

# Haas School of Business

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## Overview

As the second-oldest business school in the United States, the Haas School of Business at UC Berkeley is one of the world's leading producers of new ideas and knowledge in all areas of business—which includes the distinction of having two of its faculty members receive the Nobel Prize in Economics over the past 20 years.

The school offers outstanding management education to about 2,200 undergraduate and graduate students each year who come from around the world to study in one of its six degree-granting programs, and it has 40,000 alumni.

The school's mission is "to develop leaders who redefine how we do business. (<http://haas.berkeley.edu/strategicplan/>)" The school's distinctive culture is defined by four defining principles:

- Question the status quo
- Confidence without attitude
- Students always
- Beyond yourself

## Undergraduate Program

Business Administration: BS (<https://guide.berkeley.edu/undergraduate/degree-programs/business-administration/>)

## Graduate Programs

Business Administration: Evening and Weekend MBA (<https://guide.berkeley.edu/graduate/degree-programs/business-administration-evening-weekend-mba/>)

Business Administration: Full-time MBA (<https://guide.berkeley.edu/graduate/degree-programs/business-administration-full-time-mba/>)

Business Administration: MBA for Executives (<https://guide.berkeley.edu/graduate/degree-programs/business-administration-mba-executives/>)

Business Administration: PhD (<https://guide.berkeley.edu/graduate/degree-programs/business-administration-phd/>)

Business Administration and Engineering: MBA/MEng (<https://guide.berkeley.edu/graduate/degree-programs/business-administration-engineering/>)

Master of Financial Engineering (MFE) (<https://guide.berkeley.edu/graduate/degree-programs/financial-engineering/>)

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## Evening and Weekend MBA

### 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.

#### 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.

## 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.

#### 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.

## 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.

### 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

## 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.

### 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

## 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.

### 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.

## 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.

### 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

## 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.

### 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

## 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.

### 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

## 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.

### 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.

## 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.

### 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.

## 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.

### 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.

## 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.

### 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

## EW MBA 209 Strategic Leadership 2 Units

Terms offered: Prior to 2007

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.

### 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

## 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.

### 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.

## 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.

### 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.

## 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.

### 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

## 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.

### 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.

## 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.

### 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.

## 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.

### 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.

## 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.

### 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.

## 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.

### 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.

## 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.

### 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.

## 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.

### 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.



## 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.

### 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

## 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.

### 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.

## 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.

### 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

## 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.

### 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

## 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.

### 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

## 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.

### 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

## 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.

### 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.

## 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.

### 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.

## 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.

### 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



## 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.

### 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.

## 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.

### 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.

## 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.

### 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.

## EW MBA 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.

### 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.

## EW MBA 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.

### 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.

## EW MBA 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.

### 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.

## EW MBA 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.

### 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.

## EW MBA 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.

### 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.

## EW MBA 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.

### 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.

## EW MBA 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.

### 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.

## EW MBA 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.

### 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.

## 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.

### 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.

## 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.

### 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

## 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.

### 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.

## 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.

### 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.

## EW MBA 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.

### Rules & Requirements

**Prerequisites:** Graduate standing

**Credit Restrictions:** Students will receive no credit for EW MBA 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

## EW MBA 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.

### 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.

## EW MBA 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.

### 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

## EW MBA 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.

### 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.

## 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.

### 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.

## 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).

### 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.

## 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.

### 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.

## 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.

### 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.

## EW MBA 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.

### Rules & Requirements

**Credit Restrictions:** Students will receive no credit for EW MBA 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.



## **EW MBA 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.

### **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.

## **EW MBA 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.

### **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.

## **EW MBA 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.

### **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.

## **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.

### **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.

## 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 geo-dispersed teams of knowledge workers, managing offshore partnerships, integrating acquisitions, and executing change with multicultural knowledge workers.

### 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.

## 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.

### 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.

## 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.

### 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.

## 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.

### 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

## 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.

### 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

## 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.

### 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

## 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.

### 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.

## 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.

### 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

## 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.

### 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

## 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.

### 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.

## 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.

### 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.

## EW MBA 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.

### 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.

## EW MBA 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.

### 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.

## EW MBA 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.

### 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.

## EW MBA 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.

### 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.

## EW MBA 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.

### 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.

## EW MBA 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.

### 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.

## EW MBA 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.

### 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.

## EW MBA 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.

### 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.

## 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.

### 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.

## 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.

### 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



## **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.

### **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

## **EW MBA 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.

### **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

## **EW MBA 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.

### **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

## **EW MBA 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.

### **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

## EW MBA 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.

### 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

## EW MBA 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.

### 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

## EW MBA 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.

### 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.

## EW MBA 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.

### 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.

## EW MBA 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.

### 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.

## 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.

### 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

## 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.

### 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

## 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.

### 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.

## 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.

### 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.

## EW MBA 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.

### 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.

## EW MBA 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.

### 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.

## EW MBA 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.

### 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.

## EW MBA 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.

### 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.

## 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.

### 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.

## 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.

### 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.

## 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.

### 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.

## 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.

### 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.

## EW MBA 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.

### 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.

## EW MBA 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.

### 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

## EW MBA 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.

### 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.

## EW MBA 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.

### 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.

## 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.

### 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.

## 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.

### 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.



## 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.

### 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

## 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.

### 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.

## EW MBA 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.

### 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.

## EW MBA 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.

### 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.

## EW MBA 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.

### 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.

## EW MBA 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.

### Rules & Requirements

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

## 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.

### 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.

## 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.

### 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.

## 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.

### 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.

## 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.

### 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.

## EW MBA 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.

### 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.

## EW MBA 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.

### 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

## EW MBA 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.

### 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

## EW MBA 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.

### 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.

## 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.

### 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.

## 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.

### 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.

## 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.

### 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.

## 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.

### 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.

## 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.

### 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

## 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.

### 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.

## 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.

### 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.

## 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.

### 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.

## EW MBA 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.

### 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.

## EW MBA 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.

### 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.

## EW MBA 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.

### 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.



## EW MBA 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.

### 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.

## EW MBA 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.

### 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.

## EW MBA 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.

### 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.

## EW MBA 298X EW MBA 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 EW MBA Program office to ensure that they match course requirements at the Haas School.

### 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.

## EW MBA 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.

### 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

## 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?

### 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.

## 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.

### 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

## 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.

### 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

## Business Administration—MBA

### 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.

#### 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.

### 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.

#### 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.

### 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.

#### 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

### 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.

#### 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

## 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.

### 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.

## 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.

### 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

## 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.

### 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

## 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.

### 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

## 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.

### 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.

## 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.

### 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.

## 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.

### 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.

## 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.

### 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

## EW MBA 209 Strategic Leadership 2 Units

Terms offered: Prior to 2007

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.

### 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

## 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.

### 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.

## 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.

### 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.

## 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.

### 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



## 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.

### 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.

## 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.

### 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.

## 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.

### 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.

## 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.

### 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.

## 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.

### 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.

## 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.

### 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.

## 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.

### 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.

## 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.

### 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

## 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.

### 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.

## 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.

### 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

## 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.

### 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

## 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.

### 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

## 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.

### 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

## 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.

### 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.

## 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.

### 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.

## 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.

### 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

## 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.

### 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.

## 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.

### 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.

## 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.

### 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.

## EW MBA 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.

### 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.

## EW MBA 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.

### 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.

## EW MBA 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.

### 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.

## EW MBA 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.

### 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.

## EW MBA 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.

### 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.

## EW MBA 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.

### 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.

## EW MBA 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.

### 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.



## EW MBA 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.

### 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.

## 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.

### 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.

## 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.

### 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

## 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.

### 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.

## 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.

### 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.

## EW MBA 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.

### Rules & Requirements

**Prerequisites:** Graduate standing

**Credit Restrictions:** Students will receive no credit for EW MBA 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

## EW MBA 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.

### 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.

## EW MBA 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.

### 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

## EW MBA 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.

### 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.

## 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.

### 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.

## 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).

### 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.

## 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.

### 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.

## 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.

### 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.

## EW MBA 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.

### Rules & Requirements

**Credit Restrictions:** Students will receive no credit for EW MBA 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.

## EW MBA 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.

### 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.

## EW MBA 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.

### 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.

## **EW MBA 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.

### **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.

## **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.

### **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.

## **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 geo-dispersed teams of knowledge workers, managing offshore partnerships, integrating acquisitions, and executing change with multicultural knowledge workers.

### **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.

## **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.

### **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.

## 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.

**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.

## 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.

**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

## 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.

**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

## 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.

**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



## 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.

### 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.

## 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.

### 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

## 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.

### 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

## 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.

### 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.

## 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.

### 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.

## EW MBA 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.

### 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.

## EW MBA 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.

### 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.

## EW MBA 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.

### 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.

## EW MBA 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.

### 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.

## EW MBA 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.

### 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.

## EW MBA 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.

### 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.

## EW MBA 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.

### 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.

## EW MBA 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.

### 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.

## 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.

### 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.

## 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.

### 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

## 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.

### 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

## EW MBA 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.

### 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

## EW MBA 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.

### 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

## EW MBA 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.

### 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

## EW MBA 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.

### 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

## EW MBA 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.

### 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

## EW MBA 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.

### 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.

## EW MBA 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.

### 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.

## EW MBA 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.

### 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.

## 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.

### 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

## 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.

### 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



## 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.

### 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.

## 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.

### 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.

## EW MBA 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.

### 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.

## EW MBA 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.

### 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.

## EW MBA 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.

### 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.

## EW MBA 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.

### 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.

## 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.

### 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.

## 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.

### 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.

## 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.

### 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.

## 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.

### 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.

## EW MBA 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.

### 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.

## EW MBA 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.

### 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

## EW MBA 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.

### 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.

## EW MBA 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.

### 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.

## 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.

### 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.

## 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.

### 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.

## 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.

### 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

## 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.

### 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.

## EW MBA 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.

### 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.

## EW MBA 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.

### 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.

## EW MBA 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.

### 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.

## EW MBA 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.

### Rules & Requirements

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

## 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.

### 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.

## 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.

### 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.

## 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.

### 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.

## 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.

### 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.

## EW MBA 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.

### 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.



## **EW MBA 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.

### **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

## **EW MBA 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.

### **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

## **EW MBA 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.

### **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.

## **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.

### **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.

## 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.

### 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.

## 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.

### 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.

## 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.

### 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.

## 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.

### 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

## 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.

### 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.

## 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.

### 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.

## 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.

### 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.

## EW MBA 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.

### 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.

## EW MBA 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.

### 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.

## EW MBA 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.

### 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.

## EW MBA 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.

### 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.

## EW MBA 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.

### 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.

## EW MBA 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.

### 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.

## EW MBA 298X EW MBA 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 EW MBA Program office to ensure that they match course requirements at the Haas School.

### 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.

## EW MBA 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.

### 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

## 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?

### 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.

## 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.

### 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

## 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.

### 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

## Business Administration—PhD

### PHDBA 219S Research Seminar in Economic Analysis and Policy 1 - 3 Units

Terms offered: Fall 2025, Spring 2025, Fall 2024

The research seminar presents new research on economics applied to business management issues.

### Rules & Requirements

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

### Hours & Format

**Fall and/or spring:** 8 weeks - 1.5 hours of seminar per week

### Additional Details

**Subject/Course Level:** Ph.D. in Business Administration/Graduate

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

### PHDBA 229A Doctoral Seminar in Accounting I 3 Units

Terms offered: Fall 2025, Fall 2024, Fall 2023

A critical evaluation of accounting literature with emphasis on seminar contributions. Topics covered include research methodology in accounting, the private and social value of information.

### Rules & Requirements

**Prerequisites:** Business Administration 202A or equivalent, and Economics 201A-201B

**Credit Restrictions:** Students will receive no credit for 229A after taking 239A.

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

### Hours & Format

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

### Additional Details

**Subject/Course Level:** Ph.D. in Business Administration/Graduate

**Grading:** Letter grade.

**Formerly known as:** Business Administration 223A



## PHDBA 229B Doctoral Seminar in Accounting II 3 Units

Terms offered: Spring 2025, Spring 2024, Fall 2019

A critical evaluation of recent accounting literature involving empirical research.

### Rules & Requirements

**Prerequisites:** Business Administration 202A or equivalent, and Economics 201A-201B

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

### Hours & Format

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

### Additional Details

**Subject/Course Level:** Ph.D. in Business Administration/Graduate

**Grading:** Letter grade.

**Formerly known as:** Business Administration 223B

## PHDBA 229C Doctoral Seminar in Accounting III 3 Units

Terms offered: Fall 2023, Spring 2023, Spring 2022

A critical evaluation of recent accounting literature with emphasis on financial accounting.

### Rules & Requirements

**Prerequisites:** Business Administration 202A or equivalent, and Economics 201A-201B

### Hours & Format

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

### Additional Details

**Subject/Course Level:** Ph.D. in Business Administration/Graduate

**Grading:** Letter grade.

**Formerly known as:** Business Administration 223C

## PHDBA 229D Doctoral Seminar in Accounting IV 2 Units

Terms offered: Spring 2020, Fall 2013, Spring 2011

Exploration of issues related to the internal accounting systems of large firms. The first part of the course focuses on the theory of mechanism design, while the second part applies this theory to a variety of managerial accounting questions.

### Rules & Requirements

**Prerequisites:** Business Administration 202A or equivalent, and Economics 201A-201B

### Hours & Format

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

### Additional Details

**Subject/Course Level:** Ph.D. in Business Administration/Graduate

**Grading:** Letter grade.

**Formerly known as:** Business Administration 223D

## PHDBA 229S Research Seminar in Accounting 2 - 4 Units

Terms offered: Fall 2025, Spring 2025, Fall 2024

Advanced study in the field of Accounting. 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 - .5-3 hours of seminar per week

### Additional Details

**Subject/Course Level:** Ph.D. in Business Administration/Graduate

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

## PHDBA 239E Dynamic Game Theory and Applications 3 Units

Terms offered: Spring 2016, Spring 2015, Spring 2014

This course focuses on repeated games and optimal mechanism design, with an emphasis on dynamics. The course presents a mix of pure theory and applications from many economics-related fields, particularly finance, macroeconomics and bargaining.

### Hours & Format

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

### Additional Details

**Subject/Course Level:** Ph.D. in Business Administration/Graduate

**Grading:** Letter grade.

**Instructor:** Fuchs

## PHDBA 239FA Asset Pricing Theory 3 Units

Terms offered: Fall 2025, Fall 2024, Fall 2023

Asset pricing and portfolio choice in partial equilibrium and asset pricing in General Equilibrium. Specifically, static and intertemporal theories of choice under risk and uncertainty and portfolio choice. Includes two-fund separation, Capital Asset Pricing Model, and the Arbitrage Pricing Theory. In a General Equilibrium framework, it covers the notion of complete markets and welfare theorems. Also, some macro-asset pricing models are developed in addition to an analysis of incomplete markets.

### Hours & Format

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

### Additional Details

**Subject/Course Level:** Ph.D. in Business Administration/Graduate

**Grading:** Letter grade.

**Formerly known as:** Ph.D. in Business Administration 239A

## PHDBA 239FB Corporate Finance Theory 3 Units

Terms offered: Fall 2025, Fall 2024, Fall 2023

Study of the financial decisions made by firms and the effect of such decisions on observables. These can include debt/equity ratios, dividend policies, or the cross section of returns. In addition, corporate finance considers conflicts of interest between shareholders and managers and between different financial claimants.

