

CALIFORNIA STATE UNIVERSITY EVENING MBA PROGRAM

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ACCEPTANCE CRITERIA

Admission will be granted to students showing high promise of success in post-baccalaureate business study. Each applicant's potential for graduate management education is evaluated on the basis of the following major criteria. Please note that meeting these criteria does not guarantee admission to the Program:

Past academic record - as reflected in undergraduate grade point average and subsequent post-baccalaureate coursework. GPA range should be 2.75 and above.

Graduate Management Admission Test (GMAT). Score should be at least 500 or above.
GMAT School code: 364-M9-69

Managerial Experience: demonstration of increasing levels of responsibility. Communication: ability to clearly identify the applicant's leadership potential, educational goals and academic strengths.

Guidelines for Letters of Recommendation

The Graduate Programs Office finds recommendations which present a balanced view of an applicant's abilities and attributes helpful. Specific comments about significant attributes are more useful than general statements. Please have your recommenders be as candid as possible.

The following questions are included only as guidelines. Recommenders may feel free to expand on the following:

Under what circumstances did you know the applicant? Please comment on the applicant's academic preparation and abilities (both positive and negative) and their demonstrated and/or potential managerial and leadership abilities.

Additionally, please comment on the following areas of the applicant: 1) intellectual ability, 2) maturity, 3) leadership potential, 4) ability to get along with others, 5) written and oral skills, 6) creativity/imagination, and 7) self-confidence.

IMPORTANT NOTE TO APPLICANT:

Please return the letters in sealed envelopes with the recommenders' signatures across the seal on the flap. Sealed and signed envelopes are considered "Confidential" letters of recommendation, therefore, an applicant's right to view said letter is waived. Letters must be on letterhead (plain paper is not acceptable) and include full contact information of the recommenders (i.e. phone, email, title, physical address). Please make your recommenders aware that complete information addressing the above questions are a greater benefit to your application package.

DEADLINES

All transcripts, the MBA application packet, and GMAT score must be filed with both the MBA office AND the university within the following filing periods:

October 1 through March 30 for **Fall Semester** – (March 30th for International Students)
August 1 through October 30 for **Spring Semester** – (October 1st for International Students)

No action can be taken on applications until all required documents are received.

APPLICATION PROCEDURES ****Important Application Information****

TWO SEPARATE APPLICATIONS ARE REQUIRED FOR ADMISSION: Separate application to the MBA Program, separate application to the University. Please follow steps 1–5

Step 1)

File application to the University. Applications can be completed via the Internet at www.csumentor.edu.

For Foreign Students only: University application should be filed with:

International Admissions
CSULB – Brotman Hall (BH) 201
Long Beach, CA 90840

Step 2)

File with the MBA Program: MBA Program Information Sheet and all supporting documents should be filed with the MBA office, CBA, Room 363.

Supporting documents: GMAT; current resume; statement of purpose (1-2 pgs); 2 letters of recommendation, and the following 5 essay questions using two or three paragraphs each, answered in your own words. If you do not presently work for a particular firm, use incidents from your past to address the questions.

ESSAY QUESTIONS:

1. Describe a leadership issue you faced while working in a team situation at work. Was the issue resolved? If so, describe how it was resolved and the outcomes from the resolution. If the issue was not resolved, why not? What were the outcomes from the issue not being resolved?
2. Describe a recent, contentious issue in your local community or workplace and explain how ethical leadership and organizational social responsibility could have helped or did help address the issue.
3. Discuss a business problem or opportunity within your company where integrating skills and knowledge across several departments and/or functions in the organization was necessary.
4. Explain a situation at work where quantitative and/or technological tools were used to support decision making. Were the tools used effectively? Why or why not?
5. Discuss two or three ways that the global business environment impact businesses in your home region?

Step 3)

Request one set of official copies of transcripts from your degree-granting institution. Send to the following address: (**NOTE:** CSULB graduates ***do not*** need to provide a set of transcripts to Enrollment Services)

California State University, Long Beach
Office of Enrollment Services
1250 Bellflower Blvd.
Long Beach, CA 90840

For Foreign Students Only: Copies of transcripts are only required with International Application to University. MBA Application does not require copies of international transcripts.

Step 4)

Request GMAT scores from the Educational Testing Service. GMAT School Code is 364-M9-69. Student **MUST** email official GMAT score to MBA Program office (mba@csulb.edu).

