

# BUSINESS ADMINISTRATION, COLLEGE OF

**Dean:** Michael E. Solt

**Executive Assistant to the Dean:** Margaret Williams  
(562) 985-5307

**Associate Dean for Administration:** Omer S. Benli

**Associate Dean for Accreditation:** Robert Chi

**College Office:** College of Business Administration - 200

Telephone: (562) 985-5306, FAX: (562) 985-5742

Website: [www.csulb.edu/colleges/cba/](http://www.csulb.edu/colleges/cba/)

**Graduate Programs and Executive Education:**

Ingrid Martin, Director (562) 985- 4767

## **Departments**

Accountancy: Sudha Krishnan, Chair (562) 985-4653

Finance: (562) 985-4569

Information Systems: H. Michael Chung, Chair (562) 985- 4993

International Business Program: Terrence H. Witkowski, Director  
(562) 985-4766

Legal Studies in Business Program: Kathleen A. Lacey, Director  
(562) 985-5668

Management and Human Resource Management: (562) 985-4753

Marketing: Sam Min (562) 985-7129

## **Programs at a Glance**

Bachelor of Science in Business Administration

Options in: Accountancy; Finance; Human Resources  
Management; International Business; Management;  
Management Information Systems; Marketing;  
Operations and Supply Chain Management

Minors in Business Administration

Finance, Management Information Systems, International  
Business, Human Resource Management, Marketing,  
Entrepreneurship

Master of Business Administration

Specializations in: Consumer Affairs, Fashion  
Merchandising and Design, Finance, Health  
Care Management, Health Science, Hospitality  
Management, Human Resource Management,  
Information Systems, Management, Marketing,  
Recreation and Leisure Studies

Master of Science

Accountancy, Supply Chain Management

## **Accreditation**

Undergraduate and graduate programs are internationally accredited by the Association to Advance Collegiate Schools of Business (AACSB International), 777 South Harbour Island Blvd., Suite 750, Tampa, FL 33602-5730, phone: (813) 769-6500.

## **Academic Advising**

The College of Business Administration maintains an advising office for undergraduate students in CBA 100, (562) 985-4514, and an office for graduate students in CBA 363, (562) 985-5565. Advisors are available in these offices throughout the semester to assist students with admission, registration, and degree requirement information.

## **Student Center for Professional Development**

The Student Center for Professional Development (SCPD) provides resources in support of student learning under its umbrella program Passport to Success (Passport). SCPD also encourages students to join business student organizations to assist them in connecting to college resources and networking opportunities. Under the Passport umbrella SCPD offers the following resources:

*Professional development workshops* provide a progression of learning experiences that teach students non-academic skills and attributes employers want to see in new employees.

*Community Scholars* is a community service program that pairs CBA students with Jordan High School sophomores and juniors in a mentoring relationship that encourages academic success and pursuit of a college education. CBA students make a positive impact on the high school students' lives while performing a community service that employers highly value in a prospective employee.

*Junior Mentoring Program* is a one-semester program where junior CBA students are paired with young professionals in a mentoring relationship. Mentors help students prepare for their college careers, sharing their skills, knowledge and advice on how to balance college, work and personal life. Focus is given to resume building and professional development activities that will better prepare the students for the job market and complement their academic learning experience.

*Corporate Mentoring Program* pairs mentors from the corporate world with individual students in a year-long one-on-one relationship. The mentors coach and guide the students, help them with decision making and manage their expectations for life after graduation. Students must complete certain prerequisites to participate in CMP.

For more information about SCPD programs, services and resources please contact SCPD at (562) 985-2265 or [www.csulb.edu/cba/scpd](http://www.csulb.edu/cba/scpd) or [scpd@csulb.edu](mailto:scpd@csulb.edu).

## **Financial Assistance**

Financial assistance is provided to business students through the University Financial Aid Office. That office administers funds made available through the federal and state governments and through certain private sources. Awards are made to students who demonstrate a need for assistance with educational expenses.

## **Achievement Awards**

Additional information about the following awards and their requirements can be obtained from the CBA website.

*Applications for Outstanding Undergraduate* are usually due in early to mid-January. Each department may select up to three Outstanding Graduates. From among the chosen Outstanding Undergraduates, the Dean of the College selects the Dean's Medalist. These awards are reserved for graduating seniors and require a minimum GPA along with other considerations for applicants.