### Rules & Requirements

**Prerequisites:** Graduate course in contract or game theory recommended

### Hours & Format

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

### Additional Details

**Subject/Course Level:** Ph.D. in Business Administration/Graduate

**Grading:** Letter grade.

**Formerly known as:** Ph.D. in Business Administration 239DB

## PHDBA 239FC Empirical Asset Pricing 3 Units

Terms offered: Spring 2025, Spring 2024, Spring 2023

Introduction and guide to issues in empirical asset pricing. Students learn key features of asset-price behavior and study how researchers test various theoretical models from finance and economics, focusing on advantages and disadvantages of research designs. Intuition behind practical econometric tools is developed and applied to asset pricing questions. By critically evaluating research, students determine which characteristics of an empirical paper influence the finance profession.

### Rules & Requirements

**Prerequisites:** Graduate level econometrics recommended

### Hours & Format

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

### Additional Details

**Subject/Course Level:** Ph.D. in Business Administration/Graduate

**Grading:** Letter grade.

**Formerly known as:** Ph.D. in Business Administration 239C

## PHDBA 239FD Empirical Corporate Finance 3 Units

Terms offered: Spring 2025, Spring 2024, Spring 2023, Spring 2022, Fall 2020, Spring 2020

This course provides a theoretical and empirical treatment of the core topics in corporate finance including internal corporate investment; external corporate investment (mergers and acquisitions); capital structure and financial contracting; bankruptcy; corporate governance.

### Rules & Requirements

**Prerequisites:** ECON 240A-240B or equivalent

**Credit Restrictions:** Students who have passed ECON 234C are not eligible to also receive credit for passing ECON C234C.

### Hours & Format

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

### Additional Details

**Subject/Course Level:** Ph.D. in Business Administration/Graduate

**Grading:** Letter grade.

**Instructor:** Malmendier

**Also listed as:** ECON C234C

## PHDBA 239S Research Seminar in Finance 2 - 4 Units

Terms offered: Fall 2025, Spring 2025, Fall 2024

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.

### Hours & Format

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

### Additional Details

**Subject/Course Level:** Ph.D. in Business Administration/Graduate

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

## PHDBA 249A Doctoral Seminar in Operations Management I 2 Units

Terms offered: Spring 2013, Fall 2011

Advanced study in the field of Operations Management with an emphasis on the interface between Operations Management and Marketing. Specific topics will vary from year to year.

### Rules & Requirements

**Prerequisites:** Economics 201A; Industrial Engineering and Operations Research 262A; 263A; 250, 253 or 254

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

### Hours & Format

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

### Additional Details

**Subject/Course Level:** Ph.D. in Business Administration/Graduate

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

## PHDBA 249B Doctoral Seminar in Operations Management II 2 Units

Terms offered: Fall 2013, Fall 2011

Advanced study in the field of Operations Management with an emphasis on the interface between Operations Management and Marketing. Specific topics will vary from year to year.

### Rules & Requirements

**Prerequisites:** Economics 201A; Industrial Engineering and Operations Research 262A; 263A; 250, 253 or 254

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

### Hours & Format

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

### Additional Details

**Subject/Course Level:** Ph.D. in Business Administration/Graduate

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

## PHDBA 249C Doctoral Seminar in Management III 2 Units

Terms offered: Spring 2014

Advanced study in the field of operations management with an emphasis on the role of rational consumer behavior. Specific topics will vary year to year.

### Rules & Requirements

**Prerequisites:** Industrial Engineering and Operations Research 262A, 263A, 250 or 253 or 254, and Economics 201A

### Hours & Format

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

### Additional Details

**Subject/Course Level:** Ph.D. in Business Administration/Graduate

**Grading:** Letter grade.

## PHDBA 259A Research in Micro-Organizational Behavior 3 Units

Terms offered: Fall 2025, Fall 2023, Fall 2022

Review of the research literature of micro-organizational behavior, including its social psychological and psychological foundations.

Topics include: job design, work attitudes, organizational commitment, organizational culture, control and participation in organizations, creativity, personality, socialization leadership, industrial organization psychology.

### Rules & Requirements

**Prerequisites:** Ph.D. student or consent of instructor

### Hours & Format

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

### Additional Details

**Subject/Course Level:** Ph.D. in Business Administration/Graduate

**Grading:** Letter grade.

**Formerly known as:** Business Administration 254A

## PHDBA 259B Research Seminar in Macro-Organizational Behavior 3 Units

Terms offered: Fall 2025, Fall 2024, Fall 2022

Review of the research literature of macro-organizational behavior, including its sociological and economic foundations. Topics include: social networks, organizational culture, status hierarchies, social influence, innovation and organizational diversity.

### Rules & Requirements

**Prerequisites:** Ph.D. student or consent of instructor

### Hours & Format

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

### Additional Details

**Subject/Course Level:** Ph.D. in Business Administration/Graduate

**Grading:** Letter grade.

**Formerly known as:** Business Administration 254B

## PHDBA 259C Research Workshop on Macro Organizational Behavior 3 Units

Terms offered: Fall 2023, Fall 2021, Spring 2005

Review of the research literature of macro-organizational behavior, including its sociological and economic foundations. Topics include: social networks, organizational culture, status hierarchies, social influence, innovation and organizational diversity.

### Rules & Requirements

**Prerequisites:** Ph.D. student or consent of instructor

### Hours & Format

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

### Additional Details

**Subject/Course Level:** Ph.D. in Business Administration/Graduate

**Grading:** Letter grade.

## PHDBA 259E Research Seminar in Behavioral Science 4 Units

Terms offered: Fall 2020

Advanced study in the field of behavioral science. 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 - 1.5 hours of colloquium per week

### Additional Details

**Subject/Course Level:** Ph.D. in Business Administration/Graduate

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

## PHDBA 259S Research Seminar in Management of Organizations 2 - 4 Units

Terms offered: Fall 2025, Spring 2025, Fall 2024

Advanced study in the field of Management of Organizations. 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 - 0.5-3 hours of seminar per week

### Additional Details

**Subject/Course Level:** Ph.D. in Business Administration/Graduate

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

## PHDBA 269A Seminar in Marketing: Buyer Behavior 3 Units

Terms offered: Fall 2024, Spring 2022, Fall 2018

Advanced topics seminar intended principally for Ph.D. students but open to advanced MBA students.

### Rules & Requirements

**Prerequisites:** Consent of instructor

### Hours & Format

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

### Additional Details

**Subject/Course Level:** Ph.D. in Business Administration/Graduate

**Grading:** Letter grade.

**Formerly known as:** Business Administration 269A

## PHDBA 269B Seminar in Marketing: Choice Modeling 3 Units

Terms offered: Spring 2025, Spring 2023, Spring 2021

Advanced topics seminar intended principally for Ph.D. students but open to advanced MBA students.

### Rules & Requirements

**Prerequisites:** Consent of instructor

### Hours & Format

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

### Additional Details

**Subject/Course Level:** Ph.D. in Business Administration/Graduate

**Grading:** Letter grade.

**Formerly known as:** Business Administration 269B

## PHDBA 269C Seminar in Marketing: Marketing Strategy 3 Units

Terms offered: Fall 2024, Fall 2022, Fall 2020

Advanced topics seminar intended principally for Ph.D. students but open to advanced MBA students. This section will focus on marketing theory and the development of marketing thought. (Course offered alternate years.)

### Rules & Requirements

**Prerequisites:** Consent of instructor

### Hours & Format

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

### Additional Details

**Subject/Course Level:** Ph.D. in Business Administration/Graduate

**Grading:** Letter grade.

**Formerly known as:** Business Administration 269C

## PHDBA 269D Special Research Topics in Marketing 3 Units

Terms offered: Fall 2025, Spring 2025, Fall 2024

Review of special research topics in marketing not ordinarily covered in BA 269A, 269B, 269C. Content varies from year to year. (Course offered alternate years.)

### 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 hours of seminar per week

### Additional Details

**Subject/Course Level:** Ph.D. in Business Administration/Graduate

**Grading:** Letter grade.

**Formerly known as:** Business Administration 269D

## PHDBA 269E Seminar in Marketing: Behavioral Science 4 Units

Terms offered: Fall 2020

Advanced study in the field of behavioral science. 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 - 1.5 hours of colloquium per week

### Additional Details

**Subject/Course Level:** Ph.D. in Business Administration/Graduate

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

## PHDBA 269S Research Seminar in Marketing 2 - 4 Units

Terms offered: Fall 2025, Spring 2025, Fall 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.

### Hours & Format

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

### Additional Details

**Subject/Course Level:** Ph.D. in Business Administration/Graduate

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

## PHDBA C270 Workshop in Institutional Analysis 2 Units

Terms offered: Fall 2025, Spring 2025, Fall 2024, Fall 2015, Fall 2014, Fall 2013

This seminar features current research of faculty, from UC Berkeley and elsewhere, and of advanced doctoral students who are investigating the efficacy of economic and non-economic forms of organization. An interdisciplinary perspective--combining aspects of law, economics, and organization--is maintained. Markets, hierarchies, hybrids, bureaus, and the supporting institutions of law and politics all come under scrutiny. The aspiration is to progressively build toward a new science of organization.

### Rules & Requirements

**Prerequisites:** Economics 100 or 101; Business Administration 110 or equivalent; or consent of instructor

### Hours & Format

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

### Additional Details

**Subject/Course Level:** Ph.D. in Business Administration/Graduate

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

**Also listed as:** ECON C225

## PHDBA 279PA Political Economy: Frameworks 3 Units

Terms offered: Spring 2024

The course focuses on collective action phenomena, their connections to material conditions, their consequences for public policy, and their impact on economic performance and welfare. The focus is broad, covering mainly theory while tracing testable implications and occasionally delving into empirical evidence. Topics include conflict, state formation, state capacity, collective decision-making, voting, lobbying, theories of influence and corruption, the efficiency of democracy, political selection, electoral discipline and political accountability.

### Hours & Format

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

### Additional Details

**Subject/Course Level:** Ph.D. in Business Administration/Graduate

**Grading:** Letter grade.

## PHDBA 279PB Theories of the Firm and Market Failures 3 Units

Terms offered: Spring 2024

This course is designed to help students understand the role of the government in addressing market failures and improving social welfare. The course has two broad objectives. The first is to develop an in depth understanding of empirical methods and research designs that are commonly used in applied microeconomics. The second is to familiarize students with important empirical findings and lines of inquiry at the frontier (and intersection) of public economics and industrial organization.

### Hours & Format

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

### Additional Details

**Subject/Course Level:** Ph.D. in Business Administration/Graduate

**Grading:** Letter grade.

## PHDBA 279PC Political Economy: Empirics 3 Units

Terms offered: Spring 2025, Spring 2023

This graduate course in political economy addresses the interactions among citizens, profit-maximizing firms and a vast class of non-market agents, such as governments, public administration and regulatory institutions. The class emphasizes the operative implications of non-market institutions in affecting and constraining firm strategy and individual behavior. Topics and cases cover economic and political institutions, economic policy, lobbying, clientelism, bureaucracy, regulation, antitrust, activism and the media. We corroborate the analytical framework with real-world applications, ranging from the US historical experience to cross-country comparisons, to develop insight in interpreting fundamental politico-economic constraints.

### Hours & Format

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

### Additional Details

**Subject/Course Level:** Ph.D. in Business Administration/Graduate

**Grading:** Letter grade.



## PHDBA 279PD The Economic Institutions of Capitalism in Historical Perspective 3 Units

Terms offered: Spring 2025, Spring 2023

The main focus of this course is on the economic institutions of capitalism. These institutions are studied in relation to the development of the state and the interplay of political and economic elites in the process that led to the Industrial Revolution. To properly conceptualize that process and get a long-run perspective, we use a comparative approach across regions of the world and over different historical periods.

### Hours & Format

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

### Additional Details

**Subject/Course Level:** Ph.D. in Business Administration/Graduate

**Grading:** Letter grade.

**Formerly known as:** Ph.D. in Business Administration 279D

## PHDBA 279S Research Seminar in Business and Public Policy 2 - 4 Units

Terms offered: Fall 2025, Spring 2025, Fall 2024

Advanced study in the field of Business and Public Policy. 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 - .5-3 hours of seminar per week

### Additional Details

**Subject/Course Level:** Ph.D. in Business Administration/Graduate

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

## PHDBA C279I Economics of Innovation 3 Units

Terms offered: Fall 2020, Fall 2018, Fall 2016, Spring 2016, Fall 2015

Study of innovation, technical change, and intellectual property, including the industrial organization and performance of high-technology industries and firms; the use of economic, patent, and other bibliometric data for the analysis of technical change; legal and economic issues of intellectual property rights; science and technology policy; and the contributions of innovation and diffusion to economic growth. Methods of analysis are both theoretical and empirical, econometric and case study.

### Rules & Requirements

**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:** Ph.D. in Business Administration/Graduate

**Grading:** Letter grade.

**Also listed as:** ECON C222

## PHDBA 289A Doctoral Seminar in Real Estate 4 Units

Terms offered: Spring 2025, Spring 2024, Spring 2023

Doctoral real estate seminar, covering topics related to real estate investment, finance, and market analysis. The course is rigorous and technical, applying financial and economic analysis to the subject areas of real estate finance, urban real estate economics, and real estate evaluation.

### Rules & Requirements

**Prerequisites:** Ph.D. equivalents of micro and macro economics, finance/or accounting, statistics and econometrics

**Repeat rules:** Course may be repeated for credit with instructor consent.

### Hours & Format

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

### Additional Details

**Subject/Course Level:** Ph.D. in Business Administration/Graduate

**Grading:** Letter grade.

**Formerly known as:** Business Administration 289A

## PHDBA 289S Research Seminar in Real Estate 2 - 4 Units

Terms offered: Fall 2025, Spring 2025, Fall 2024

Advanced study in the field of Real Estate. 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 - .5-3 hours of seminar per week

### Additional Details

**Subject/Course Level:** Ph.D. in Business Administration/Graduate

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

## PHDBA 297A Research and Theory in Business: Economics and Management Science 3 Units

Terms offered: Prior to 2007

The course begins with individual decision making under uncertainty, and goes on to cover game theory, including both static and dynamic games with perfect, imperfect, and incomplete information. The course also covers market equilibrium with uncertainty and imperfect information, including topics such as signalling, screening, adverse selection, and moral hazard.

### Rules & Requirements

**Prerequisites:** Ph.D. student or consent of instructor

**Credit Restrictions:** Course is required for first year students in accounting, finance, and management science.

### Hours & Format

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

### Additional Details

**Subject/Course Level:** Ph.D. in Business Administration/Graduate

**Grading:** Letter grade.

**Formerly known as:** Business Administration 292A

## PHDBA 297B Research and Theory in Business: Behavioral Science 3 Units

Terms offered: Spring 2023, Fall 2021, Spring 2021

The focus is upon defining a research problem, designing and employing specialized techniques to solve the problem. Topics will include concepts of causality, analysis of variance; experimental design; survey research; observation and multivariate analytical techniques.

