursue new subject matter at an advanced level without need to enroll in a related or similar graduate program.

Programs may consider students for an additional academic master's or professional master's degree only if the additional degree is in a distinctly different field.

Applicants admitted to a doctoral program that requires a master's degree to be earned at Berkeley as a prerequisite (even though the applicant already has a master's degree from another institution in the same or a closely allied field of study) will be permitted to undertake the second master's degree, despite the overlap in field.

The Graduate Division will admit students for a second doctoral degree only if they meet the following guidelines:

1. Applicants with doctoral degrees may be admitted for an additional doctoral degree only if that degree program is in a general area of knowledge distinctly different from the field in which they earned their original degree. For example, a physics PhD could be admitted to a doctoral degree program in music or history; however, a student with a doctoral degree in mathematics would not be permitted to add a PhD in statistics.
2. Applicants who hold the PhD degree may be admitted to a professional doctorate or professional master's degree program if there is no duplication of training involved.

Applicants may apply only to one single degree program or one concurrent degree program per admission cycle.

Any applicant who was previously registered at Berkeley as a graduate student, no matter how briefly, must apply for readmission, not admission, even if the new application is to a different program.

## Required Documents for Applications

1. **Transcripts:** Applicants may upload *unofficial* transcripts with your application for the departmental initial review. *If the applicant is admitted*, then *official* transcripts of all college-level work will be required. Admitted applicants must request a current transcript from every post-secondary school attended, including community colleges, summer sessions, and extension programs. Official transcripts must be in sealed envelopes as issued by the school(s) attended. If the institution provides official electronic transcripts, they can be emailed directly from the institution. If you have attended Berkeley, upload your unofficial transcript with your application for the departmental initial review.
2. **Letters of recommendation:** Applicants may request online letters of recommendation through the online application system. Hard copies of recommendation letters must be sent directly to the program, not the Graduate Division.
3. **Evidence of English language proficiency:** All applicants from countries or political entities in which the official language is not English are required to submit official evidence of English language proficiency. This applies to applicants from Bangladesh, Burma, Nepal, India, Pakistan, Latin America, the Middle East, the People's Republic of China, Taiwan, Japan, Korea, Southeast Asia, most European countries, and Quebec (Canada). However, applicants who, at the time of application, have already completed at least one year of full-time academic course work with grades of B or better at a US university may submit an official transcript from the US university to fulfill this requirement. The following courses will not fulfill this requirement: 1) courses in English as a Second Language, 2) courses conducted in a language other than English, 3) courses that will be completed after the application is submitted, and 4) courses of a non-academic nature. If applicants have previously been denied admission to Berkeley on the basis of their English language proficiency, they must submit new test scores that meet the current minimum from one of the standardized tests.

## Where to Apply

<http://applynow.haas.berkeley.edu/apply>

## Unit Requirements

41 units of coursework are required for the MBA for Executives degree.

### Curriculum

XMBA 200C	Leadership Communication	2
XMBA 200S	Data and Decisions	2
XMBA 201A	Economics for Business Decision Making	2
XMBA 201B	Macroeconomics in the Global Economy	2
XMBA 202	Financial Accounting	2
XMBA 203	Introduction to Finance	2
XMBA 204	Operations	2
XMBA 205	LEADING PEOPLE	2
XMBA 206	Marketing	2
XMBA 209	Strategic Leadership	2
XMBA 290T	Topics in Innovation and Design (Applied Innovation Immersion Week, off-site)	2
XMBA 296	Special Topics in Business Administration (Building Trust-Based Relationships)	1
XMBA 296	Special Topics in Business Administration (Silicon Valley Immersion Week, off-site)	2
XMBA 296	Special Topics in Business Administration (Washington, D.C. Immersion Week, off-site)	2
XMBA 296	Special Topics in Business Administration (International Seminar, location varies)	2

Another 12 units through specialized elective study.

## Business Administration: MBA for Executives

### XMBA 200C Leadership Communication 2 Units

Terms offered: Fall 2025, Fall 2024, Summer 2016 10 Week Session  
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.