*Beta Gamma Sigma* is the international honor society recognizing the outstanding academic achievements of students enrolled in collegiate business and management programs accredited by AACSB International. Applications to membership are due online in early April at: [www.betagammasigma.org](http://www.betagammasigma.org). All new members will be inducted at the CBA Annual Awards Banquet in mid-May.

*The Delta Sigma Pi Scholarship Key* winner is selected from among those graduating students with the highest GPA (graduates and undergraduates).

In addition, the college offers numerous scholarships. Further information is available on the CBA website: [www.csulb.edu/colleges/cba/](http://www.csulb.edu/colleges/cba/).

### **Student Organizations**

The following organizations are available for business students: American Marketing Association, Beta Alpha Psi Accounting Society, Black Business Students Association, Delta Sigma Pi, Financial Management Association, Hispanic Students Business Association, Human Resource Management Association, Information Systems Student Association, International Business Association, MBA Student Association, and Society for the Advancement of Management. Student organizations typically host professionals representing business and industry at weekly meetings and also sponsor a variety of social, recreational and community service events.

The Associated Business Students Organization Council (ABSOC) is the coordinating council for all business student organizations. ABSOC co-sponsors the annual "Meet the Industries Expo." This annual event includes professional development workshops and a career expo which draws numerous companies and several hundred students. Other programs each semester include a business student organizations' fair and the student-faculty-staff mixer. ABSOC also co-sponsors the annual "Ethics at The Beach" seminar with the Ukleja Center for Ethical Leadership.

Beta Gamma Sigma, founded at the University of Wisconsin in 1907 as a business honor society, is the only honor society recognized by the AACSB - International. Membership is available to business students at California State University, Long Beach only because the College of Business Administration is accredited by AACSB.

Election to membership in Beta Gamma Sigma is the highest scholastic honor that a student in business administration can attain. To be eligible for membership at CSULB, students must rank in the upper ten percent of their junior, senior, or graduate degree program in business administration.

### **Computer and Information Technology**

Students in the degree program develop basic understandings and competencies relating to information processing, the application of computers in business and government, management information systems concepts, computer programming, statistics, and financial research with Bloomberg terminal. The computer laboratory consists of most up-to-date instructional software, and hardware to facilitate student learning.

### **General Policies and Regulations**

Specific University and College requirements are detailed in various sections of this *Catalog*. Every student must develop complete familiarity and understanding of the regulations and requirements by which successful completion of a program will be determined. (Also see pertinent section regarding University General Regulations and Procedures).

### **Admission Under Impaction**

Freshman applicants to the Bachelor of Science in Business Administration will be placed in the pre-major code for Business Administration. Transfer applicants must apply to the University during the initial filing period of October and November for the following fall semester or August for the following spring semester. They must indicate their choice of major on the application.

Continuing students seeking admission to the upper-division major in Business Administration must submit a supplemental application to the CBA Center for Student Success (CBA, Room 100). Although there is no specific deadline for filing, it usually takes a minimum of two weeks to complete the application process. Therefore, students should file their applications no later than two weeks before their next Early Registration access date.

Refer to the following website for additional impaction criteria: [www.csulb.edu/depts/enrollment/graduation/native-major-criteria/](http://www.csulb.edu/depts/enrollment/graduation/native-major-criteria/)

### **Special Enrollment Status**

Enrollment through Open University (College of Continuing and Professional Education) is allowed only on a space available basis which is determined by the type of course and teaching method as well as classroom capacities. The student must otherwise be qualified.

### **CBA Policy on Course Transfers/Substitutions**

The College of Business Administration has a strict policy on course transfers/substitutions. This is necessary to preserve the academic integrity of programs and to meet accreditation standards. No credit by examination will be allowed for any CBA course. The CBA Center for Student Success can be consulted for more information on course transfers and substitutions.

### **Grading Policy**

All CBA majors must maintain major GPAs 2.0 or higher. A student whose GPA in the major falls below a 2.0 will be advised that they are at risk of being dismissed from the major and graded one semester to raise their major GPA(s) to 2.0. Students who do not successfully raise their major GPA(s) must meet with an advisor to declare another major or submit an appeal to the CBA Center for Student Success explaining why they need one additional semester. Students whose major GPAs remain below 2.0 after this additional semester must declare a new major.