### Rules & Requirements

**Prerequisites:** Ph.D. student or consent of instructor; previous work in statistics and probability theory

**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:** Ph.D. in Business Administration/Graduate

**Grading:** Letter grade.

**Formerly known as:** Business Administration 292B

## PHDBA 297T Doctoral Topics in Business Administration 0.5 - 3 Units

Terms offered: Fall 2025, Spring 2025, Fall 2024

Advanced study in the field 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 - .5-3 hours of lecture per week

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

### Additional Details

**Subject/Course Level:** Ph.D. in Business Administration/Graduate

**Grading:** Letter grade.

## PHDBA 299A Individual Research in Business Problems 0 - 12 Units

Terms offered: Summer 2015 10 Week Session, Summer 2012 10 Week Session, Spring 2011

### Rules & Requirements

**Prerequisites:** PhD student standing and consent of instructor

**Credit Restrictions:** Forty-five hours of work per unit per term.

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

### Hours & Format

**Fall and/or spring:** 15 weeks - 0-12 hours of independent study per week

### Summer:

6 weeks - 0-20 hours of independent study per week

8 weeks - 0-24 hours of independent study per week

### Additional Details

**Subject/Course Level:** Ph.D. in Business Administration/Graduate

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

## PHDBA 375 Teaching Business 3 Units

Terms offered: Spring 2025, Spring 2024, Spring 2023

This course will cover the broad range of knowledge and skills necessary to teach in top business schools. Teaching business effectively requires a myriad of pedagogical styles and techniques, as well as the confidence and preparation necessary to convey the course material. This course seeks to prepare doctoral students for careers as faculty in business schools, giving them the insight and experience that will make their first courses successful ones. Students will learn effective teaching strategies by observing faculty mentors, reading pedagogical texts, and openly discussing the challenges and rewards of business instruction with experienced faculty and graduate student instructors.

### Hours & Format

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

### Additional Details

**Subject/Course Level:** Ph.D. in Business Administration/Professional course for teachers or prospective teachers

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

## PHDBA 602 Individual Study for Doctoral Students 1 - 8 Units

Terms offered: Spring 2010, Spring 2009, Spring 2008

Individual study in consultation with the major field adviser, intended to provide an opportunity for qualified students to prepare themselves for the various examinations required of candidates for the Ph.D. degree.

### Rules & Requirements

**Prerequisites:** Graduate standing

**Credit Restrictions:** Course does not satisfy unit or residence requirements for doctoral degree.

**Repeat rules:** Course may be repeated for credit up to a total of 16 units.

### Hours & Format

**Fall and/or spring:** 15 weeks - 1-8 hours of independent study per week

**Summer:** 8 weeks - 5.5-45 hours of independent study per week

### Additional Details

**Subject/Course Level:** Ph.D. in Business Administration/Graduate examination preparation

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

**Formerly known as:** Business Administration 602

## PHDBA 602C Curricular Practical Training Internship 0.0 Units

Terms offered: Spring 2025, Spring 2024, Spring 2023

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 academic courses were applied during the internship.

### Rules & Requirements

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

### Hours & Format

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

**Summer:** 10 weeks - 0 hours of independent study per week

### Additional Details

**Subject/Course Level:** Ph.D. in Business Administration/Graduate examination preparation

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

## Business Administration—Undergraduate

### UGBA C5 Introduction to Entrepreneurship 2 Units

Terms offered: Fall 2022, Fall 2021, Fall 2020

This course offers students a taste of what it's really like to start a business. In addition to learning key foundational entrepreneurial concepts such as idea generation & evaluation, customer & product development, creating a business model, fundraising, marketing, and scaling & exiting a business, students will also hear from successful entrepreneurs who share their perspectives and best practices. Students will apply core concepts by working in teams to evaluate and select a venture idea that they will then develop throughout the semester.

#### Hours & Format

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

#### Additional Details

**Subject/Course Level:** Undergrad. Business Administration/  
Undergraduate

**Grading/Final exam status:** Letter grade. Final exam not required.

**Also listed as:** L & S C5

### UGBA 10X Foundations of Business 3 Units

Terms offered: Fall 2025, Spring 2025, Fall 2024

This team-taught introductory course to the four-year Spieker Undergraduate Business Program is grounded in the Haas Defining Leadership Principles. Covering business fundamentals, teamwork, and critical thinking, the course explores contemporary business topics along with their historical and conceptual foundations, and their social and psychological implications. The course includes two weekly lectures and one small section meeting, featuring hands-on individual and group exercises for practical application of the concepts. Regular guest speakers connect students to real-world business problems.

#### Hours & Format

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

#### Additional Details

**Subject/Course Level:** Undergrad. Business Administration/  
Undergraduate

**Grading/Final exam status:** Letter grade. Alternative to final exam.

### UGBA C12 The Berkeley Changemaker 2 - 3 Units

Terms offered: Fall 2025, Summer 2025 Second 6 Week Session, Spring 2025, Spring 2024, Fall 2023, Summer 2023 Second 6 Week Session  
Berkeley Changemaker impact occurs across many fronts: scientific, artistic, social, and entrepreneurial. This course helps students identify as a Berkeley Changemaker and learn the critical thinking, communication, and collaboration skills to become one. Combining disciplines across UC Berkeley, the course also helps launch the Berkeley Discovery arc. Students develop their own leadership styles and discover how they can create and lead diverse teams to act upon the world. Values in Berkeley's DNA like Questioning the Status Quo and going Beyond Yourself support students in leading from whatever position they occupy, preparing them to leave their mark on campus, in their communities, or beyond. More at: <http://changemaker.berkeley.edu>.

#### Hours & Format

**Fall and/or spring:** 15 weeks - 2-2 hours of lecture and 0-1.5 hours of discussion per week

#### Summer:

6 weeks - 6-6 hours of lecture and 0-0 hours of discussion per week

8 weeks - 4-4 hours of lecture and 0-3 hours of discussion per week

#### Additional Details

**Subject/Course Level:** Undergrad. Business Administration/  
Undergraduate

**Grading/Final exam status:** The grading option will be decided by the instructor when the class is offered. Alternative to final exam.

**Also listed as:** L & S C12

### UGBA 13 Berkeley Changemaker: Human Health 2 Units

Terms offered: Spring 2024, Fall 2022

Do you wonder how you might play a part in changing human health and improving the lives of others? Find your path with Berkeley Changemaker: Human Health. In this course you will apply the core principles of the Berkeley Changemaker curriculum by Critically exploring a full understanding of an important human health issue, Collaborating with diverse colleagues on a project team to investigate solutions using gold-standard discovery techniques, and Communicating what you've learned and providing thoughtful feedback to your classmates. Each week you will also research and then have a curated conversation with a changemaking expert on a range of human health topics, from startup solutions, to healthcare economics, to health equity issues.

#### Hours & Format

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

#### Additional Details

**Subject/Course Level:** Undergrad. Business Administration/  
Undergraduate

**Grading/Final exam status:** Letter grade. Alternate method of final assessment during regularly scheduled final exam group (e.g., presentation, final project, etc.).

## UGBA 24 Freshman Seminars 1 Unit

Terms offered: Spring 2025, Spring 2024, Spring 2023

The Berkeley Seminar Program has been designed to provide new students with the opportunity to explore an intellectual topic with a faculty member in a small-seminar setting. Berkeley Seminars are offered in all campus departments, and topics vary from department to department and semester to semester.

### Rules & Requirements

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

### Hours & Format

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

### Additional Details

**Subject/Course Level:** Undergrad. Business Administration/  
Undergraduate

**Grading/Final exam status:** The grading option will be decided by the instructor when the class is offered. Final exam required.

## UGBA 39AC Philanthropy: A Cross-Cultural Perspective 3 Units

Terms offered: Fall 2025, Fall 2024, Fall 2023

This class will compare and contrast the variety of gift giving and sharing traditions that make up American philanthropy. Both the cultural antecedents and their expression in this country will be explored from five ethnic and racial groups: Native American, European American, African American, Hispanic American, and Asian American. The goal is to gain a greater understanding of the many dimensions of philanthropy as it is practiced in the United States today.

### Hours & Format

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

### Additional Details

**Subject/Course Level:** Undergrad. Business Administration/  
Undergraduate

**Grading/Final exam status:** Letter grade. Final exam required.

**Formerly known as:** Business Administration 39AC

## UGBA 39E Freshman/Sophomore Seminar 2 - 4 Units

Terms offered: Fall 2025, Fall 2024, Spring 2024

Freshman and sophomore seminars offer lower division students the opportunity to explore an intellectual topic with a faculty member and a group of peers in a small-seminar setting. These seminars are offered in all campus departments; topics vary from department to department and from semester to semester.

### Rules & Requirements

**Prerequisites:** Priority given to freshmen and sophomores

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

### Hours & Format

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

### Additional Details

**Subject/Course Level:** Undergrad. Business Administration/  
Undergraduate

**Grading/Final exam status:** The grading option will be decided by the instructor when the class is offered. Final exam required.

**Formerly known as:** Business Administration 39

## UGBA 78G Developing Global Leadership Expertise 2 Units

Terms offered: Prior to 2007

This course is required for all freshmen in the Global Management Program at the Haas School of Business and limited to those students as well. The objective of this course is to provide students with an introduction to the type of leadership skills required to be a successful cross-cultural leader in today's increasingly complex global marketplace. The goal is for each student to begin developing a personalized global leadership "toolkit" that will continue to evolve over the next few years in the Global Management Program and ultimately as a business decision-maker with fiduciary responsibilities.

### Hours & Format

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

### Additional Details

**Subject/Course Level:** Undergrad. Business Administration/  
Undergraduate

**Grading/Final exam status:** Letter grade. Alternate method of final assessment during regularly scheduled final exam group (e.g., presentation, final project, etc.).

## UGBA 84 Sophomore Seminar 1 or 2 Units

Terms offered: Prior to 2007

Sophomore seminars are small interactive courses offered by faculty members in departments all across the campus. Sophomore seminars offer opportunity for close, regular intellectual contact between faculty members and students in the crucial second year. The topics vary from department to department and semester to semester. Enrollment limited to 15 sophomores.

### Rules & Requirements

**Prerequisites:** At discretion of instructor

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

### Hours & Format

#### Fall and/or spring:

5 weeks - 3-6 hours of seminar per week  
10 weeks - 1.5-3 hours of seminar per week  
15 weeks - 1-2 hours of seminar per week

#### Summer:

6 weeks - 2.5-5 hours of seminar per week  
8 weeks - 1.5-3.5 hours of seminar per week

### Additional Details

**Subject/Course Level:** Undergrad. Business Administration/  
Undergraduate

**Grading/Final exam status:** The grading option will be decided by the instructor when the class is offered. Final exam required.

## UGBA 88 Data and Decisions 2 Units

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

The goal of this connector course is to provide an understanding of how data and statistical analysis can improve managerial decision-making. We will explore statistical methods for gleanings insights from economic and social data, with an emphasis on approaches to identifying causal relationships. We will discuss how to design and analyze randomized experiments and introduce econometric methods for estimating causal effects in non-experimental data. The course draws on a variety of business and social science applications, including advertising, management, online marketplaces, labor markets, and education. This course, in combination with the Data 8 Foundations course, satisfies the statistics prerequisite for admission to Haas.

### Rules & Requirements

**Prerequisites:** One semester of Calculus (Math 16A or Math 51).

Also, this is a Data Science connector course and may only be taken concurrently with or after completing Computer Science C8/Statistics C8/Information C8

### Hours & Format

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

#### Summer:

6 weeks - 5 hours of lecture per week  
8 weeks - 4 hours of lecture per week

### Additional Details

**Subject/Course Level:** Undergrad. Business Administration/  
Undergraduate

**Grading/Final exam status:** Letter grade. Final exam required.

**Instructor:** Miller



## UGBA C95B Introduction to the Biotechnology Field and Industry 2 Units

Terms offered: Spring 2019

This course offers an introduction to the field of biotechnology and will cover the history of the field, its impact on medicine and society, key methodologies, important therapeutic areas, and the range of career options available in the biopharmaceutical industry. In addition to lectures on innovation and entrepreneurship, students will hear from lecturers with expertise ranging from molecular biology to clinical trial design and interpretation. Several case studies of historically impactful scientists, entrepreneurs, and biotherapeutic companies will be presented. Students will work in teams to create and develop novel biotechnology company ideas to present in class. Intended for students interested in the Biology +Business program.

### Hours & Format

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

### Additional Details

**Subject/Course Level:** Undergrad. Business Administration/  
Undergraduate

**Grading/Final exam status:** Offered for pass/not pass grade only.  
Alternative to final exam.

**Instructors:** Kirn, Lasky

**Formerly known as:** Molecular and Cell Biology C95B/Undergrad.  
Business Administration C95B

**Also listed as:** MCELLBI C75

## UGBA 96 Lower Division Special Topics in Business Administration 1 - 4 Units

Terms offered: Fall 2025, Summer 2025 Second 6 Week Session, Fall 2024

Study in various fields of business administration for lower division students. 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 - 1-4 hours of lecture per week

**Summer:** 6 weeks - 2.5-10 hours of lecture per week

### Additional Details

**Subject/Course Level:** Undergrad. Business Administration/  
Undergraduate

**Grading/Final exam status:** Letter grade. Final exam required.

## UGBA 98 Directed Group Study 1 - 4 Units

Terms offered: Spring 2015, Fall 2014, Spring 2014

Organized group study on topics selected by lower division students under the sponsorship and direction of a member of the Haas School of Business faculty.

### Rules & Requirements

**Credit Restrictions:** Enrollment is restricted; see the Introduction to Courses and Curricula section of this catalog.

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

### Hours & Format

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

### Additional Details

**Subject/Course Level:** Undergrad. Business Administration/  
Undergraduate

**Grading/Final exam status:** Offered for pass/not pass grade only. Final exam not required.

**Formerly known as:** Business Administration 98

## UGBA 100 Business Communication 2 Units

Terms offered: Fall 2025, Spring 2025, Fall 2024

Theory and practice of effective communication in a business environment. Students practice what they learn with oral presentations and written assignments that model real-life business situations.

### Rules & Requirements

**Prerequisites:** Restricted to Undergraduate Business Administration  
Majors Only

### Hours & Format

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

### Summer:

6 weeks - 5 hours of lecture per week

8 weeks - 4 hours of lecture per week

### Additional Details

**Subject/Course Level:** Undergrad. Business Administration/  
Undergraduate

**Grading/Final exam status:** Letter grade. Final exam required.

## UGBA 101A Microeconomic Analysis for Business Decisions 3 Units

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

Economic analysis applicable to the problems of business enterprises with emphasis on the determination of the level of prices, outputs, and inputs; effects of the state of the competitive environment on business and government policies.

### Rules & Requirements

**Prerequisites:** Economics 1, Mathematics 1A (through Summer 2025) or 51 (as of Fall 2025) or 16A, Statistics W21, or equivalents

**Credit Restrictions:** Students will receive no credit for UGBA 101A after completing ECON 100A, ECON 101A, BUS ADM 110, ENVECON 100, BUS ADM S110, IAS 106, or POLECON 106. A deficient grade in UGBA 101A may be removed by taking POLECON 106, ECON 100A, ECON 101A, ENVECON 100, IAS 106, or POLECON 106.