Step 5)

For Foreign Students only. Request TOEFL scores to be sent to the following:

International Admissions CSULB – Brotman Hall (BH) 201
1250 Bellflower Blvd.
Long Beach, CA 90840

IMPORTANT CONTACTS

MBA Office
College of Business Administration
1250 Bellflower Blvd.
Long Beach, CA 90840-8501
(562)985-5565
mba@csulb.edu
www.csulb.edu/mba

GMAT (Graduate Management Admissions Test)
All applicants for the MBA program are required to take the GMAT. This test is offered by appointment only. Applications for the exam are available in the MBA Office (CBA-363), the Testing Office (BH-216), (562)985-4006 or by writing: Educational Testing Center, Box 966, Princeton, NJ 08540.

University Catalog and Schedule of Classes can be obtained online or from Forty-Niner Bookstore (562)985-5091

Application to the University
Office of Enrollment Services, BH-101
CSULB
1250 Bellflower Blvd.
Long Beach, CA 90840
(562)985-5471

Financial Aid
Graduate Assistantships are available to qualified students. Graduate assistants are employed to assist faculty in research, advise students, and staff computer labs. For other financial aid information contact: The Financial Aid Office BH-101; telephone (562)985-8403.

TOEFL (Test of English as a Foreign Language)
Foreign students are required to take the TOEFL in addition to the GMAT. Information concerning TOEFL may be obtained from the Center for International Education, BH-201; (562)985-5476.

Projected Fee Schedule*

Registration Fees
California Residents:
0-6 units \$1,877.
Over 6 units \$3,026.

An additional Graduate Professional Fee of \$231 per unit is required for all students regardless of residency status.*

Non-resident and foreign students' tuition:
\$372.00* per unit in addition to Registration Fees and Graduate Professional Fees.

*all fees are subject to change by the CSU

FIRST YEAR CORE:

The Masters degree presupposes a mastery of a common body of knowledge. Upon acceptance to the program, as student's transcripts are reviewed for completion of the necessary coursework for mastery of the common body of knowledge.

Waivers of core courses are based upon previous educational background. Information on waivers may be obtained from the College of Business Administration, MBA Office. Students who have not met the entire common body of knowledge requirements prior to admission to the MBA Program will be required to enroll in the appropriate First Year Core courses.

Accounting 500 - Management and Financial Accounting

Evaluation of accounting systems, preparation of financial statement, computer informational processes, and analysis and interpretation of accounting information as an aid to business decisions.

Finance 501 - Financial Management Concepts

Financial theory, management and environment of the firm integrating computer applications, management information systems and cases to the following areas of finance: (1) Time value of money, risk, valuation, cost of capital, capital structure; (2) Capital budgeting; (3) Long-term financing decisions; (4) Working capital policy and management; (5) Financial analysis and planning; and (6) special topics including mergers, bankruptcy, and international finance.

Management 500 - Business Policies, Operations and Organizations

Theory and philosophies of administrative organizational systems, information systems, management functions, decision making, strategy and policy formulation, operational planning, and control systems.

Marketing 500 - Marketing Concepts

Overview of the decision process in marketing. Consideration of functional areas and their interaction with the total operations of the firm. Application of information technology to the development of marketing strategy and planning.

SECOND YEAR CORE:

Upon completion of the First Year Core, either by waiver, placement exam or graduate coursework, students move directly into the Second year Core. This core consists of seven courses (21 units) which provide the breadth requirements for the MBA degree at an advanced level.

Accounting 610 - Advanced Cost Accounting, Budgeting and Control

Problems and planning, budgeting and cost control for decision making from a quantitative analysis approach with emphasis on evaluation of the accounting information system. Laboratory and/or class computer applications are a requirement of the course.

Finance 600 - Seminar in Business Finance

Specific analysis of capital formation with selected problems concerning supply and demand of investment funds. Problems imposed on equity capital markets by public taxation, business debt financing, and practices of investing institutions. Presentation and interpretation of student reports on selected topics.

Information Systems 601 - Quantitative Methods for Managerial Decision

Statistical analysis includes probability, estimation, hypothesis testing, forecasting and decision process. Management sciences include quantitative modeling, math programming, decision support systems and simulation applicable to various business functions. Use of computer software packages as analytical tools.

Human Resources Management 652 - Seminar in Human Resources Management

From a general manager's perspective, an examination of those decisions and actions that impact upon managing people. Problems of productivity, employee commitment, employee development, employment law, and compensation are considered. Processes emphasized include staffing, training and development, performance appraisal, counseling, leadership and motivation, reward systems, participation and delegation, and discipline. Discussion, cases, simulations, and presentations.