Business majors and minors may not exercise a Credit/No-Credit grading option for courses required by the College of Business Administration in their program. No course taken for Credit/No-Credit grading will be accepted to fulfill a Business requirement, with the exception of students transferring Advanced Placement or International Baccalaureate credit. Enrollment in a business course as an auditor is not permitted.

## Graduate Programs

The College of Business Administration offers graduate study leading to the Master of Science in Accountancy, Master of Science in Supply Chain Management, and Master of Business Administration (MBA). The degrees offered by the College of Business Administration are accredited by the AACSB - International.

The graduate degrees are designed to serve the community by providing graduate business education to persons who show promise of leadership and success in business or related fields. For this reason, the faculty of the College of Business Administration has established rigorous standards of admission and completion for the programs.

### Administration of CBA Graduate Programs

All College of Business Administration Graduate Programs are administered by the CBA Graduate Programs Office, CBA 363. The Graduate Programs Director heads that office.

### Admission to Graduate Study

In addition to admission by the University Office of Admissions and Records, an applicant for graduate study in business must apply to and be admitted by the College of Business Administration (CBA) Graduate Programs Office.

### Admission Procedures

1. Students interested in applying to the MS Program or the MBA program at CSULB have to follow a two-step application process. First, they should file a CSULB Graduate Program application using the California State University's online application program called CSUMENTOR at [www.csumentor.edu](http://www.csumentor.edu). Second, they also need to apply to the College of Business Administration's MS or MBA Program, using the CBA's online application program called ADVANCE at [www.csulb.edu/cba/advance](http://www.csulb.edu/cba/advance). These two applications may be started simultaneously, but acceptance to both the University and the CBA is necessary to enroll in the MBA Program.
  2. One complete set of official transcripts of all college work attempted are required, and must be uploaded to Advance System.
  3. Graduate Management Admission Test (GMAT) or Graduate Records Examination (GRE) scores must be forwarded directly from the GMAC or ETS, to the College of Business Administration Graduate Programs Office. The GMAT code for the CBA MS and MBA Programs is **364-M9-69**. The GRE Institutional code for all programs is 8848, Dept. Code is 4201. Test scores over 5 years old will not be considered.
  4. International applicants should first contact the Center for International Education on campus for all application requirements. International students who score less than a "4" on the GMAT or GRE writing section should contact the CBA Graduate Programs Office directly for available options.
- In addition to the steps above, all international applicants are required to complete all the usual steps of all applicants to the MS and MBA programs.

### Application Deadlines

Deadlines for International applications are:

- April 1 for CSU Mentor Application, April 15 for CBA Advance Application for Fall Semester admission. This applies to all graduate programs except as noted

directly below.

- October 1 for CSU Mentor Application, October 15 for CBA Advance Application for Spring Semester admission. This applies to the Spring Evening MBA Program Only.

Deadline for domestic applications are:

- April 15 for both CSU Mentor and CBA Advance for the Daytime, Accelerated MBA only.
- June 1 for both CSU Mentor Application and CBA Advance Application for Fall Semester admission. This applies to the MS programs and the Saturday MBA and Fall admissions for the Evening MBA Program.
- November 1 for both CSU Mentor Application and CBA Advance Application for Spring Semester admission. This November 1 deadline applies to Spring admissions for the Evening MBA Program only.

Because of high demand for admission to the graduate programs, it is advised that students submit their application to the program early. No action can be taken on applications until all required documents are received. Except in highly unusual circumstances, application materials submitted after the above dates will not be considered.

### 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 six major criteria:

1. Past Academic Record, as reflected in undergraduate GPA or other Graduate programs.
2. Graduate Records Examination (GRE) or Graduate Management Admission Test (GMAT).
3. Managerial Experience: demonstration of increasing levels of responsibility.
4. Written Communication ability as demonstrated in the Applicant's "Statement of Purpose" to clearly identify their leadership potential, educational goals and academic strengths.
5. Two Letters of Recommendation.

Upon completion of evaluation by the CBA Graduate Director, the student is notified by email of acceptance or rejection.

### Enrollment

Students must meet all of the CBA Graduate Admissions criteria in order to be admitted into the University as a CBA Graduate student.