### Hours & Format

**Fall and/or spring:** 15 weeks - 3 hours of lecture and 1.5 hours of discussion per week

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

### Additional Details

**Subject/Course Level:** Undergrad. Business Administration/ Undergraduate

**Grading/Final exam status:** Letter grade. Final exam required.

## UGBA 101B Macroeconomic Analysis for Business Decisions 3 Units

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

Analysis of the operation of the market system with emphasis on the factors responsible for economic instability; analysis of public and business policies which are necessary as a result of business fluctuations.

### Rules & Requirements

**Prerequisites:** Economics 1, Mathematics 1A or 16A, Statistics W21, or equivalents

**Credit Restrictions:** Students will receive no credit for UGBA 101B after completing ECON 100B, ECON 101B, BUS ADM 111, IAS 107, or POLECON 107. A deficient grade in UGBA 101B may be removed by taking ECON 100B, ECON 101B, IAS 107, or POLECON 107.

### Hours & Format

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

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

### Additional Details

**Subject/Course Level:** Undergrad. Business Administration/ Undergraduate

**Grading/Final exam status:** Letter grade. Final exam required, with common exam group.

**Formerly known as:** Business Administration 111

## UGBA 102A Financial Accounting 3 Units

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

The identification, measurement, and reporting of financial effects of events on enterprises, with a particular emphasis on business organization. Preparation and interpretation of balance sheets, income statements, and statements of cash flows.

### Rules & Requirements

**Credit Restrictions:** Course not open for credit for students who are taking or have completed Undergraduate Business Administration W102A.

### Hours & Format

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

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

### Additional Details

**Subject/Course Level:** Undergrad. Business Administration/ Undergraduate

**Grading/Final exam status:** Letter grade. Final exam required.

## UGBA 102B Managerial Accounting 3 Units

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

The uses of accounting systems and their outputs in the process of management of an enterprise. Classification of costs and revenue on several bases for various uses; budgeting and standard cost accounting; analyses of relevant costs and other data for decision making.

### Rules & Requirements

**Prerequisites:** 102A

### Hours & Format

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

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

### Additional Details

**Subject/Course Level:** Undergrad. Business Administration/ Undergraduate

**Grading/Final exam status:** Letter grade. Final exam required.

## UGBA 103 Introduction to Finance 4 Units

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

Analysis and management of the flow of funds through an enterprise. Cash management, source and application of funds, term loans, types and sources of long-term capital. Capital budgeting, cost of capital, and financial structure. Introduction to capital markets.

### Rules & Requirements

**Prerequisites:** 101A

### Hours & Format

**Fall and/or spring:** 15 weeks - 3 hours of lecture and 1.5 hours of discussion per week

**Summer:**  
6 weeks - 7.5 hours of lecture and 2.5 hours of discussion per week  
8 weeks - 6 hours of lecture and 2 hours of discussion per week

### Additional Details

**Subject/Course Level:** Undergrad. Business Administration/ Undergraduate

**Grading/Final exam status:** Letter grade. Final exam required.

## UGBA 104 Introduction to Business Analytics 3 Units

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

This course provides an introduction to several quantitative methods used to facilitate complex decision-making in business, with applications in many different industries, at different levels in the organization, and with different scopes of decisions. The power of the methods covered in this class is further enhanced by implementing them in spreadsheet software, which allows complex problems to be approached and solved in a straightforward and understandable manner.

### Rules & Requirements

**Prerequisites:** Mathematics 1B or 16B, Statistics W21, or equivalents

### Hours & Format

**Fall and/or spring:** 15 weeks - 1.5 hours of lecture and 1.5 hours of laboratory per week

**Summer:** 6 weeks - 2.5-7.5 hours of lecture and 2.5-0 hours of laboratory per week

### Additional Details

**Subject/Course Level:** Undergrad. Business Administration/ Undergraduate

**Grading/Final exam status:** Letter grade. Final exam required.

## UGBA 105 Leading People 3 Units

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

A general descriptive and analytical study of organizations from the behavioral science point of view. Problems of motivation, leadership, morale, social structure, groups, communications, hierarchy, and control in complex organizations are addressed. The interaction among technology, environment, and human behavior are considered. Alternate theoretical models are discussed.

### Rules & Requirements

**Credit Restrictions:** Students will receive no credit for Undergrad. Business Administration 105 after completing Business Administration 150 or S150.

### Hours & Format

**Fall and/or spring:** 15 weeks - 1.5-3 hours of lecture and 1.5-0 hours of discussion per week

**Summer:**  
6 weeks - 4-8 hours of lecture and 4-0 hours of discussion per week  
8 weeks - 3-6 hours of lecture and 3-0 hours of discussion per week

### Additional Details

**Subject/Course Level:** Undergrad. Business Administration/ Undergraduate

**Grading/Final exam status:** Letter grade. Final exam required.

## UGBA 106 Marketing 3 Units

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

The evolution of markets and marketing; market structure; marketing cost and efficiency; public and private regulation; the development of marketing programs including decisions involving products, price, promotional distribution.

### 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 - 6 hours of lecture per week

### Additional Details

**Subject/Course Level:** Undergrad. Business Administration/  
Undergraduate

**Grading/Final exam status:** Letter grade. Final exam required.

## UGBA 107 The Social, Political, and Ethical Environment of Business 3 Units

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

Study and analysis of American business in a changing social and political environment. Interaction between business and other institutions. Role of business in the development of social values, goals, and national priorities. The expanding role of the corporation in dealing with social problems and issues.

### Hours & Format

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

**Summer:** 6 weeks - 5-7.5 hours of lecture and 2.5-0 hours of discussion per week

### Additional Details

**Subject/Course Level:** Undergrad. Business Administration/  
Undergraduate

**Grading/Final exam status:** Letter grade. Final exam required.

## UGBA 117 Special Topics in Economic Analysis and Policy 1 - 4 Units

Terms offered: Summer 2025 Second 6 Week Session, Spring 2025, Fall 2018

A variety of topics in economic analysis and policy with emphasis on current problems and research.

### Rules & Requirements

**Prerequisites:** 101A-101B or equivalents

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

### Hours & Format

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

**Summer:** 6 weeks - 2.5-10 hours of lecture per week

### Additional Details

**Subject/Course Level:** Undergrad. Business Administration/  
Undergraduate

**Grading/Final exam status:** Letter grade. Final exam required.

**Formerly known as:** Business Administration 119

## UGBA 118 International Trade 3 Units

Terms offered: Fall 2024, Fall 2023, Fall 2022

This course will develop models for understanding the economic causes and effects of international trade, will investigate the effects of economic policies that inhibit trade, and will examine the political economy of trade. By integrating the findings of the latest theoretical and empirical research in international economics, this course help students learn how to explore the current political debates in the U.S. and elsewhere regarding the benefits and costs of international trade.

### Rules & Requirements

**Prerequisites:** Undergraduate Business Administration 101A or equivalent

**Credit Restrictions:** Students will receive no credit for Undergraduate Business Administration 118 after taking Economics 181 or Economics C181/Environmental Economics and Policy C181.

### Hours & Format

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

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

### Additional Details

**Subject/Course Level:** Undergrad. Business Administration/  
Undergraduate

**Grading/Final exam status:** Letter grade. Final exam required.

## UGBA 120AA Intermediate Financial Accounting 1 4 Units

Terms offered: Fall 2025, Summer 2025 Second 6 Week Session, Fall 2024

This Course introduces the student to concepts, theory and applications of financial accounting. The topics covered include accrual accounting concepts, financial statement analysis, inventory valuations, capital assets and their corresponding depreciation and impairment. Attention is given to examples on current reporting practices and to the study of reporting requirements promulgated by the Financial Accounting Standards Board ("FASB") with comparison to the International Accounting Standards Board ("IASB").

### Rules & Requirements

**Prerequisites:** 102A

### Hours & Format

**Fall and/or spring:** 15 weeks - 3 hours of lecture and 1.5 hours of discussion per week

**Summer:** 6 weeks - 7.5 hours of lecture and 5 hours of discussion per week

### Additional Details

**Subject/Course Level:** Undergrad. Business Administration/  
Undergraduate

**Grading/Final exam status:** Letter grade. Final exam required.

## UGBA 120AB Intermediate Financial Accounting 2 4 Units

Terms offered: Summer 2025 First 6 Week Session, Spring 2025, Summer 2024 First 6 Week Session

This course expands students' knowledge of the concepts, theory, and application of financial accounting. It continues the technical accounting sequence, which also includes UGBA 120AA, Intermediate Accounting 1 and UGBA 120B, Advanced Financial Accounting. Topics include an in-depth treatment of the financing elements of the balance sheet and the income statement, as well as a detailed examination of the statement of cash flows.

### Rules & Requirements

**Prerequisites:** UGBA 102A is required. UGBA 120AA is recommended

### Hours & Format

**Fall and/or spring:** 15 weeks - 3 hours of lecture and 1.5 hours of discussion per week

**Summer:** 6 weeks - 7.5 hours of lecture and 5 hours of discussion per week

### Additional Details

**Subject/Course Level:** Undergrad. Business Administration/  
Undergraduate

**Grading/Final exam status:** Letter grade. Final exam required.

## UGBA 120B Advanced Financial Accounting 4 Units

Terms offered: Summer 2025 Second 6 Week Session, Fall 2024, Summer 2024 Second 6 Week Session

Continuation of 120A. Sources of long term capital; funds statements, financial analysis, accounting for partnerships, consolidated financial statements, adjustments of accounting data using price indexes; accounting for the financial effects of pension plans; other advanced accounting problems.

### Rules & Requirements

**Prerequisites:** UGBA 120AA and 120AB are recommended

### Hours & Format

**Fall and/or spring:** 15 weeks - 3 hours of lecture and 1.5 hours of discussion per week

**Summer:** 6 weeks - 7.5 hours of lecture and 5 hours of discussion per week

### Additional Details

**Subject/Course Level:** Undergrad. Business Administration/  
Undergraduate

**Grading/Final exam status:** Letter grade. Final exam required.

## UGBA 121 Federal Income Tax Accounting 4 Units

Terms offered: Summer 2025 Second 6 Week Session, Spring 2025, Summer 2024 Second 6 Week Session

Determination of individual and corporation tax liability; influence of federal taxation on economic activity; tax considerations in business and investment decisions.

### Rules & Requirements

**Prerequisites:** 102A (120AA recommended)

### Hours & Format

**Fall and/or spring:** 15 weeks - 3 hours of lecture and 1.5 hours of discussion per week

**Summer:** 6 weeks - 7.5 hours of lecture and 2 hours of discussion per week

### Additional Details

**Subject/Course Level:** Undergrad. Business Administration/  
Undergraduate

**Grading/Final exam status:** Letter grade. Final exam required.

## UGBA 122 Financial Information Analysis 4 Units

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

This course is designed to: 1) develop basic skills in financial statement analysis; 2) teach students to identify the relevant financial data used in a variety of decision contexts, such as equity valuation, forecasting firm-level economic variables, distress prediction and credit analysis; 3) help students appreciate the factors that influence the outcome of the financial reporting process, such as the incentives of reporting parties, regulatory rules, and a firm's competitive environment.

### Rules & Requirements

**Prerequisites:** 120AA

### Hours & Format

**Fall and/or spring:** 15 weeks - 3 hours of lecture and 1.5 hours of discussion per week

**Summer:** 6 weeks - 7.5 hours of lecture and 5 hours of discussion per week

### Additional Details

**Subject/Course Level:** Undergrad. Business Administration/Undergraduate

**Grading/Final exam status:** Letter grade. Final exam required.

## UGBA 123 Operating and Financial Reporting Issues in the Financial Services Industry 3 Units

Terms offered: Fall 2023, Fall 2022, Fall 2021

This course examines how accounting in the financial services industry – banking, insurance, investment industry, and real estate – actually operates. Students learn about underwriting and pricing in each sector, investment processes and controls, incentive-based profit sharing, risk management, and the factors that contribute to profitability. Students learn what financial statements reveal about estimates companies make regarding liabilities and, more generally, what they reveal about how companies deal with uncertainty associated with predicting and measuring financial results. Students examine the controversy over employing Fair Value Accounting across sectors and learn about other sector-specific accounting requirements.

### Rules & Requirements

**Prerequisites:** Students are encouraged to complete UGBA 102A or to possess a basic understanding about how financial statements are prepared

### 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:** Undergrad. Business Administration/Undergraduate

**Grading/Final exam status:** Letter grade. Final exam required.

## UGBA 125 Ethics in Accounting 3 Units

Terms offered: Fall 2024, Fall 2023, Fall 2022

This course focuses on ethics related to the accounting for and reporting of financial statements and related financial information, and touches on the ethics of tax preparers. It is taught within the context of the American Institute of Certified Public Accountants (AICPA), as well as broader ethical concepts. This course fulfills the accounting ethics education requirement of the California Board of Accountancy, needed for a California CPA license. The course covers (i) theories and rules and (ii) the application of these theories and rules to case studies drawn from real life. Students are taught not only to identify the risks of fraud, but also how an organization's culture and structure might be altered to reduce the risks.

### Hours & Format

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

### Additional Details

**Subject/Course Level:** Undergrad. Business Administration/Undergraduate

**Grading/Final exam status:** Letter grade. Final exam required.

## UGBA 126 Auditing 4 Units

Terms offered: Summer 2025 First 6 Week Session, Fall 2024, Summer 2024 First 6 Week Session

Concepts and problems in the field of professional verification of financial and related information, including ethical, legal and other professional issues, historical developments, and current concerns.

### Rules & Requirements

**Prerequisites:** 120AA (120AB and 120B recommended)

### Hours & Format

**Fall and/or spring:** 15 weeks - 3 hours of lecture and 1.5 hours of discussion per week

**Summer:** 6 weeks - 7.5 hours of lecture and 2 hours of discussion per week

### Additional Details

**Subject/Course Level:** Undergrad. Business Administration/Undergraduate

**Grading/Final exam status:** Letter grade. Final exam required.



## UGBA 127 Special Topics in Accounting 1 - 4 Units

Terms offered: Fall 2024, Spring 2023, Spring 2022

A variety of topics in accounting with emphasis on current problems and research.

### Rules & Requirements

**Prerequisites:** At the discretion of the instructor

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

### Hours & Format

**Fall and/or spring:** 15 weeks - 1-4 hours of lecture and 0-1 hours of discussion per week

**Summer:** 6 weeks - 2.5-10 hours of lecture and 0-2.5 hours of discussion per week

### Additional Details

**Subject/Course Level:** Undergrad. Business Administration/ Undergraduate

**Grading/Final exam status:** Letter grade. Final exam required.

## UGBA 128 Strategic Cost Management 3 Units

Terms offered: Spring 2025, Spring 2024, Spring 2023

Managerial accounting is a company's internal language and is used for decision-making, production management, product design and pricing, performance evaluation and motivation of employees. The objective of the course is to develop the skills and analytical ability of effectively and efficiently use managerial accounting information in order to help a company achieve its strategic and financial goals.

### Rules & Requirements

**Prerequisites:** 102B

### Hours & Format

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

### Additional Details

**Subject/Course Level:** Undergrad. Business Administration/ Undergraduate

**Grading/Final exam status:** Letter grade. Final exam required.

## UGBA 131 Corporate Finance and Financial Statement Analysis 3 Units

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

This course will cover the principles and practice of business finance.