#### Hours & Format

**Fall and/or spring:** 6 weeks - 2 hours of lecture per week

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

#### Additional Details

**Subject/Course Level:** Masters in Bus. Adm. for Executives/Graduate

**Grading:** Letter grade.

### XMBA 200S Data and Decisions 2 Units

Terms offered: Fall 2025, Fall 2024, Summer 2016 10 Week Session  
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.

#### Hours & Format

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

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

#### Additional Details

**Subject/Course Level:** Masters in Bus. Adm. for Executives/Graduate

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

**Formerly known as:** Business Administration 200S

### XMBA 201A Economics for Business Decision Making 2 Units

Terms offered: Fall 2025, Fall 2024, Summer 2016 10 Week Session  
Microeconomic analysis theorizes how to identify the best choice out of a set of available alternatives. This course presents key topics from microeconomic theory and applies them to businesses and other organizations. This course applies economic principles to key management decisions within organizations. It provides guidance to increase value creation. Economics provides a fundamentally unique way of thinking about problems, issues and decisions that managers face in each of the functional areas of their organization. This course focuses on the importance of incentives as determinants of human behavior and performance, and emphasizes the consideration of costs and benefits as an efficient method for reaching economic decisions.

#### Hours & Format

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

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

#### Additional Details

**Subject/Course Level:** Masters in Bus. Adm. for Executives/Graduate

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

## XMBA 201B Macroeconomics in the Global Economy 2 Units

Terms offered: Spring 2025, Spring 2024, Spring 2014

This core course addresses the determination of economic concepts and financial practices at work in the global economic environment. Topics include long-run productivity and growth, short-run economic fluctuations in both closed and open economies, exchange rates and the balance of payments, the natural rate of unemployment, and the causes and consequences of inflation. The instructor will draw examples from a number of countries and a variety of economies to illustrate theoretical concepts.

### Hours & Format

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

### Additional Details

**Subject/Course Level:** Masters in Bus. Adm. for Executives/Graduate

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

## XMBA 202 Financial Accounting 2 Units

Terms offered: Fall 2025, Fall 2024

This course examines accounting measurements for general-purpose financial reports. An objective of the course is to provide not only a working knowledge but also a clear understanding of the contents of published financial statements.

### Rules & Requirements

**Credit Restrictions:** Students will receive no credit for XMBA 202A after completing BUS ADM 202A.

### Hours & Format

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

### Additional Details

**Subject/Course Level:** Masters in Bus. Adm. for Executives/Graduate

**Grading:** Letter grade.

**Formerly known as:** Masters in Bus. Adm. for Executives 202A

## XMBA 203 Introduction to Finance 2 Units

Terms offered: Spring 2025, Spring 2024, Fall 2014

This core course examines 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. The course will also provide introductions to asset pricing theory for primary and derivative assets and to the principles governing corporate financial arrangements and contracting.

### Hours & Format

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

### Additional Details

**Subject/Course Level:** Masters in Bus. Adm. for Executives/Graduate

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

## XMBA 204 Operations 2 Units

Terms offered: Summer 2025 10 Week Session, Summer 2024, Spring 2014

This core course provides students with an understanding of the basic issues involved in managing a manufacturing-based business and introduces them to the tools that are available to deal with these issues. Students will also learn pertinent fundamental concepts in management science that are applicable to other functional areas.

### Rules & Requirements

**Prerequisites:** 200S

### Hours & Format

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

### Additional Details

**Subject/Course Level:** Masters in Bus. Adm. for Executives/Graduate

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

## XMBA 205 LEADING PEOPLE 2 Units

Terms offered: Summer 2025 10 Week Session, Summer 2024, Fall 2014

This core course surveys knowledge about behavior of organizations and in organizations. The course will include study of the issues of individual behavior, group functioning, and the actions of organizations in their environments, and analysis from a number of theoretical perspectives of such problems as work motivation, task design, leadership, communication, organizational design, and innovation. The class will explore the implications for the management of organizations through examples, cases, and exercises.