### Admission to Graduate Courses

Only students who have been admitted to the MS or MBA program may take graduate courses in Business Administration. The only exception is that students who have been admitted to other Master's programs at CSULB may take select graduate courses in Business Administration to meet the requirements for their programs, with the permission of their major advisor and the Director of the Graduate Programs.

Enrollment in graduate courses through the Open University will normally be permitted only for students in an

AACSB-accredited graduate program at another institution and must have a letter of permission from the Associate Dean/Dean of the student's home university, or for alumni of the CBA Graduate Programs.

### **Continuous Enrollment**

Once a student is accepted and enrolled in any of the CBA Graduate Programs, he/she is expected to attend classes both semesters of the academic year. (Fall and Spring semesters are considered the regular semesters of the academic year; in the evening program Summer attendance is optional.) Registration and completion of at least one course each semester satisfies the Continuous Enrollment requirement.

If a student is unable to satisfy the Continuous Enrollment requirement, he/she must complete the Educational Leave of Absence procedures detailed below. Continuous Enrollment status will only be preserved if the student's absence from a regular semester has been processed and approved through the Educational Leave of Absence procedures.

Students failing to maintain Continuous Enrollment status will be administratively removed from the CBA Graduate Programs. Registration privileges will be revoked. Students planning to continue in the CBA Graduate Programs who have been administratively removed due to the violation of the Continuous Enrollment condition will be required to re-apply to the CBA Graduate Programs and to the University.

### **Leave of Absence**

Any CBA graduate student in good academic standing may request an Educational Leave. Students requesting an Educational Leave must complete an Educational Leave Form, in advance, including an explanation of their reasons for seeking the leave and a statement of when they intend to resume academic work. The completed form is to be submitted for approval to the CBA Graduate Programs Office and the University Admission and Records Office in accordance with University Policy.

The minimum initial leave will be one full semester; the maximum will be one calendar year. A student may request, in writing and in advance, an extension of leave. Under no circumstances will the total number of approved educational leaves exceed two, nor will the duration of approved educational leaves extend beyond two calendar years.

Students returning from an approved one semester educational leave are not required to submit an application form. Students on leave longer than one semester must apply for re-admission to the university. Students returning from an absence for which an educational leave was appropriate but not approved in advance must complete the entire CBA Graduate admission process.

An Educational Leave of Absence, if properly requested and processed, allows a student to satisfy the Continuous Enrollment requirement and therefore does not affect their good standing status. Students on an approved education leave of absence will continue to receive registration information.

Graduate students who plan to enroll for credit at another institution of higher education during the leave period must obtain prior approval for the transfer of course credit to the

student's program from the department chair in question and the CBA Graduate Programs Director.

The period of an educational leave is counted in the calculation of elapsed time under the regulations governing the seven year maximum period for completion of the CBA Graduate degree requirements.

For the period of an educational leave the student's rights under the "Election of Regulation" rule are preserved, maintaining the right of the student to elect regulations as if he or she had maintained continuous attendance. See the CSULB *Catalog*, General Rules and Procedures section, for a complete explanation of the Election of Regulation - "Catalog Rights".

An educational leave presupposes no expenditure of University resources or faculty and staff time on behalf of the student during the period of the leave. In addition, no computer facilities, no library privileges, and no student services are available to a student on educational leave.

### **Scholastic Standards/Probation/Disqualification**

A student who fails to maintain a cumulative GPA of 3.0 or higher in all work completed as a graduate student at this University or in all transferred work applied to the program will be placed on academic probation. The semester in which the student's GPA falls below 3.0 is the First Probationary Semester.

A student on probation, who at the end of the Third Probationary Semester fails to obtain a cumulative GPA of 3.0 or higher on all units attempted in post-baccalaureate work at CSULB, will be disqualified and removed from the graduate program. The student should note that the cumulative GPA is calculated by the University Admissions and Records Office and includes all upper division and graduate courses taken while enrolled in the graduate program.

For MBA students, a grade of "C" or better is required in any course taken to satisfy first or second year Core requirements. A grade of "B" or better is required in GBA 699. If either of these requirements is not met, a student must take the course a second time or withdraw from the program. A second failure to achieve the required grade will result in involuntary separation from the program. This requirement operates independently of the requirement for a cumulative GPA of 3.0 or better.