It will focus on project evaluation, capital structure, and corporate governance. Firms' policies toward debt, equity, and dividends are explored. The incentives and conflicts facing managers and owners are also discussed.

### Rules & Requirements

**Prerequisites:** 103

### Hours & Format

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

**Summer:** 6 weeks - 7.5 hours of lecture and 2 hours of discussion per week

### Additional Details

**Subject/Course Level:** Undergrad. Business Administration/ Undergraduate

**Grading/Final exam status:** Letter grade. Final exam required.

**Formerly known as:** Business Administration 134

## UGBA 131A Corporate Strategy and Valuation 3 Units

Terms offered: Spring 2025, Spring 2024, Spring 2023

The course is designed to cover advanced corporate finance issues. Its purpose is two-fold. First, it will help students develop a tool-box, both conceptual and quantitative, to address real-world corporate financial issues that they will likely use immediately in any finance-related career. Second, the course is designed to give the "the big picture," i.e., sharpen understanding of how corporate financial strategy helps increase a firm's value in a dynamic environment. The course examines qualitative factors that help determine financial strategy, including the costs of financial distress and the value of financial flexibility, as well as quantitative techniques, such as option pricing, that will be helpful in various analyses.

### Rules & Requirements

**Prerequisites:** Undergraduate Business Administration 103

### Hours & Format

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

### Additional Details

**Subject/Course Level:** Undergrad. Business Administration/ Undergraduate

**Grading/Final exam status:** Letter grade. Final exam required.

## UGBA 132 Financial Institutions and Markets 3 Units

Terms offered: Summer 2020 First 6 Week Session, Summer 2019 First 6 Week Session, Summer 2018 First 6 Week Session

Organization, behavior, and management of financial institutions.

Markets for financial assets and the structure of yields, influence of Federal Reserve System and monetary policy on financial assets and institutions.

### Rules & Requirements

**Prerequisites:** 101A-101B, and 103

### Hours & Format

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

**Summer:** 6 weeks - 8 hours of lecture and 2.5 hours of discussion per week

### Additional Details

**Subject/Course Level:** Undergrad. Business Administration/ Undergraduate

**Grading/Final exam status:** Letter grade. Final exam required.

**Formerly known as:** Business Administration 132

## UGBA 133 Investments 3 Units

Terms offered: Fall 2025, Summer 2025 First 6 Week Session, Fall 2024  
Sources of and demand for investment capital, operations of security markets, determination of investment policy, and procedures for analysis of securities.

### Rules & Requirements

**Prerequisites:** 103

### Hours & Format

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

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

### Additional Details

**Subject/Course Level:** Undergrad. Business Administration/ Undergraduate

**Grading/Final exam status:** Letter grade. Final exam required.

## UGBA 134 Introduction to Financial Engineering 3 Units

Terms offered: Spring 2019

This course provides students with an introduction to the application of mathematics and statistics in the field of finance. It consists of three integrated modules: 1) an introduction to the quantitative foundations of finance, using calculus, linear algebra, statistics and probability; 2) extension into financial theory as it relates to asset pricing, fixed income, derivatives, structured finance and risk management; and 3) application and implementation of these foundational tools and theory through software like Excel to build basic quantitative financial models (touching on programming). The goal is to use financial models that can guide business and financial decisions.

### Rules & Requirements

**Prerequisites:** UGBA 103

### Hours & Format

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

### Additional Details

**Subject/Course Level:** Undergrad. Business Administration/ Undergraduate

**Grading/Final exam status:** Letter grade. Final exam required.

## UGBA 135 Personal Financial Management 2 Units

Terms offered: Fall 2025, Spring 2025, Fall 2024

Survey of major life financial decisions (e.g., career choice, consumption versus saving, investments, mortgages, insurance) and how decision-making biases (e.g., overconfidence, present bias, limited attention) can lead to suboptimal choice. The course draws on research from economics, psychology, and sociology.

### Hours & Format

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

### Additional Details

**Subject/Course Level:** Undergrad. Business Administration/ Undergraduate

**Grading/Final exam status:** Letter grade. Final exam required.

**Instructors:** Odean, Selinger

## UGBA 136F Behavioral Finance 3 Units

Terms offered: Summer 2025 Second 6 Week Session, Summer 2024 Second 6 Week Session, Summer 2023 Second 6 Week Session

This course explores why markets are sometimes inefficient. We consider the role that investors' heuristics and biases play in generating mispricing in financial markets. We also explore how various trading frictions limit the ability of arbitrageurs to reduce mispricing. Finally, we look at the influence of market inefficiencies on corporate decisions.

### Rules & Requirements

**Prerequisites:** 103

### 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:** Undergrad. Business Administration/ Undergraduate

**Grading/Final exam status:** Letter grade. Final exam required.

## UGBA 137 Special Topics in Finance 1 - 4 Units

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

A variety of topics in finance with emphasis on current problems and research.

### Rules & Requirements

**Prerequisites:** 103

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

### Hours & Format

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

**Summer:** 6 weeks - 2.5-10 hours of lecture per week

### Additional Details

**Subject/Course Level:** Undergrad. Business Administration/ Undergraduate

**Grading/Final exam status:** Letter grade. Final exam required.

**Formerly known as:** Business Administration 139

## UGBA 141 Production and Operations Management 2 - 3 Units

Terms offered: Fall 2024, Fall 2022, Spring 2022

A survey of the concepts and methodologies for management control of production and operations systems. Topics include inventory control, material requirements planning for multistage production systems, aggregate planning, scheduling, and production distribution.

### Rules & Requirements

**Prerequisites:** 104 or equivalent, or consent of instructor

### Hours & Format

**Fall and/or spring:** 15 weeks - 2-3 hours of lecture and 0-1 hours of discussion per week

**Summer:** 6 weeks - 5-7.5 hours of lecture and 0-2.5 hours of discussion per week

### Additional Details

**Subject/Course Level:** Undergrad. Business Administration/ Undergraduate

**Grading/Final exam status:** Letter grade. Final exam required.

**Formerly known as:** Business Administration 142

## UGBA 142 Advanced Business Analytics 3 Units

Terms offered: Fall 2025, Summer 2025 Second 6 Week Session, Spring 2024

Successful business analysts, managers, and executives are increasingly required to make data-driven decisions to run their businesses, rather than rely on experience and intuition alone. This course teaches the latest data analytic methods and decision methods now used by leading-edge business practitioners, going deep to understand their technical inner workings and going broad to realize their practical business applications. Topics include: data analysis/business decision methodology; data analytic methods, including machine learning and other approaches; introduction to R software for data analysis; real-world/real-data business practicum across a variety of industries.

### Rules & Requirements

**Prerequisites:** Undergraduate Business Administration 104, Data Science C100, or equivalent

### 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:** Undergrad. Business Administration/ Undergraduate

**Grading/Final exam status:** Letter grade. Final exam required.

## UGBA 143 Game Theory and Business Decisions 3 Units

Terms offered: Fall 2014, Fall 2013, Spring 2010

This course provides an introduction to game theory and decision analysis. Game theory is concerned with strategic interactions among players (multi-player games), and decision analysis is concerned with making choices under uncertainty (single-player games). Emphasis is placed on applications.

### Rules & Requirements

**Prerequisites:** Mathematics 1B or 16B, Statistics 21, or equivalent

### Hours & Format

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

### Additional Details

**Subject/Course Level:** Undergrad. Business Administration/  
Undergraduate

**Grading/Final exam status:** Letter grade. Final exam required.

## UGBA 146 Project Management 2 Units

Terms offered: Summer 2025 First 6 Week Session, Summer 2024 First 6 Week Session, Summer 2023 First 6 Week Session

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.

### Hours & Format

**Summer:** 6 weeks - 5 hours of lecture per week

### Additional Details

**Subject/Course Level:** Undergrad. Business Administration/  
Undergraduate

**Grading/Final exam status:** Letter grade. Final exam required.

## UGBA 147 Special Topics in Operations and Information Technology Management 1 - 4 Units

Terms offered: Summer 2023 First 6 Week Session, Summer 2022 First 6 Week Session, Spring 2022

A variety of topics in manufacturing and information technology with emphasis on current problems and research.

### Rules & Requirements

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

### Hours & Format

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

**Summer:** 6 weeks - 2.5-10 hours of lecture per week

### Additional Details

**Subject/Course Level:** Undergrad. Business Administration/  
Undergraduate

**Grading/Final exam status:** Letter grade. Final exam required.

## UGBA 150 Leading High Impact Teams 3 Units

Terms offered: Fall 2025, Spring 2025, Fall 2024

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.

### Hours & Format

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

### Additional Details

**Subject/Course Level:** Undergrad. Business Administration/  
Undergraduate

**Grading/Final exam status:** Letter grade. Alternate method of final assessment during regularly scheduled final exam group (e.g., presentation, final project, etc.).

## UGBA 151 Management of Human Resources 3 Units

Terms offered: Spring 2022, Spring 2021, Spring 2020

The designs of systems of rewards, assessment, and manpower development. The interaction of selection, placement, training, personnel evaluation, and career ladders within an on-going organization. Role of the staff manager. Introduction of change. Implications of behavioral research for management problems and policies.

### Rules & Requirements

**Prerequisites:** 105

### 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:** Undergrad. Business Administration/  
Undergraduate

**Grading/Final exam status:** Letter grade. Final exam required.

**Formerly known as:** Business Administration 151

## UGBA 151A People Analytics 2 Units

Terms offered: Prior to 2007

This course focuses on measuring and analyzing the costs and benefits of human capital investments by providing students with the ability to develop, analyze and use information to assess and measure employee and organizational performance. The course will show participants how to develop and make critical recommendations on such information to senior management, as well as helping to increase their presence and credibility with key decision makers. On successful completion, students will have the skills necessary to formulate both qualitative and quantitative recommendations for key management decisions affecting employees.

### Hours & Format

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

### Additional Details

**Subject/Course Level:** Undergrad. Business Administration/  
Undergraduate

**Grading/Final exam status:** Letter grade. Alternative to final exam.

## UGBA 152 Negotiation and Conflict Resolution 3 Units

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

The purpose of this course is to understand the theory and processes of negotiation as practiced in a variety of settings. It is designed to be relevant to the broad spectrum of negotiation problems faced by managers and professionals. By focusing on the behavior of individuals, groups, and organizations in the context of competitive situations, the course will allow students the opportunity to develop negotiation skills experientially in useful analytical frameworks (e.g.- simulations, cases).

### Rules & Requirements

**Prerequisites:** 105

### 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:** Undergrad. Business Administration/  
Undergraduate

**Grading/Final exam status:** Letter grade. Final exam required.

**Formerly known as:** Business Administration 152

## UGBA 154 Power and Politics in Organizations 3 Units

Terms offered: Summer 2025 Second 6 Week Session, Summer 2024 Second 6 Week Session, Fall 2023

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 - 3 hours of lecture per week

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

### Additional Details

**Subject/Course Level:** Undergrad. Business Administration/  
Undergraduate

**Grading/Final exam status:** Letter grade. Final exam required.

## UGBA 155 Leadership 3 Units

Terms offered: Summer 2023 First 6 Week Session, Summer 2022 First 6 Week Session, Summer 2021 First 6 Week Session

The purpose of this course is for the students to develop understanding of the theory and practice of leadership in various organizational settings. It is designed to allow students the opportunity to develop leadership skills through experiential exercises, behavioral and self-assessments, case studies, class discussions, and lectures.

### Rules & Requirements

**Credit Restrictions:** Students will receive no credit for UGBA 155 after completing UGBA W155. A deficient grade in UGBA 155 may be removed by taking UGBA W155.

### 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:** Undergrad. Business Administration/  
Undergraduate

**Grading/Final exam status:** Letter grade. Final exam required.

## UGBA 155N The Nature of Leadership 6 Units

Terms offered: Not yet offered

In today's fast-changing world, leadership requires adaptability, creativity, and resilience. "The Nature of Leadership" immerses students in the intersection of leadership, nature, and art. This experiential course explores emotional intelligence, systems thinking, and innovation inspired by the natural world. Through virtual sessions and in-country experiences across rural Spain, students engage in hands-on art practice, creative workshops, and community interactions. Site visits explore how rural communities have rebuilt economies through creativity, art, and sustainability. The course culminates in an artistic leadership project, preparing students to lead with empathy and a connection to the environment.

### Hours & Format

**Summer:** 6 weeks - 18 hours of lecture per week

### Additional Details

**Subject/Course Level:** Undergrad. Business Administration/  
Undergraduate

**Grading/Final exam status:** Letter grade. Alternative to final exam.

## UGBA C155 Leadership: Purpose, Authority, and Empowerment 3 Units

Terms offered: Summer 2023 10 Week Session, Summer 2022 10 Week Session, Summer 2021 10 Week Session

The purpose of this course is for the students to develop understanding of the theory and practice of leadership in various organizational settings. It is designed to allow students the opportunity to develop leadership skills through experiential exercises, behavioral and self-assessments, case studies, class discussions, and lectures.

### Rules & Requirements

**Credit Restrictions:** Students will receive no credit for UGBA C155 after completing UGBA W155. A deficient grade in UGBA C155 may be removed by taking UGBA W155.

### Hours & Format

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

### Additional Details

**Subject/Course Level:** Undergrad. Business Administration/  
Undergraduate

**Grading/Final exam status:** Letter grade. Alternative to final exam.

**Also listed as:** UGIS C151

## UGBA 156 Berkeley Changemaker: Living with Agency 2 Units

Terms offered: Spring 2025, Spring 2024

What does it mean to "live with agency"? This course emphasizes the Berkeley Changemaker pillars of critical thinking, effective communication, and productive collaboration. You will combine critical examination of evidence-based, multi-disciplinary research and theories with personal self-reflection. These are interwoven with implementable strategies, directly applicable to the business context, to help you develop a sharper sense of who you want to be along with tools to make that happen. Frequent guest speakers, simulations, and discussions allow you to learn from others as you expand your network. L&S/UGBA C12/C196C is not a prerequisite but is highly recommended since this course complements and builds on that class.

### Hours & Format

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

### Additional Details

**Subject/Course Level:** Undergrad. Business Administration/  
Undergraduate

**Grading/Final exam status:** Letter grade. Alternate method of final assessment during regularly scheduled final exam group (e.g., presentation, final project, etc.).



## UGBA 157 Special Topics in the Management of Organizations 1 - 4 Units

Terms offered: Spring 2025, Spring 2024, Fall 2023

A variety of topics in organizational behavior and industrial relations with emphasis on current problems and research.

### Rules & Requirements

**Prerequisites:** 105

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

### Hours & Format

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

**Summer:** 6 weeks - 2.5-10 hours of lecture per week

### Additional Details

**Subject/Course Level:** Undergrad. Business Administration/  
Undergraduate

**Grading/Final exam status:** Letter grade. Final exam required.

**Formerly known as:** Business Administration 159

## UGBA 159 Becoming a Changemaker 2 Units

Terms offered: Fall 2025, Spring 2025, Spring 2024

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.