Information Systems 602 - Management of Information Systems

Foundation and infrastructure of information technology applied to strengthen competitiveness. Effective utilization of strategic information systems, telecommunications, system development process, database concepts and electronic commerce to enhance organizations' operations.

Management 647 - Seminar in Management Planning and Control Systems

Analysis of planning and control systems in management. Cases and problems will be examined.

Marketing 661 - Seminar in Marketing Policies

Solving of practical, domestic and international, profit and non-profit oriented problems in marketing. Advanced course utilizing sophisticated strategic and tactical, qualitative and quantitative case analysis and discussion. Application of marketing principles and technologies, including information systems, behavioral theories, financial analysis and managerial accounting, and management techniques.

ADVANCED STUDY:

General MBA

The General MBA is designed for students with an undergraduate business degree or any other student desiring a more broad-based MBA curriculum. The General MBA requires 12 units of coursework, each from a separate area within Business, subject to approval by the MBA Director, and an additional 3 units in any other discipline within the area of Business.

Specialization

The specializations require 9 units of coursework in one and an additional 3 units in any discipline within the area of Business. Each specialization should be planned in consultation with the MBA Director. Specializations are available in the following areas:

| | | | |
|-------------|---------------|-------------------|-----------------------|
| ‡ Finance | ‡ Health Care | ‡ Human Resources | ‡ Information Systems |
| ‡ Marketing | ‡ Management | ‡ Management | |

Courses acceptable for specialization are indicated in the University catalog. Additional information is also available from the departments and the MBA office. Elective courses designed to fulfill specialization requirements must be approved by the MBA Director through the completion and acceptance of the student's Advancement to Candidacy form.

Management

The management options offer students a diverse selection of courses. This discipline examines strategic management, policymaking, long-term planning, organizational theory, analysis of business environments, and control strategies. Knowledge of management functions is critical to the health of all organizations. Case studies are used extensively to master these skills.

542 Enterprise Structure and Operation

An analysis and synthesis of the venture creation process, both as it is performed by entrepreneurs in a free enterprise environment and also as it occurs within large organizations (such as corporations). You will learn how to manage the processes and structures that bring together money, information and talent to create high growth new ventures. State-of-the-art theory is used to examine the practical implications of entrepreneurship. As a member of a start-up team, you will prepare a new venture business plan.

543 International Business Policy

Analysis of current theory and principles of international business management pertaining to problems of formulating policy and developing strategies and tactics in the multinational corporation: case studies, reading, logistic analysis, and research reports.

645 Seminar in Management Policy and Problems

History of management thought, business organization, strategies and policies, executive control, managerial performance.

646 Seminar in Organization Analysis

The management function; audit of management performance.

Marketing

Marketing continues to grow in importance for both profit and non profit businesses. This discipline concerns the key demands of determining consumer needs, creating products and services to fill those needs, managing distribution channels to best serve the customer, pricing the product or service appropriately, and finally communicating the benefits to the targeted audiences.

610 Seminar in Services Marketing OK

Supplements Marketing 500 by focusing on problems and strategies specific to service businesses. Problems commonly encountered in service businesses (such as inability to control quality) are addressed. Strategies used by successful service marketers to overcome these difficulties will be discussed. The emphasis is on services in general rather than on any particular industry. However, concepts are illustrated using cases, examples, and exercises in diverse service industries such as banking, health care, retailing, financial planning, consulting, professional services, and communication.

663 Seminar in Advertising Policies

Discussion and analysis of advertising situations, objective setting, creative strategies, media strategies and models, and evaluation. Applications of mass communication theories and marketing databases. Development and presentation of comprehensive advertising plan.

665 Seminar in Marketing Research

The role of research in the solution of marketing problems research methods collecting, analyzing, and interpreting information for business use. Survey and experimental approaches included. Case studies and/or class projects required.

666 Seminar in International Marketing

Analysis of marketing theory and practice from a global perspective. Consideration of environmental factors that affect marketing decision-making in host countries. How to manage brands and marketing operations in host countries and assess the unintended consequences and public policy implications of international marketing.

668 Seminar in Consumer Behavior

Topics in the behavior sciences as they apply to marketing. Application of psychological, sociological, anthropological, and economic theories and models to the understanding of buyer behavior and the development of marketing strategy.

669 Seminar in Strategic Planning

The role and use of marketing research and information systems as the basis for development and implementation of marketing strategy. Case studies and/or class projects required.