### Rules & Requirements

**Prerequisites:** 200S

### Hours & Format

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

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

### Additional Details

**Subject/Course Level:** Masters in Bus. Adm. for Executives/Graduate

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

**Formerly known as:** Business Administration 205

## XMBA 206 Marketing 2 Units

Terms offered: Spring 2025, Spring 2024, Fall 2014

This core course provides an overview of the marketing system and the marketing concept, buyer behavior, market research, segmentation, marketing decision-making, marketing structures, and evaluation of marketing performance in the economy and society.

### Rules & Requirements

**Prerequisites:** 201A or equivalent

### Hours & Format

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

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

### Additional Details

**Subject/Course Level:** Masters in Bus. Adm. for Executives/Graduate

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

## XMBA 209 Strategic Leadership 2 Units

Terms offered: Summer 2025 10 Week Session, Summer 2024, Spring 2014

This is a core course designed to introduce managers to the processes involved in industry and market analysis, the development of a business strategy, competitive positioning, planning, and the implementation of an integrated business program. Students will consider competing strategies as companies aim to achieve their own goals and objectives, often at the expense of their rivals, from the perspective of a general, enterprise-level manager charged with overall responsibility for a company's performance in a variety of competitive and corporate contexts.

### Rules & Requirements

**Prerequisites:** 201A or equivalent

### Hours & Format

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

### Additional Details

**Subject/Course Level:** Masters in Bus. Adm. for Executives/Graduate

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

## XMBA 211 Game Theory 2 Units

Terms offered: Spring 2025, Spring 2024

### Hours & Format

**Fall and/or spring:**

10 weeks - 3 hours of lecture per week

15 weeks - 2 hours of lecture per week

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

### Additional Details

**Subject/Course Level:** Masters in Bus. Adm. for Executives/Graduate

**Grading:** Letter grade.

## XMBA 212 Energy and Environmental Markets 3 Units

Terms offered: Prior to 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.

### Rules & Requirements

**Prerequisites:** Business Administration 201A or equivalent

### Hours & Format

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

### Additional Details

**Subject/Course Level:** Masters in Bus. Adm. for Executives/Graduate

**Grading:** Letter grade.

## XMBA 217 Topics in Economic Analysis and Policy 1 - 3 Units

Terms offered: Prior to 2007

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.

### Hours & Format

**Fall and/or spring:**

3 weeks - 6-18 hours of lecture per week

8 weeks - 2-6 hours of lecture per week

15 weeks - 1-3 hours of lecture per week

### Additional Details

**Subject/Course Level:** Masters in Bus. Adm. for Executives/Graduate

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

## XMBA 231 Corporate Finance 2 Units

Terms offered: Fall 2025, Fall 2024

This course will study the principles underlying alternative financial arrangements and contracts and their application to corporate financial management. In particular, it will examine the impact of incentive, moral hazard, and principal-agent problems, that arise as a consequence of asymmetric information, government intervention, managerial incentives and taxes, on financial decisions regarding capital budgeting, dividend policy, capital structure and mergers.

### Hours & Format

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

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

### Additional Details

**Subject/Course Level:** Masters in Bus. Adm. for Executives/Graduate

**Grading:** Letter grade.

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

Terms offered: Spring 2025, Spring 2024, Fall 2012

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 lecture, case study, and guest lectures.

### Rules & Requirements

**Prerequisites:** XMBA 203 or consent of instructor

### Hours & Format

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

**Summer:** 3 weeks - 6 hours of lecture per week

### Additional Details

**Subject/Course Level:** Masters in Bus. Adm. for Executives/Graduate

**Grading:** Letter grade.

## XMBA 236M Turnarounds 2 Units

Terms offered: Fall 2025, Fall 2024

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.

### 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:** Masters in Bus. Adm. for Executives/Graduate

**Grading:** Letter grade.

## XMBA 236V New Venture Finance 2 Units

Terms offered: Fall 2025, Fall 2024

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.

### Hours & Format

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

**Summer:** 3 weeks - 6 hours of lecture per week

### Additional Details

**Subject/Course Level:** Masters in Bus. Adm. for Executives/Graduate

**Grading:** Letter grade.

**Formerly known as:** Executive Masters in Bus. Adm. 295D

## XMBA 237 Topics in Finance 0.5 - 3 Units

Terms offered: Prior to 2007

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

### Rules & Requirements

**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 - 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:** Masters in Bus. Adm. for Executives/Graduate

**Grading:** Letter grade.

## XMBA 247 Topics in Operations and Information Technology Management 1 - 3 Units

Terms offered: Prior to 2007

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.