### Hours & Format

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

### Additional Details

**Subject/Course Level:** Undergrad. Business Administration/  
Undergraduate

**Grading/Final exam status:** Letter grade. Final exam required.

## UGBA 160 Customer Insights 3 Units

Terms offered: Fall 2025, Fall 2024, Spring 2024

Consumer behavior is the study of how consumers process information, form attitudes and judgments, and make decisions. Its study is critical to understand how consumers think and behave, which is critical for a company wishing to develop a customer focus. Given how different people are, it is amazing how similarly their minds work. Consumer psychology is the systematic study of how consumers perceive information, how they encode it in memory, integrate it with other sources of information, retrieve it from memory, and utilize it to make decisions. It is one of the building blocks of the study of marketing and provides the student with a set of tools with diverse applications.

### Rules & Requirements

**Prerequisites:** 106

### 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:** Undergrad. Business Administration/  
Undergraduate

**Grading/Final exam status:** Letter grade. Final exam required.

## UGBA 161 Market Research: Tools and Techniques for Data Collection and Analysis 3 Units

Terms offered: Spring 2020, Spring 2019, Spring 2017

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.

### Rules & Requirements

**Prerequisites:** 106

### Hours & Format

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

### Additional Details

**Subject/Course Level:** Undergrad. Business Administration/  
Undergraduate

**Grading/Final exam status:** Letter grade. Final exam required.

## UGBA 162 Brand Management and Strategy 3 Units

Terms offered: Summer 2024 Second 6 Week Session, Spring 2022, Fall 2020

This course is an introduction to product management in marketing consumer and industrial goods and services. The course will cover analysis of market information, development of product strategy, programming strategy, and implementation.

### Rules & Requirements

**Prerequisites:** 106

### 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:** Undergrad. Business Administration/  
Undergraduate

**Grading/Final exam status:** Letter grade. Final exam required.

**Formerly known as:** Business Administration 162

## UGBA 162A Product Branding and Branded Entertainment 2 Units

Terms offered: Fall 2022, Fall 2021, Fall 2020

As consumers demand information and products tailored specifically to their individual needs, brands strive to create alternative advertising methods to build lasting relationships and retain “top of mind” status. Smart consumers, especially those in niche markets, have dismissed traditional avenues of sponsorship and product placement. Course explores how and why brand executives across multiple industries are leveraging entertainment to connect with niche markets. It educates students about how marketers develop creative and entertaining ways to connect with multi-hyphenate customers. Course culminates in a Creative Pitch, based on a case study, and a Client Presentation where students present marketing campaigns to industry executives.

### Hours & Format

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

**Summer:** 6 weeks - 5 hours of lecture per week

### Additional Details

**Subject/Course Level:** Undergrad. Business Administration/  
Undergraduate

**Grading/Final exam status:** Letter grade. Final exam required.

## UGBA 164 Marketing Strategy 3 Units

Terms offered: Spring 2020, Fall 2019, Spring 2019

This course specifically addresses how to deal with competition. Additionally, marketing managers usually have to make decisions with incomplete or unreliable information. In “Marketing Strategy” students learn how firms develop plans that can be updated in light of changing circumstances. The course covers the following topics: Market size estimation; Competitor identification and analysis; Internal analysis; Alternative business models; Risk identification, assessment and management using scenario planning; Handling unknown futures using sensitivity analysis; Price setting dynamics; Competitive tactics. The course utilizes a combination of lectures and cases. There are group presentations (self-selected teams) and some group projects.

### Rules & Requirements

**Prerequisites:** 106

### 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:** Undergrad. Business Administration/  
Undergraduate

**Grading/Final exam status:** Letter grade. Alternative to final exam.

## UGBA 165 Advertising Strategy 3 Units

Terms offered: Summer 2022 First 6 Week Session, Summer 2021 First 6 Week Session, Summer 2020 First 6 Week Session

Basic concepts and functions of advertising in the economy; consumer motivation; problems in utilizing advertising and measuring its effectiveness.

### Rules & Requirements

**Prerequisites:** 106

### 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:** Undergrad. Business Administration/  
Undergraduate

**Grading/Final exam status:** Letter grade. Final exam required.

**Formerly known as:** Business Administration 165

## UGBA 167 Special Topics in Marketing 1 - 4 Units

Terms offered: Spring 2025, Spring 2024, Spring 2023

A variety of topics in marketing with emphasis on current problems and research.

### Rules & Requirements

**Prerequisites:** 106

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

### Hours & Format

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

### Summer:

6 weeks - 2.5-10 hours of lecture per week

8 weeks - 4-6 hours of lecture per week

### Additional Details

**Subject/Course Level:** Undergrad. Business Administration/  
Undergraduate

**Grading/Final exam status:** Letter grade. Final exam required.

**Formerly known as:** Business Administration 169

## UGBA 168B International Marketing 3 Units

Terms offered: Fall 2025, Spring 2025, Spring 2015

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.

### 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:** Undergrad. Business Administration/  
Undergraduate

**Grading/Final exam status:** Letter grade. Final exam required.

## UGBA 169 Pricing 3 Units

Terms offered: Fall 2024, Summer 2024 Second 6 Week Session, Spring 2024

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 economics 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.

### 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:** Undergrad. Business Administration/  
Undergraduate

**Grading/Final exam status:** Letter grade. Final exam required.

## UGBA 171 Tech and the City: How to Get Urban Innovation Right 3 Units

Terms offered: Spring 2024, Spring 2022

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.

### Hours & Format

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

### Additional Details

**Subject/Course Level:** Undergrad. Business Administration/  
Undergraduate

**Grading/Final exam status:** Letter grade. Alternative to final exam.

## UGBA C172 History of American Business 3 Units

Terms offered: Spring 2022, Spring 2021, Spring 2019

This course will examine selected aspects of the history of American business. Included will be discussions of the evolution of the large corporation, the development of modern managerial techniques, and the changing relationship of business, government, and labor.

### Hours & Format

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

### Additional Details

**Subject/Course Level:** Undergrad. Business Administration/  
Undergraduate

**Grading/Final exam status:** Letter grade. Final exam required.

**Instructor:** Rosen

**Formerly known as:** American Studies C172, Business Administration C172

**Also listed as:** AMERSTD C172

## UGBA 173 Competitive Strategy 2 - 3 Units

Terms offered: Fall 2025, Summer 2025, Fall 2024

This course takes the perspective of the executive responsible for developing a firm's strategy, and focuses on forms of competitive advantage at the firm level. Topics include industry and competitive analysis; business scope (horizontal and vertical scope); make vs buy decision-making and related tradeoffs; network effects and complementors; disruption and response; non-market factors such as regulatory barriers to entry; and risks to sustaining returns. This course will build on concepts covered in various UGBA Core classes.

### Rules & Requirements

**Prerequisites:** 101A or equivalent

### Hours & Format

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

### Summer:

3 weeks - 10-15 hours of lecture per week

6 weeks - 5-7.5 hours of lecture per week

### Additional Details

**Subject/Course Level:** Undergrad. Business Administration/  
Undergraduate

**Grading/Final exam status:** Letter grade. Alternative to final exam.

**Instructor:** Metzler

**Formerly known as:** Undergrad. Business Administration 115

## UGBA 174 Leading Strategy Implementation 3 Units

Terms offered: Spring 2025, Spring 2024, Spring 2023

Class format consists of lectures, experiential exercises, student presentations, and case discussions. This course will cover the concepts and techniques required for successful implementation of business strategies with a particular focus on the role of effective leadership in leading strategic change.

### Rules & Requirements

**Credit Restrictions:** Students will receive no credit for UGBA 174 after completing BUS ADM 190.

### Hours & Format

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

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

### Additional Details

**Subject/Course Level:** Undergrad. Business Administration/  
Undergraduate

**Grading/Final exam status:** Letter grade. Final exam not required.

**Formerly known as:** Undergrad. Business Administration 119

## UGBA 175 Legal Aspects of Management 3 Units

Terms offered: Fall 2025, Fall 2024, Fall 2023

An analysis of the law and the legal process, emphasizing the nature and functions of law within the U.S. federal system, followed by a discussion of the legal problems pertaining to contracts and related topics, business association, and the impact of law on economic enterprise.

### 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:** Undergrad. Business Administration/  
Undergraduate

**Grading/Final exam status:** Letter grade. Final exam required.

**Formerly known as:** Business Administration 175

## UGBA 176 Innovations in Communications and Public Relations 2 Units

Terms offered: Fall 2025, Fall 2024, Fall 2023

This course introduces students to public relations and how it is used by companies, non-profits and individuals to build and support their brands through innovative communication techniques. Students will hear from and have direct access to entrepreneurs and established executives who share insights on how they've used creative public relations campaigns and communications skills to create attention and value for their brand or avoid it in a crisis. They also learn to work in teams crafting effective media responses for an existing company needing real help now (not a case study). The semester ends with each student applying this technique to create their own personal brand that they can refine as they prepare to move into the workforce.

### Hours & Format

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

**Summer:** 6 weeks - 5 hours of lecture per week

### Additional Details

**Subject/Course Level:** Undergrad. Business Administration/  
Undergraduate

**Grading/Final exam status:** Letter grade. Final exam required.

## UGBA 177 Special Topics in Business and Public Policy 1 - 4 Units

Terms offered: Fall 2025, Spring 2025, Fall 2024

A variety of topics in business and public policy with emphasis on current problems and research.

### Rules & Requirements

**Prerequisites:** 107

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

### Hours & Format

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

**Summer:** 6 weeks - 2.5-10 hours of lecture per week

### Additional Details

**Subject/Course Level:** Undergrad. Business Administration/  
Undergraduate

**Grading/Final exam status:** Letter grade. Final exam required.

**Formerly known as:** Business Administration 179

## UGBA 178 Introduction to International Business 3 Units

Terms offered: Fall 2025, Summer 2025 Second 6 Week Session, Fall 2024

A survey involving environmental, economic, political, and social constraints on doing business abroad; effects of overseas business investments on domestic and foreign economies; foreign market analysis and operational strategy of a firm; management problems and development potential of international operations.

### Rules & Requirements

**Prerequisites:** Undergraduate Business Administration 101A-101B or equivalents

**Credit Restrictions:** Students will receive no credit for Undergraduate Business Administration 178 after completing Business Administration 188. A deficient grade in Business Administration 188 may be removed by taking Undergraduate Business Administration 178.

### 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:** Undergrad. Business Administration/  
Undergraduate

**Grading/Final exam status:** Letter grade. Final exam required.

## UGBA 179 International Consulting for Small and Medium-Sized Enterprises 3 Units

Terms offered: Fall 2025, Fall 2024, Fall 2022

By exploring the intersection of global business, entrepreneurship, and consulting, this course provides an understanding of how decision-makers in small and medium sized enterprises (SMEs) can develop the frameworks necessary for making decisions about how to venture across borders in pursuit of economic opportunities in today's hypercompetitive global business environment. In addition to the technical analysis of cases, there is a strong emphasis on how to create a new service company, market and sell to potential clients, manage client relationships, and leverage financial and human resources in a service setting.

### 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:** Undergrad. Business Administration/  
Undergraduate

**Grading/Final exam status:** Letter grade. Final exam required.

## UGBA 179G GMP Capstone: International Team Project 3 Units

Terms offered: Prior to 2007

This course is required for all juniors in the Global Management Program at the Haas School of Business and limited to those students as well.

This is an experiential learning course where students will work on a live project with a company, covering both the revenue and cost sides of the business model. The course will provide students insider access to company executives and information while also giving them the opportunity to contribute meaningfully to the company's bottom-line performance. In the process, students will acquire skills and knowledge across the following three key categories: Cross-Cultural Competence, International Sales & Marketing, International Finance & Supply Chain Management.

### Hours & Format

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

### Additional Details

**Subject/Course Level:** Undergrad. Business Administration/ Undergraduate

**Grading/Final exam status:** Letter grade. Alternative to final exam.

## UGBA 180 Introduction to Real Estate and Urban Land Economics 3 Units

Terms offered: Spring 2025, Spring 2024, Spring 2023

The nature of real property; market analysis; construction cycles; mortgage lending; equity investment; metropolitan growth; urban land use; real property valuation; public policies.

### Rules & Requirements

**Prerequisites:** Economics 1, Mathematics 16A or 1A, or equivalents

### Hours & Format

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

**Summer:** 6 weeks - 7.5 hours of lecture and 2 hours of discussion per week

### Additional Details

**Subject/Course Level:** Undergrad. Business Administration/ Undergraduate

**Grading/Final exam status:** Letter grade. Final exam required.

**Formerly known as:** Business Administration 180

## UGBA 183 Introduction to Real Estate Finance 3 Units

Terms offered: Spring 2020, Spring 2019, Spring 2018

Real estate debt and equity financing; mortgage market structure; effects of credit on demand; equity investment criteria; public policies in real estate finance and urban development.

### Rules & Requirements

**Prerequisites:** 180

### Hours & Format

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

### Additional Details

**Subject/Course Level:** Undergrad. Business Administration/ Undergraduate

**Grading/Final exam status:** Letter grade. Final exam required.

**Formerly known as:** Business Administration 183

## UGBA 184 Urban and Real Estate Economics 3 Units

Terms offered: Spring 2025, Spring 2024, Spring 2016

This course examines how market forces influence the development of cities and the development and pricing of real estate assets. Topics include city formation; city size; land rent and land use; the operation of residential, commercial and industrial property markets; and the impacts of government policies, including the provision of public services, the imposition property taxes and fees, transportation pricing and investment, and land use regulations.

### Rules & Requirements

**Prerequisites:** A background in microeconomics and basic calculus is preferable. Please contact the instructor if you are unsure about your preparation for this course

### Hours & Format

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

### Additional Details

**Subject/Course Level:** Undergrad. Business Administration/ Undergraduate

**Grading/Final exam status:** Letter grade. Final exam required.



## UGBA 187 Special Topics in Real Estate Economics and Finance 1 - 4 Units

Terms offered: Fall 2010, Fall 2009

A variety of topics in real estate economics and finance with emphasis on current problems and research.

### Rules & Requirements

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

### Hours & Format

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

**Summer:** 6 weeks - 2.5-10 hours of lecture per week

### Additional Details

**Subject/Course Level:** Undergrad. Business Administration/  
Undergraduate

**Grading/Final exam status:** Letter grade. Final exam required.

## UGBA 190C Collaborative Innovation 4 Units

Terms offered: Spring 2022, Spring 2020

This is a project-based course in collaborative innovation where students experience group creativity and team-based design by using techniques from across the disciplines of business, theater, design, and art practice. Students will leverage problem framing and solving techniques derived from critical thinking, systems thinking, and creative problem solving (popularly known today as design thinking). The course is grounded in a brief weekly lecture that sets out the theoretical, historical, and cultural contexts for particular innovation practices, but the majority of the class involves hands-on studio-based learning guided by an interdisciplinary team of teachers leading small group collaborative projects.

### Rules & Requirements

**Credit Restrictions:** Students will receive no credit for UGBA 190C after completing ART 100, or THEATER 100. A deficient grade in UGBA 190C may be removed by taking ART 100, or THEATER 100.