692 Marketing High Technology Prerequisite: MKTG 500 and MKTG661 or consent of instructor. Strategic issues in high-technology markets, e.g., protection of innovation, speed to the market, positioning of new products. Understanding the evolution of high-technology markets; types of innovation; techniques of market research for high-tech products. Case analyses about current issues in high-technology markets. Develop and present a strategic marketing plan for a high-technology business.

695 Selected Topics

Topics to be announced in Schedule of Classes.

Information Systems

Management and effective use of computer-based information systems is subject of growing importance in business. At the master's level, students are interested in design as well as management of information systems.

550 Business Telecommunications Management

Introduction to the technologies and applications of telecommunications networking. Infrastructure planning and operation of organizational telecommunication networks. Management and control of Internet servers and mobile systems. Telecommunication regulation and standards.

564 Network Modeling and Simulation

Fundamentals of simulation methodology and its use in performance measurement and feasibility study of business models of real systems. Topics include basic probability distributions, random number generation, validations, waiting-line simulation, network fundamental, and computer network performance measurement via simulation, and use of computer software simulation packages.

580 Management Support Systems and Database Management Systems

Management Support Systems (MSS) with special emphasis on database management techniques. Use of information and database techniques to support management decision-making. Topics include individual and group decision support systems, groupware, expert systems, database management systems (DBMS), database analysis and design, database manipulation languages (SQL) and (QBE), and data warehousing. Hands-on projects on both MSS and DBMS.

584 Electronic Commerce

A comprehensive managerial-oriented examination of the development of various electronic commerce applications on the Internet. Major applications include advertisement and marketing, customer service, stocks and commodities, trading, market and product research and standard business-to-business transactions. EDI implementation issues such as security and payment methods.

685 Internet/Intranet Application Development

Theory and applications of the Internet. Applications development using tools such as HTML and Front Page. Use and development of Intranet applications in the Client/Server environment. Issues such as Internet business opportunities, network, security, home page maintenance, Internet database interface and cooperative computing.

695 Selected Topics

Topics to be announced in Schedule of Classes.

Human Resources Management

The HRM Program is designed both for those who want to become members of management in either the private or the public sector and for those who have an interest in working in the functional areas of HRM.

650 Seminar in Labor-Management Relations

An analysis of the development and functions of labor union and other organizations representing workers and discussion of strategic issues related to them. Focus will be on national labor and human resources policy and on the mission and strategic focus of labor and employing organizations. Particular topics will include contract negotiation and administration, compensation and benefits patterns, labor and employment law, quality of life issues, and the impact of internationalization of the economy. Discussion, cases, presentations, and simulations.

654 Seminar in Negotiation and Conflict Management

An examination of various forms of opposition interactions within organizations. Focuses upon interpersonal, intra-group and inter-group conflict by distinguishing between functional and dysfunctional conflict, identifying sources and causes of conflict, and examining alternative styles and methods of conflict management. Discussion, cases, presentations, and simulations.

655 Seminar in Motivation and Organizational Change

Review and analysis of theories of motivation and change, application of those theories, self-assessment and skill building. Primary issues include individual motivation, supervisory issues in motivating and managing planned organizational change, development and intervention methods. Discussion, cases, group, and individual presentations.

657 Seminar in Leadership

This course examines the effectiveness of numerous approaches to leadership, including both traditional and modern approaches, from both managerial and psychological viewpoints. Leadership assessment and self-assessment are included to aid diagnosis and understanding of one's own and others' leadership styles and abilities. Personality, situational factors, group processes, fellowship, and implications for leadership training are discussed.

658 Seminar in Cultural Diversity

Examination of impact of diversity, culture and ethnic origin on the work experience and preparation to meet the challenge of cultural diversity in organizations. Attention is given to how language, gender, race, tradition, education, economic structure, and organizational philosophy interact to create a set of rules for acceptable behaviors in complex organizations. Open dialogue, debate, outside research and group presentations.

Health Care

All students must take the following course:

502 The Health Care System

The course focuses on the contemporary health care system to include its historical beginnings and the underlying social and biological forces which influence its organizational forms, financing and manpower requirements; issues and concerns molding its future such as the assurance of the quality of patient care and the regulation and control of the system.

Additional 9 units from the following:

536 Hospital Management

Prerequisite: Upper division or graduate level MGMT course. The goal of this course is to develop familiarity with the internal operations of acute care hospitals and skills in solutions of hospital operational problems. Hospitals will be analyzed by broad function and by specific departments. Cases, simulations and visits may be used.