### Rules & Requirements

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

### Hours & Format

**Summer:** 3 weeks - 5-10 hours of lecture per week

### Additional Details

**Subject/Course Level:** Masters in Bus. Adm. for Executives/Graduate

**Grading:** Letter grade.

**Formerly known as:** Executive Masters in Bus. Adm. 247A



## XMBA 252 Managerial Negotiations 2 Units

Terms offered: Spring 2025, Spring 2024, Summer 2014 10 Week Session

A study of the negotiations process, including negotiations among buyers and sellers, managers and subordinates, company units, companies and organizational agencies, and management and labor. Both two-party and multi-party relations are covered. Course work includes readings, lectures, and discussion of case material and simulations of real negotiations. A key focus of this course is the role of third parties in resolving disputes.

### Hours & Format

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

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

### Additional Details

**Subject/Course Level:** Masters in Bus. Adm. for Executives/Graduate

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

## XMBA 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.

### 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:** Masters in Bus. Adm. for Executives/Graduate

**Grading:** Letter grade.

## XMBA 254 Power and Politics in Organizations 2 - 3 Units

Terms offered: Prior to 2007

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.

### Hours & Format

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

### Additional Details

**Subject/Course Level:** Masters in Bus. Adm. for Executives/Graduate

**Grading:** Letter grade.

## XMBA 255 Leadership 2 Units

Terms offered: Fall 2025, Fall 2024

In this advanced elective course, students analyze recent literature and developments related to such topics as organization development, environmental determinants of organization structure and decision-making behavior, management of professionals, management in temporary structures, cross-cultural studies of management organizations, and industrial relation systems and practices.

### Rules & Requirements

**Prerequisites:** 205 or equivalent

### Hours & Format

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

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

### Additional Details

**Subject/Course Level:** Masters in Bus. Adm. for Executives/Graduate

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

## XMBA 257 Special Topics in the Management of Organizations 1 - 3 Units

Terms offered: Fall 2025, Summer 2025 First 6 Week Session, Spring 2025

Analysis of recent literature and developments related to such topics as organization development, environmental determinants of organization structure and decision-making behavior, management of professionals and management in temporary structures, cross-cultural studies of management organizations, and industrial relations.

### Rules & Requirements

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

### Hours & Format

**Summer:** 3 weeks - 7-15 hours of lecture per week

### Additional Details

**Subject/Course Level:** Masters in Bus. Adm. for Executives/Graduate

**Grading:** Letter grade.

## XMBA 267 Special Topics in Marketing 0.5 - 3 Units

Terms offered: Fall 2025, Spring 2025, Spring 2024

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

### Rules & Requirements

**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 - 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:** Masters in Bus. Adm. for Executives/Graduate

**Grading:** Letter grade.

**Instructor:** Rasmussen

## XMBA 277 Special Topics in Business and Public Policy 0.5 - 3 Units

Terms offered: Fall 2025, Spring 2025, Fall 2024

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.

### Rules & Requirements

**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 - 0.5-3 hours of lecture per week

### Additional Details

**Subject/Course Level:** Masters in Bus. Adm. for Executives/Graduate

**Grading:** Letter grade.

## XMBA 290P Applied Innovation 2 Units

Terms offered: Summer 2025 Second 6 Week Session

We are in the midst of a digital transformation that is changing how industries work and how we will live and work. Responding to this massive change requires that we learn approaches to framing and solving problems different from the analytical approaches most of us have learned and practiced in our careers. Enter design thinking. Designers have long practiced immersion in ambiguous situations, imagining and conceptualizing alternative futures, and learning through experimentation and failure. This course teaches students new ways of collecting data to characterize a problem space, enabling them to frame and reframe problems, generate a range of possible solutions, and then gather feedback to assess those solutions.