### Hours & Format

**Fall and/or spring:** 15 weeks - 6 hours of studio per week

### Additional Details

**Subject/Course Level:** Undergrad. Business Administration/  
Undergraduate

**Grading/Final exam status:** Letter grade. Alternative to final exam.

**Instructor:** Beckman

## UGBA 190D Innovation and Design Thinking in Business 2 Units

Terms offered: Fall 2025, Spring 2025, Fall 2024

The goal of this course is to equip students with innovation skills and practices. This is a learn-by-doing lab. Students learn research methods, ethnography, analysis and synthesis, reflective thinking, scenario creation, ideation processes, rapid prototyping cycles and designing experiments, iterative design and how to tell the story of "Never Before Seen" ideas. Class time is spent using hands-on innovation and human-centered design practices. Teams present work for critique and iterative development. The course features short lectures, guest talks, campus-based fieldwork, site visits, research and readings. Projects will be launched in the sessions and each team will be coached and mentored.

### Hours & Format

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

### Additional Details

**Subject/Course Level:** Undergrad. Business Administration/  
Undergraduate

**Grading/Final exam status:** Letter grade. Alternative to final exam.

## UGBA 190S Strategy for the Information Technology Firm 2 - 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.

### 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:** Undergrad. Business Administration/  
Undergraduate

**Grading/Final exam status:** Letter grade. Final exam required.

## UGBA 190T Special Topics in Innovation and Design 1 - 4 Units

Terms offered: Fall 2025, Spring 2025, Fall 2024

Advanced study in the fields of innovation and design that will address current and emerging issues. Topics will vary with each offering and will be announced at the beginning of each term.

### Rules & Requirements

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

### Hours & Format

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

### Summer:

6 weeks - 2.5-10 hours of lecture per week

8 weeks - 2-7.5 hours of lecture per week

### Additional Details

**Subject/Course Level:** Undergrad. Business Administration/  
Undergraduate

**Grading/Final exam status:** Letter grade. Final exam required.

## UGBA 191C Communication for Leaders 2 Units

Terms offered: Fall 2016, Summer 2016 10 Week Session, Summer 2016 Second 6 Week Session

This course is a workshop in the fundamentals of public speaking skills in today's business environment. Each student will give speeches, coach, and debate each other, and take part in a variety of listening and other communication exercises. The course focuses on authenticity, persuasion, and advocacy.

### Hours & Format

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

### Summer:

6 weeks - 2.5 hours of lecture and 5 hours of discussion per week

8 weeks - 1.5 hours of lecture and 3.5 hours of discussion per week

### Additional Details

**Subject/Course Level:** Undergrad. Business Administration/  
Undergraduate

**Grading/Final exam status:** Letter grade. Final exam not required.

## UGBA 191I Improvisational Leadership 3 Units

Terms offered: Fall 2025, Fall 2024, Fall 2023

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.

### 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:** Undergrad. Business Administration/  
Undergraduate

**Grading/Final exam status:** Letter grade. Final exam required.

## UGBA 191L Leadership Communication 1 - 3 Units

Terms offered: Fall 2025, Spring 2025, Fall 2024

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:** 15 weeks - 1-3 hours of lecture per week

### Additional Details

**Subject/Course Level:** Undergrad. Business Administration/  
Undergraduate

**Grading/Final exam status:** The grading option will be decided by the instructor when the class is offered. Alternative to final exam.

## UGBA 191P Leadership and Personal Development 3 Units

Terms offered: Fall 2025, Spring 2025, Fall 2024

This course is highly interactive and challenges you to explore questions central to your own leadership journey. The ultimate aim of the class is to help you develop a lifelong leadership development practice, where continuous personal growth is valued and actively pursued.

### Hours & Format

**Fall and/or spring:** 15 weeks - 1.5 hours of lecture and 1.5 hours of laboratory per week

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

### Additional Details

**Subject/Course Level:** Undergrad. Business Administration/  
Undergraduate

**Grading/Final exam status:** Letter grade. Final exam required.

## UGBA 192A Leading Nonprofit and Social Enterprises 3 Units

Terms offered: Fall 2025, Fall 2023, Spring 2022

This course prepares students conceptually and practically to found, lead, and manage organizations in the nonprofit sector. The course focuses on mission and theory of change (strategy), role of the board in governance, managing and marketing to multiple constituencies, role of advocacy in meeting mission, leadership styles and managing organizational culture, resource development (philanthropy), nonprofit financial management, managing for impact, HR management (volunteering), and cross-sector alliances.

### Rules & Requirements

**Prerequisites:** 101A or equivalent

### Hours & Format

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

**Summer:** 6 weeks - 7 hours of lecture per week

### Additional Details

**Subject/Course Level:** Undergrad. Business Administration/  
Undergraduate

**Grading/Final exam status:** Letter grade. Final exam not required.

**Formerly known as:** Business Administration 115

## UGBA 192AC Social Movements and Social Media 3 Units

Terms offered: Spring 2020, Spring 2019, Fall 2017

This course provides a survey of innovative social movements and their complex relationships to social media technologies. It will examine the evolution from pre-social-media to present-day mobilizing strategies and the interplay between explicitly policy- and advocacy-focused approaches and related efforts rooted in music, visual arts, popular culture and celebrities. The course will place into comparative relief the discourses of explicitly racially- or ethnically-defined movements and movements that mobilize based on other, sometimes overlapping categories of marginalization including class, immigration status, gender identity and occupational category.

### Hours & Format

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

### Additional Details

**Subject/Course Level:** Undergrad. Business Administration/  
Undergraduate

**Grading/Final exam status:** Letter grade. Final exam not required.

**Instructor:** David Harris

## UGBA 192B Strategic Philanthropy 2 Units

Terms offered: Spring 2025, Spring 2024, Spring 2023

This course teaches students the concepts and practices of effective philanthropy. It offers students the experience of studying relevant theories and frameworks for assessing potential grant recipients and a real-world grant making experience in which they complete a series of nonprofit organizational assessments and then make actual grants totaling \$10,000 to a limited number of organizations. Students learn about the evolution of the philanthropic sector from traditional entities, such as private, corporate and community foundations, to an array of new funding intermediaries, technology-driven philanthropies, open source platforms, "impact" investors, and venture philanthropy partnerships.

### Hours & Format

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

### Additional Details

**Subject/Course Level:** Undergrad. Business Administration/  
Undergraduate

**Grading/Final exam status:** Letter grade. Alternative to final exam.

## UGBA 192E Social Entrepreneurship 2 Units

Terms offered: Fall 2025, Fall 2024, Fall 2023

This course is designed to provide broad exposure to the theories and activities of social entrepreneurship. The inquiry is grounded in real-world examples that illustrate the topics and stimulate thinking, discussion, and learning. Working in groups, students develop a business plan or pitch deck for a social enterprise that addresses an issue that is of interest/concern to the student team. Students with preexisting social enterprise ideas or plans that they would like to further develop and refine are welcomed and encouraged to use this class project as an opportunity to do so.

### Hours & Format

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

### Additional Details

**Subject/Course Level:** Undergrad. Business Administration/  
Undergraduate

**Grading/Final exam status:** Letter grade. Alternative to final exam.

## UGBA 192F Edible Education 3 Units

Terms offered: Prior to 2007

This course is a lecture series that explores the food system and its critical role in our culture, well-being and survival. Students will develop food-systems intelligence—a personal understanding of how the diverse facets of the food system relate to one another, especially one's own role as a participant in the food system and how individual and collective choices, actions, policies and public and private interests affect it. The course explores personal ethics, complex systems, entrepreneurial agency, and ways to develop a multi-sector perspective to food-systems change making. Students will develop plans at an individual, local, national, or global scale to improve, and possibly transform our food system.

### Hours & Format

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

### Additional Details

**Subject/Course Level:** Undergrad. Business Administration/  
Undergraduate

**Grading/Final exam status:** Letter grade. Alternative to final exam.

## UGBA 192G Strategic Approaches for Global Social Impact 2 Units

Terms offered: Prior to 2007

The main objective of this course is to help students become effective practitioners in global development and understand career options in the global social sector. The course aims to (i) analyze the historical, sociological and statistical underpinnings of the major issues in global development (conflict, food security, human rights, poverty, health and education), (ii) understand what various organizations can contribute to each issue (government agencies, multilateral institutions, private foundations, NGOs, and private sector companies and entrepreneurs), and (iii) design and analyze approaches to addressing these issues.

### Hours & Format

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

### Additional Details

**Subject/Course Level:** Undergrad. Business Administration/  
Undergraduate

**Grading/Final exam status:** Letter grade. Final exam required.

## UGBA 192H Managing Human Rights in Business 2 Units

Terms offered: Spring 2023, Spring 2021

This course, one of the first of its kind offered at a business school, will prepare students for the growing field of practice at the intersection of business and human rights. Students will gain an overview of the international human rights framework and global business and human rights standards and guidelines; analyze the ways in which companies can impact human rights, and to assess the degree to which companies are and should be responsible for human rights impacts; learn to manage a company's human rights impacts as corporate human rights managers, external consultants, or civil society advocates; and practice the communication skills necessary to successfully address human rights issues within a complex multinational corporation.

### Hours & Format

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

### Additional Details

**Subject/Course Level:** Undergrad. Business Administration/  
Undergraduate

**Grading/Final exam status:** Letter grade. Final exam required.

## UGBA 192ID Impact Startup Disco 1 Unit

Terms offered: Spring 2025, Spring 2024, Spring 2023

This is a high-octane, single weekend course (plus one intro day) 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.

### Hours & Format

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

### Additional Details

**Subject/Course Level:** Undergrad. Business Administration/  
Undergraduate

**Grading/Final exam status:** Letter grade. Alternative to final exam.

## UGBA 192L Applied Impact Evaluation 2 Units

Terms offered: Prior to 2007

This course covers the methods and applications of impact evaluations, which is the science of measuring the causal impact of a program or policy on outcomes of interest. At its essence, impact evaluation is about generating evidence on which policies work, and which don't. This subject matter should appeal to three main audiences: (1) those in decision-making positions, such as policy makers and business leaders, and need to consume the information generated from impact evaluations to make informed evidence-based decisions, (2) project managers, development practitioners and business managers who commission impact evaluations and (3) researchers who actually design and implement impact evaluations.

### Hours & Format

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

### Additional Details

**Subject/Course Level:** Undergrad. Business Administration/  
Undergraduate

**Grading/Final exam status:** Letter grade. Alternative to final exam.

## UGBA 192MC Management Consulting Skills for Social Impact 2 Units

Terms offered: Spring 2025, Spring 2024, Spring 2023

This course provides a basic understanding of what consultants do and how they do it, and how consulting skills can be applied to thorny problems of social impact. Students will: 1) gain a broad understanding of the management consulting industry, the various consulting models, and how consultants can generate value for their clients in the social sector; 2) learn and practice structured approaches to problem solving used by leading management consultancies; and 3) understand other skills required in management consulting for social impact – such as communicating persuasively and managing projects and client relationships – as well as some of the ethical issues that consultants often face working in the social sector.

### Hours & Format

**Fall and/or spring:**

12 weeks - 2.5 hours of lecture per week

15 weeks - 2 hours of lecture per week

### Additional Details

**Subject/Course Level:** Undergrad. Business Administration/  
Undergraduate

**Grading/Final exam status:** Letter grade. Alternate method of final assessment during regularly scheduled final exam group (e.g., presentation, final project, etc.).

## UGBA 192N Topics in Social Sector Leadership 1 - 5 Units

Terms offered: Spring 2022, Fall 2019, Spring 2019

Advanced study in the field of social sector leadership that will address current and emerging issues. Topics will vary with each offering and will be announced at the beginning of each term.

### Rules & Requirements

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

### Hours & Format

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

**Summer:** 6 weeks - 2.5-12.5 hours of lecture per week

### Additional Details

**Subject/Course Level:** Undergrad. Business Administration/  
Undergraduate

**Grading/Final exam status:** Letter grade. Final exam required.

## UGBA 192P Sustainable Business Consulting Projects 3 Units

Terms offered: Fall 2025, Fall 2024, Fall 2023

Discuss the field of strategic corporate social responsibility (CSR) through a series of lectures, guest speakers, and projects. The course will examine best practices used by companies to engage in socially responsible business practices. It will provide students with a flavor of the complex dilemmas one can face in business in trying to do both "good for society" and "well for shareholders." It looks at CSR from a corporation perspective, and how this supports core business objectives, core competencies, and bottom-line profits.

### Hours & Format

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

### Additional Details

**Subject/Course Level:** Undergrad. Business Administration/  
Undergraduate

**Grading/Final exam status:** Letter grade. Final exam not required.

## UGBA 192PF Plant Futures: Introduction to Plant-Centric Food Systems 3 Units

Terms offered: Spring 2025

Available to students across all UCs, Plant Futures: Introduction to Plant-Centric Food Systems fosters interdisciplinary connection while providing a systems-view exploration of both the challenges and emergent solutions and opportunities within our current food system. Through a mix of synchronous and asynchronous modular content, covering Climate & Environment, Health & Nutrition, Animal Welfare, Social Impacts, Innovation, Policy & Law, Behavioral Change, Media, and Plant-Forward Cooking, you'll engage with esteemed experts, express your unique perspective through written assignments and guided discussions, and apply your learnings and ideas by working with your peers on innovative projects aimed at advancing plant-centric food systems.

### Hours & Format

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

### Additional Details

**Subject/Course Level:** Undergrad. Business Administration/  
Undergraduate

**Grading/Final exam status:** Letter grade. Alternative to final exam.

## UGBA 192S Business and Sustainability 2 Units

Terms offered: Summer 2024 First 6 Week Session, Summer 2023 First 6 Week Session, Summer 2022 First 6 Week Session

This course—a mixture of lectures, readings, business cases and corporate speakers—uses theory, frameworks, tools and business cases to teach students how to systematically evaluate and implement sustainability strategies that also maintain or maximize financial returns. Students are taught to identify opportunities to create business value from environmental and social challenges, and to evaluate the competitive implications related to sustainability initiatives. What type of long-term strategies can organizations set to simultaneously foster sustainable development strategy and sound financial practice? How should decision makers make trade-offs between these two organizational objectives? When is "sustainability" also "good business"?

### Hours & Format

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

**Summer:** 6 weeks - 5 hours of lecture per week

### Additional Details

**Subject/Course Level:** Undergrad. Business Administration/  
Undergraduate

**Grading/Final exam status:** Letter grade. Final exam required.

## UGBA 192T Topics in Responsible Business 1 - 4 Units

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

Advanced study in the field of corporate social responsibility that will address current and emerging issues. Topics will vary with each offering and will be announced at the beginning of each term.

### Rules & Requirements

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

### Hours & Format

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

### Summer:

6 weeks - 2.5-10 hours of lecture per week

8 weeks - 2-8 hours of lecture per week

### Additional Details

**Subject/Course Level:** Undergrad. Business Administration/  
Undergraduate

**Grading/Final exam status:** Letter grade. Final exam required.



## UGBA C192R Business, Sustainability, and Society 3 Units

Terms offered: Summer 2025 Second 6 Week Session, Summer 2024 Second 6 Week Session, Summer 2022 8 Week Session, Summer 2021 8 Week Session

As corporations have grown in influence, concerns over their impact on people and the planet have also grown, pushing sustainability, corporate social responsibility, and the wider impact of business into the spotlight. This course focuses on business ethics, supply chains, resource constraints, labor issues, innovation, and environmental externalities, as well as the internal challenges, competitive pressures, external stakeholders, and other issues that businesses must consider while trying to act responsibly.