537 Alternative Health Delivery Systems Management

Prerequisite: HCA 502. The purpose of this course is to prepare people to enter the managed care field and to orient managers to the organization and administration of Health Maintenance Organizations. Preferred provider Organizations and related enterprises. Both relationships to the health care marketplace and operational aspects of managed health systems will be covered. Guest lectures from managed care organizations will participate in the course and students will be expected to develop an operational plan based on a real world situation.

538 Long Term Care Management

Prerequisites: HCA 502. Long term care facilities, offering services to the aged and disabled, pose unique problems for managers within this industry. With the "graying" of America, emergence of debilitating illnesses such as AIDS, and focus on cost containment as a major health policy issue, managers in this sector of health must assume leadership roles in planning and adapting to the dynamic and expanding environment. This survey course will analyze the forces influencing the development of long term care in the U.S. and address specific organizational aspects that affect outcomes of services provided in long term care settings.

550 Quality Assurance of Health Care

Designed for the health care professional or administrator who is involved in or concerned about assurance of quality in health care. Course includes historical beginnings, state-of-the-art, voluntary and governmental effort and proposed means to quality assurance.

630 Medical Group Practice Management

Prerequisites: HCA 550. Overview of medical group management incorporating the basic functions of health care administration and applying them to the medical group practice setting with an emphasis on managed care delivery systems. Fundamental operational responsibilities of medical group administration today.

Finance

This option explores the following area of Finance: forecasting, investments, financial management, and international finance.

620 Capital Budgeting

Theory of capital budgeting within the framework of the firm. Cost of capital determination and logic of expansion vs. growth; and equity financing vs. debt financing. Computer applications are required for this course.

630 Seminar in Financial Forecasting

Research projects in industry, individual company, product and commodity areas. Computer applications are required in this course.

650 Seminar in Investments

Selected problems in security analysis, portfolio planning, balance and adjustment as related to 1) individual circumstances of the investor; 2) specific market conditions; and 3) broader financial aspects of the economy. Presentation and interpretation of student reports on selected topics. Computer applications are required for this course.

690 Seminar in International Finance

Covers monetary factors in the finance of international capital markets, movement of funds and special problem areas.

699A-B Applied Portfolio Management

Participation in the management of an actual investment portfolio. Research, monitor, and analyze securities and make buy & sell recommendations for a student-managed investment fund utilizing state-of-the-art computer software and on-line information data retrieval services. Contribute to the publication of a semi-annual report of the activities of the fund. Market, sector and firm analysis with individual and group presentations and outside research required.

INTEGRATIVE EXPERIENCE

GBA 699 Integrated Analysis

This course is the integrated mechanism of the MBA degree and as such is equivalent to a masters thesis or comprehensive exam. Because the CSU Trustees require a culminating experience to earn a Masters Degree, this course may only be taken after completion of the entire second year core.

This comprehensive course serves as the required terminal examination for College of Business Administration graduate candidates. A project is required. This course provides for the study of a wide range of business problems and formulation of solutions to them.

The object of this course is to assess student skills in integrating knowledge from all functional areas of business and applying them to complex business problems arising out of changing technology, competitive market conditions, social changes, and governmental actions.

A student must be pre-approved to enroll in GBA 699. **A student must advance to candidacy, complete ALL second year core, and apply no later than the fourth week of the semester prior to enrolling in GBA 699.** *You must receive a B or better in GBA 699 in order to graduate.*

This critical finale to the MBA degree is offered only during the Fall or Spring semester. It is important for students to plan accordingly.

CSULB MBA PROGRAM CURRICULUM

| <u>Course Title</u> | <u>Units</u> | <u>Waivable</u> |
|---------------------|--------------|-----------------|
| Accounting 500 | 3 | yes |
| Management 500 | 3 | yes |
| Finance 501 | 3 | yes |
| Marketing 500 | 3 | yes |
| Economics(*) | | yes |
| Accounting 610 | 3 | no |
| Finance 600 | 3 | no |
| Human Resources 652 | 3 | no |
| Info Systems 601 | 3 | no |
| Info Systems 602 | 3 | no |
| Management 647 | 3 | no |
| Marketing 661 | 3 | no |
| Elective | 3 | no |
| Elective | 3 | no |
| Elective | 3 | no |
| Elective | 3 | no |
| <u>GBA699</u> | <u>3</u> | no |
| Total | 48 | |

* All students will be required to have taken an Economics class either prior to acceptance into the MBA Program or prior to Advancement to Candidacy.