### Hours & Format

**Fall and/or spring:** 1 weeks - 30 hours of lecture per week

### Additional Details

**Subject/Course Level:** Masters in Bus. Adm. for Executives/Graduate

**Grading:** Letter grade.

**Instructor:** Beckman

## XMBA 290T Topics in Innovation and Design 1 - 3 Units

Terms offered: Fall 2025, Summer 2024, Summer 2014 10 Week Session

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.

### Rules & Requirements

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

### Hours & Format

**Fall and/or spring:** 3 weeks - 5-10 hours of lecture per week

**Summer:** 3 weeks - 5-10 hours of lecture per week

### Additional Details

**Subject/Course Level:** Masters in Bus. Adm. for Executives/Graduate

**Grading:** Letter grade.

## XMBA 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.

### Hours & Format

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

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

### Additional Details

**Subject/Course Level:** Masters in Bus. Adm. for Executives/Graduate

**Grading:** Letter grade.

## XMBA 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.

### Rules & Requirements

**Prerequisites:** Masters in Bus. Adm. for Executives 200C

### Hours & Format

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

### Additional Details

**Subject/Course Level:** Masters in Bus. Adm. for Executives/Graduate

**Grading:** Letter grade.

## XMBA 291RA Building Trust-Based Relationships: Part I 0.5 Units

Terms offered: Fall 2025, Fall 2024

The objective of Building Trust-based Relationships is to help students become better leaders by strengthening their ability to build trust with others such as direct reports, line managers or customers.

By the end of this course, students can expect to have gained:

#

A better understanding of how to build trust

#

Greater self-awareness of their own ability to build trust with others

#

Tangible tools and techniques to build trust-based relationships with others

In the first three of six classes spanning the Fall and Spring Semesters, we administer a self- and 360- trust assessment, introduce students to the Trust Equation and deep dive into active listening and asking enlightening questions, two pillars of building trust with others.

### Rules & Requirements

**Credit Restrictions:** Students will receive no credit for XMBA 291RA after completing XMBA 291R. A deficient grade in XMBA 291RA may be removed by taking XMBA 291R.

### Hours & Format

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

### Additional Details

**Subject/Course Level:** Masters in Bus. Adm. for Executives/Graduate

**Grading:** Letter grade. This is part one of a year long series course. A provisional grade of IP (in progress) will be applied and later replaced with the final grade after completing part two of the series.



## XMBA 291RB Building Trust-Based Relationships 0.5 Units

Terms offered: Spring 2025, Spring 2024

The objective of Building Trust-based Relationships is to help students become better leaders by strengthening their ability to build trust with others such as direct reports, line managers or customers.

By the end of this course, students can expect to have gained:

#

A better understanding of how to build trust

#

Greater self-awareness of their own ability to build trust with others

#

Tangible tools and techniques to build trust-based relationships with others

In the final three of six classes spanning the Fall and Spring Semesters, we deep dive into the topics of empathy, courageous conversations (how to authentically express needs) and coaching, all of which are connected to the Trust Equation.

### Rules & Requirements

**Credit Restrictions:** Students will receive no credit for XMBA 291RB after completing XMBA 291R. A deficient grade in XMBA 291RB may be removed by taking XMBA 291R.

### Hours & Format

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

### Additional Details

**Subject/Course Level:** Masters in Bus. Adm. for Executives/Graduate

**Grading:** Letter grade. This is part two of a year long series course. Upon completion, the final grade will be applied to both parts of the series.

## XMBA 291T Topics in Managerial Communications 1 - 3 Units

Terms offered: Fall 2012, Summer 2011 10 Week Session

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.

### Rules & Requirements

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

### Hours & Format

**Summer:** 3 weeks - 5-10 hours of lecture and 5-10 hours of lecture per week

### Additional Details

**Subject/Course Level:** Masters in Bus. Adm. for Executives/Graduate

**Grading:** Letter grade.

## XMBA 292T Topics in Social Sector Leadership 1 - 3 Units

Terms offered: Fall 2025

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.