### Hours & Format

#### Summer:

6 weeks - 7.5 hours of lecture per week

8 weeks - 6 hours of lecture per week

### Additional Details

**Subject/Course Level:** Undergrad. Business Administration/Undergraduate

**Grading/Final exam status:** Letter grade. Final exam required, with common exam group.

**Instructor:** Rochlin

**Also listed as:** ENE, RES C192

## UGBA 193B Energy & Civilization 4 Units

Terms offered: Fall 2024, Fall 2023, Fall 2022

Energy is one of the main drivers of civilization. Today we are at the precipice of what many hope will be a major paradigm shift in energy production and use. Two transitions are needed. On the one hand, we must find ways to extend the benefits of our existing energy system to the impoverished people living in the developing world while continuing to provide these benefits to the people of the developed world. On the other hand, we must completely overhaul the existing system to fight climate change and other forms of air and water pollution. Are these shifts truly within our reach? Can we achieve both simultaneously? If so, how? This Big Ideas course will grapple with these questions using an interdisciplinary systems approach.

### Rules & Requirements

**Credit Restrictions:** Students will receive no credit for UGBA 193B after completing L & S 126. A deficient grade in UGBA 193B may be removed by taking L & S 126.

### Hours & Format

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

### Additional Details

**Subject/Course Level:** Undergrad. Business Administration/Undergraduate

**Grading/Final exam status:** Letter grade. Final exam required.

## UGBA 193C Practical Training 0.5 Units

Terms offered: Summer 2014 10 Week Session, Summer 2013 10 Week Session, Summer 2012 10 Week Session

A structured reflective experience on the applied aspects of Business Administration in a professional off-campus environment. The self-selected experience from a CPT employer is designed to provide students with opportunities to make connections between the theory and practice of academic study and the practical application of that study in a real world setting. This applied course is intended for students to enhance their academics through their experience with the experiential learning activity of their choice.

### 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 hours of internship per week

**Summer:** 6 weeks - 0 hours of internship per week

### Additional Details

**Subject/Course Level:** Undergrad. Business Administration/Undergraduate

**Grading/Final exam status:** Offered for pass/not pass grade only. Alternative to final exam.

## UGBA 193I Business Abroad 4 - 6 Units

Terms offered: Summer 2019 8 Week Session, Summer 2018 Second 6 Week Session, Summer 2017 Second 6 Week Session

This course includes both formal learning in lectures, experiential learning, and action research through site visits abroad. Students and instructor will visit with international companies and/or organizations to learn about the business opportunities and challenges of operating in a specific country or region. Evaluation is based on student participation, presentations, and a research paper. Country and business industry focus may vary from term to term depending upon the instructor.

### Rules & Requirements

**Prerequisites:** To be determined by instructor depending on topic

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

### Hours & Format

**Fall and/or spring:** 15 weeks - 4-6 hours of lecture per week

**Summer:** 5 weeks - 16-25 hours of lecture per week

### Additional Details

**Subject/Course Level:** Undergrad. Business Administration/Undergraduate

**Grading/Final exam status:** Letter grade. Alternative to final exam.

## UGBA 194 Undergraduate Colloquium on Business Topics 1 Unit

Terms offered: Spring 2025, Spring 2024, Spring 2023

This is a speakers series course designed to give students insights from practitioners into complex issues facing American business leaders. Each week a guest speaker will discuss an issue related to a particular theme, ranging from corporate governance to the social responsibilities of business. Students will be challenged to synthesize, question, and extend those insights under the guidance of the instructor.

### Rules & Requirements

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

### Hours & Format

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

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

### Additional Details

**Subject/Course Level:** Undergrad. Business Administration/  
Undergraduate

**Grading/Final exam status:** Offered for pass/not pass grade only. Final exam required.

## UGBA 194S Sports Management 2 Units

Terms offered: Spring 2025

This course focuses on key issues and influencers within the sports industry, with an emphasis on college athletics. Subjects research, review and discuss topics in law, marketing, finance, and management; issues range from pending NCAA lawsuits, naming rights, conference television agreements, multi-media rights, and athletic facility financing, to coaching and player / student-athlete experiences. Students have the opportunity to engage with sports industry professionals and guest speakers on a variety of present day issues.

### Hours & Format

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

### Additional Details

**Subject/Course Level:** Undergrad. Business Administration/  
Undergraduate

**Grading/Final exam status:** Letter grade. Alternative to final exam.

## UGBA 195A Entrepreneurship 3 Units

Terms offered: Spring 2025, Spring 2024, Spring 2023

Whether you have an idea for a business right now, are interested in being an entrepreneur in the future, or want to build entrepreneurial skills to be an innovator at an established company, this course will cover the topics you need to know to succeed. The course takes students through the entire new venture process including how to: evaluate new business ideas, get customers to buy your product, validate that your business is scalable and profitable, pitch to investors/raise capital, scale and exit a business, and beyond. Through a group project, students create their own venture and learn by doing what entrepreneurs actually do. Each week students also get insights from successful entrepreneur/investor guest speakers.

### Hours & Format

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

### Additional Details

**Subject/Course Level:** Undergrad. Business Administration/  
Undergraduate

**Grading/Final exam status:** Letter grade. Final exam not required.

## UGBA 195B Startup and Small-Business Consulting 2 Units

Terms offered: Fall 2021

This course is designed to provide students with an understanding of the concepts and principles for consulting with startups and small businesses. Students will work in self-created teams of 3-4 and can either bid for projects provided by the instructor, or source their own project so long as it fits the course criteria. Course time will include guest lecturers and consulting skills workshops. Student teams will be expected to meet together and with the client outside of class time.

### Hours & Format

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

### Additional Details

**Subject/Course Level:** Undergrad. Business Administration/  
Undergraduate

**Grading/Final exam status:** Letter grade. Alternative to final exam.

## UGBA 195M M.E.T. Innovation and Entrepreneurship Immersion 2 Units

Terms offered: Prior to 2007

This course is an experiential capstone for seniors in the M.E.T. program. The pedagogical objective is to consolidate and build upon the learning over the four years in the program through a week-long immersion, in which the students will be visiting another leading technology cluster domestically or internationally. The purpose is to expose them to companies and approaches for pursuing innovation and entrepreneurship differently from the California Bay Area, to both integrate and expand the concepts and skills they've accumulated in their curriculum.

### Hours & Format

**Fall and/or spring:** 8 weeks - 1 hour of lecture and 6 hours of fieldwork per week

**Summer:** 8 weeks - 1 hour of lecture and 6 hours of fieldwork per week

### Additional Details

**Subject/Course Level:** Undergrad. Business Administration/  
Undergraduate

**Grading/Final exam status:** Offered for pass/not pass grade only.  
Alternative to final exam.

## UGBA 195P Entrepreneurship: How to Successfully start a New Business 3 Units

Terms offered: Fall 2025, Fall 2024, Fall 2023

This course explores and examines key issues facing entrepreneurs and their businesses. It is intended to provide a broad spectrum of topics across many business disciplines including accounting, finance, marketing, organizational behavior, production/quality, technology, etc. Students will acquire a keen understanding of both the theoretical and real world tools used by today's entrepreneurial business leaders in achieving success in today's global business environment.

### 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:** Undergrad. Business Administration/  
Undergraduate

**Grading/Final exam status:** Letter grade. Alternative to final exam.

## UGBA 195S Entrepreneurship To Address Global Poverty 3 Units

Terms offered: Spring 2013, Spring 2012, Spring 2011

This course examines whether and how entrepreneurial ventures can meaningfully address global poverty vs. more traditional approaches such as foreign aid, private philanthropy or corporate social responsibility initiatives. Combining lectures, case studies, and interviews with social entrepreneurs, it explores poverty and entrepreneurship before focusing on their intersection in various bottom-of-pyramid markets, from health, housing, and education to energy, agriculture, and finance.

### Hours & Format

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

### Additional Details

**Subject/Course Level:** Undergrad. Business Administration/  
Undergraduate

**Grading/Final exam status:** Letter grade. Final exam not required.

## UGBA 195T Topics in Entrepreneurship 1 - 3 Units

Terms offered: Summer 2025, Spring 2025, Spring 2024

Courses of this kind will cover issues in entrepreneurship that either appeal to a specialized interest by type of firm being started (e.g., new ventures in computer software) or in the aspect of the entrepreneurial process being considered (e.g., new venture funding). The courses typically will be designed to take advantage of the access offered by the University and the locale to knowledgeable and experienced members of the business community.

### Rules & Requirements

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

### Hours & Format

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

**Summer:** 3 weeks - 5-15 hours of lecture per week

### Additional Details

**Subject/Course Level:** Undergrad. Business Administration/  
Undergraduate

**Grading/Final exam status:** Letter grade. Final exam required.

## UGBA C195C Life Sciences, Business, and Entrepreneurship Capstone Course 4 Units

Terms offered: Prior to 2007

Blended lecture / Project-based course where student teams build out a business plan for a mock biotech company, demonstrating advanced knowledge in therapeutics and business development. Throughout the course student teams will work toward a final project in which they will identify and present a technology overview, disease overview and explanation of unmet need, a development plan, a commercialization plan, risk mitigation strategy, and financials. Class will include field trips, guest lectures, and a pitch competition with prize.

### Rules & Requirements

**Prerequisites:** Students must be in their fourth and final year of the Life Sciences, Business, and Entrepreneurship Program in order to enroll in this class

### Hours & Format

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

### Additional Details

**Subject/Course Level:** Undergrad. Business Administration/  
Undergraduate

**Grading/Final exam status:** Letter grade. Alternative to final exam.

**Instructors:** Schaletzky, Dillin

**Also listed as:** MCELLBI C175

## UGBA 196 Special Topics in Business Administration 1 - 4 Units

Terms offered: Fall 2025, Spring 2025, Fall 2024

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

**Prerequisites:** Upper division standing

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

### Hours & Format

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

### Summer:

6 weeks - 2.5-10 hours of lecture per week

10 weeks - 2-4 hours of lecture per week

### Additional Details

**Subject/Course Level:** Undergrad. Business Administration/  
Undergraduate

**Grading/Final exam status:** Letter grade. Final exam required.

**Formerly known as:** Business Administration 196

## UGBA 196SA Business Models for Sustainability 3 Units

Terms offered: Summer 2025 First 6 Week Session, Summer 2024 First 6 Week Session, Summer 2023 First 6 Week Session

This course explores the ways in which business, social and environmental sustainability are intertwined. The course maps how business can play a definitive role in addressing the problems of sustainability, primarily with regard to climate change. The course examines a range of approaches to developing business models in the context of sustainability, the actions that business can take to improve environmental outlook, and the emergence of a sustainability-aware economy.

### Hours & Format

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

### Additional Details

**Subject/Course Level:** Undergrad. Business Administration/  
Undergraduate

**Grading/Final exam status:** Letter grade. Alternative to final exam.

## UGBA 196SB Innovation and Entrepreneurship for Sustainability 3 Units

Terms offered: Summer 2025 First 6 Week Session, Summer 2024 First 6 Week Session, Summer 2023 First 6 Week Session

This course is an optimistic take on the daunting issues of environmental and social sustainability, primarily through the lens of innovation and entrepreneurship, and maps how new business creation can play a definitive role in addressing the social and environmental problems of sustainability. In terms of balance, the course starts with a primer on the fundamentals of innovation and entrepreneurship (the first 20% of the course) before moving on to the core topic of sustainability entrepreneurship (80% of the course).

### Hours & Format

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

### Additional Details

**Subject/Course Level:** Undergrad. Business Administration/  
Undergraduate

**Grading/Final exam status:** Letter grade. Alternative to final exam.

## UGBA 196SC Investing for Sustainability 3 Units

Terms offered: Summer 2025 First 6 Week Session, Summer 2024 First 6 Week Session, Summer 2023 Second 6 Week Session

This course examines how capital markets and the investment industry are responding to the growth in social and environmental sustainability, both as a financial risk to investment opportunities and increased public awareness in the role of financial markets and investment in social and environmental issues. The course includes 1) an introduction to capital markets including institutional investment, public finance and private capital, and 2) an examination of the rise of sustainability-related investing including environmental, social and governance investing, mission-related investment, venture capital impact investing, blended finance and shareholder activism on issues ranging from climate change to diversity, equity and inclusion.

### Hours & Format

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

### Additional Details

**Subject/Course Level:** Undergrad. Business Administration/  
Undergraduate

**Grading/Final exam status:** Letter grade. Alternative to final exam.

## UGBA C196C The Berkeley Changemaker 2 - 3 Units

Terms offered: Fall 2025, Summer 2025 Second 6 Week Session, Spring 2025, Fall 2023, Summer 2023 Second 6 Week Session, Spring 2023

Berkeley Changemaker impact occurs across many fronts: scientific, artistic, social, and entrepreneurial. This course helps students identify as a Berkeley Changemaker and learn the critical thinking, communication, and collaboration skills to become one. Combining disciplines across UC Berkeley, the course also helps launch the Berkeley Discovery arc. Students develop their own leadership styles and discover how they can create and lead diverse teams to act upon the world. Values in Berkeley's DNA like Questioning the Status Quo and going Beyond Yourself support students in leading from whatever position they occupy, preparing them to leave their mark on campus, in their communities, or beyond. More at: <http://changemaker.berkeley.edu>.

### Rules & Requirements

**Credit Restrictions:** Students will receive no credit for UGBA C196C after completing UGBA C12. A deficient grade in UGBA C196C may be removed by taking UGBA C12.

### Hours & Format

**Fall and/or spring:** 15 weeks - 2-2 hours of lecture and 0-1.5 hours of discussion per week

### Summer:

6 weeks - 6-6 hours of lecture and 0-0 hours of discussion per week

8 weeks - 4-4 hours of lecture and 0-3 hours of discussion per week

### Additional Details

**Subject/Course Level:** Undergrad. Business Administration/  
Undergraduate

**Grading/Final exam status:** Letter grade. Alternative to final exam.

**Formerly known as:** Undergrad. Business Administration C112/Letters and Science C112

**Also listed as:** L & S C196C

## UGBA 198 Directed Study 1 - 4 Units

Terms offered: Spring 2025, Spring 2016, Fall 2015

Organized group study on topics selected by upper division students under the sponsorship and direction of a member of the Haas School of Business faculty.

### Rules & Requirements

**Prerequisites:** Consent of instructor

**Credit Restrictions:** Enrollment is restricted; see the Introduction to Courses and Curricula section of this catalog.

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

### Hours & Format

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

### Additional Details

**Subject/Course Level:** Undergrad. Business Administration/Undergraduate

**Grading/Final exam status:** Offered for pass/not pass grade only. Final exam not required.

**Formerly known as:** Business Administration 198

## UGBA 199 Supervised Independent Study and Research 1 - 4 Units

Terms offered: Fall 2025, Spring 2025, Fall 2024

Enrollment restrictions apply.

### Rules & Requirements

**Prerequisites:** Consent of instructor

**Credit Restrictions:** Enrollment is restricted; see the Introduction to Courses and Curricula section of this catalog.

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

### Hours & Format

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

### Summer:

6 weeks - 1-4 hours of independent study per week

8 weeks - 1-4 hours of independent study per week

### Additional Details

**Subject/Course Level:** Undergrad. Business Administration/Undergraduate

**Grading/Final exam status:** Offered for pass/not pass grade only. Final exam not required.

**Formerly known as:** Business Administration 199

## Executive MBA

### 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

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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.