### Rules & Requirements

**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:

10 weeks - 2-4.5 hours of lecture per week

15 weeks - 1-3 hours of lecture per week

### Additional Details

**Subject/Course Level:** Masters in Bus. Adm. for Executives/Graduate

**Grading:** Letter grade.

## XMBA 293 Individual Supervised Study for Graduate Students 1 - 6 Units

Terms offered: Fall 2025, Summer 2025, Spring 2025

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.

### Rules & Requirements

**Prerequisites:** Consent of supervising faculty

**Repeat rules:** Course may be repeated for credit when topic changes.

### Hours & Format

**Fall and/or spring:** 15 weeks - 1-4 hours of independent study per week

**Summer:** 8 weeks - 2-12 hours of independent study per week

### Additional Details

**Subject/Course Level:** Masters in Bus. Adm. for Executives/Graduate

**Grading:** Letter grade.

## XMBA 295A Entrepreneurship and Innovation 2 Units

Terms offered: Summer 2010 10 Week Session, Summer 2008 10 Week Session, Summer 2006 10 Week Session

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.

### Hours & Format

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

**Summer:** 10 weeks - 2 hours of lecture per week

### Additional Details

**Subject/Course Level:** Masters in Bus. Adm. for Executives/Graduate

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

## XMBA 295G Advanced Innovation 1 Unit

Terms offered: Spring 2025, Spring 2024

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.

### Hours & Format

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

### Additional Details

**Subject/Course Level:** Masters in Bus. Adm. for Executives/Graduate

**Grading:** Letter grade.

## XMBA 295I Entrepreneurship and Innovation Immersion 2 Units

Terms offered: Spring 2025, Spring 2024

This course combines high-impact visits with founders/CEOs and targeted case studies on entrepreneurship. Founder visits provide perspectives on current events in Silicon Valley, as well as opportunities to engage with entrepreneurs on a deeply personal level. Founders will present an overview of their company, followed by a Q&A session. Case studies will focus on the role of experimentation and uncertainty in successful businesses, and will draw on frameworks in strategy, finance, and negotiation.

### Hours & Format

**Fall and/or spring:** 1 weeks - 35 hours of lecture per week

### Additional Details

**Subject/Course Level:** Masters in Bus. Adm. for Executives/Graduate

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

## XMBA 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.

### Hours & Format

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

### Additional Details

**Subject/Course Level:** Masters in Bus. Adm. for Executives/Graduate

**Grading:** Letter grade.

## XMBA 295T Special Topics in Entrepreneurship 1 - 3 Units

Terms offered: Fall 2025, Spring 2025, Fall 2024

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

### Rules & Requirements

**Prerequisites:** All core courses or equivalents

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

### Additional Details

**Subject/Course Level:** Masters in Bus. Adm. for Executives/Graduate

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

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

Terms offered: Fall 2025, Summer 2025, Spring 2025

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.

### **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

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

### **Additional Details**

**Subject/Course Level:** Masters in Bus. Adm. for Executives/Graduate

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

## **XMBA 298A International Business 2 Units**

Terms offered: Spring 2012, Spring 2011, Spring 2010

Course will focus on the challenges, opportunities, and risks of doing business in emerging market economies. The course is designed to enhance students' ability to start, manage, lead, and invest in companies operating in emerging markets and to respond to new competitors from emerging markets. Emerging markets are home to nearly 80% of the world's population and are expected to account for half of global GDP growth over the next 25 years.

### **Hours & Format**

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

### **Additional Details**

**Subject/Course Level:** Masters in Bus. Adm. for Executives/Graduate

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

## **XMBA 298I Business and Public Policy Immersion 2 Units**

Terms offered: Fall 2025, Fall 2024

The U.S. federal government plays an important role in business.

This course explores the federal government's operations and policy deliberations in the executive, legislative, and judicial/regulatory domains. Specific topics include voting rights policy, social media regulation, and race in an era of polarization. In addition to lectures by the instructor, there will be a large number of guest speakers from a wide range of policy and political perspectives. Students will write a persuasive paper and engage in a policy debate as a final group project.

### **Hours & Format**

**Fall and/or spring:** 1 weeks - 32 hours of lecture per week

### **Additional Details**

**Subject/Course Level:** Masters in Bus. Adm. for Executives/Graduate

**Grading:** Letter grade.