### **Graduation Writing Assessment Requirement (GWAR)**

As a requirement for advancement to candidacy, all graduate students must demonstrate writing competency by:

1. Passing an approved CSULB assessment of writing competence (GWAR),
2. Having already passed an assessment of writing competence (GWAR) while matriculated at another CSU campus, or
3. Earning a CSULB-approved passing score on the writing portion of an approved standardized graduate admissions test, such as the Graduate Record Examination (GRE) or the Graduate Management Admission Test (GMAT).

Assessments of writing competence from non-CSU campuses will be evaluated by the GWAR Coordinator as a fulfillment of the GWAR, on an articulation basis if possible or on a case-by-case basis if necessary.

Students with degrees from non-CSU campuses must either provide evidence of meeting the requirement with adequate scores on a CSULB-approved standardized test or attempt to satisfy the GWAR by the end of their first semester of matriculation at CSULB.

## Master of Science in Accountancy

The Master of Accountancy (MAC) program in the College of Business Administration is a rigorous 10-month full-time lock-step program providing an intensive, focused coursework to prepare students for a successful career in accounting. The program is intended to enhance student's depth of technical knowledge, breadth of understanding and communication skills, and importance of ethical conduct in the profession. With a focus on research and analytical thinking, the program is intended to improve judgement and decision making skills. The program is designed to address the needs of individuals across the state of California to take the mandated 30 semester units of specialized coursework to complete the CPA licensure requirements effective January 1, 2014. Students admitted to the program can specialize in Professional Accountancy, Information Systems or Taxation.

### Application Procedure/ Prerequisites

1. Students interested in applying to the MS in Accountancy program at CSULB have to follow a two-step application process. First, they should file a CSULB Graduate Program application using the California State University's online application program called CSUMENTOR at [www.csumentor.edu](http://www.csumentor.edu). Second, they also need to apply to the MS in Accountancy Program, using the CBA's online application program called ADVANCE at <http://www.csulb.edu/cba/advance>. These two applications can be started simultaneously, but acceptance to both the University and the CBA is necessary to enroll in the program.
2. Bachelor's degree in Accountancy or a bachelor's degree and equivalent accounting-related coursework from a regionally-accredited university.
3. Admission GPA to the CBA Master's programs as per the University.
4. GMAT exams or GRE exams.
5. Resume.
6. Statement of purpose (essay).
7. Two letters of recommendation.
8. For international students – English proficiency requirements by taking TOEFL or written portion of GMAT, GRE, or IELTS exams.

### Course requirements

- Completion of 30 units of approved graduate courses (including culminating experience).
- Maintaining GPA of at least 3.0 (B) throughout the program.

### Requirements

- ACCT 601 Corporate Governance and Financial Reporting (4)  
Prerequisite: MSA standing.
- ACCT 602 Advanced Cost Accounting (4)  
Prerequisite: MSA standing
- ACCT 603 Financial Statement Analysis (4)  
Prerequisite: MSA standing.
- ACCT 604 Forensic Accounting (2)  
Prerequisite: MSA standing
- ACCT 605 Seminar in Accounting Information Systems (4)  
Prerequisite: MSA standing.
- ACCT 611 Seminar in Auditing and Assurance Services (4)  
Prerequisite: MSA standing.

ACCT 612 Governmental and Non-Profit Accounting  
Prerequisite: MSA standing.

### Culmination

The culminating experience, ACCT 699 (Accountant's Professional Responsibilities and Ethics) will be a comprehensive auditing project to be reviewed by faculty and professionals. (Note: In order to satisfy the culminating activity requirement (thesis, project, or comprehensive examination dependent upon the program), students must earn at least three (3) units and no more than six (6) units related to the completion of the culminating activity.

### Advancement to Candidacy

Students admitted must file an application for Advancement to Candidacy for the degree after completion of their first six units. Prior to advancement to candidacy, a student must:

1. Be accepted into the MS in Accountancy Program.
2. Maintain an overall minimum 3.0 cumulative GPA, including work transferred from other institutions, and a minimum 3.0 GPA in all work completed at this University.
3. Completion with a minimum GPA of 3.0 of at least six units of courses required on the student's program of study.
4. Fulfill the Graduation Writing Assessment Requirement (GWAR) or receive a 4.0 or better on the writing portion of the GMAT or GRE.
5. Prepare an official student program in consultation with the CBA Graduate Programs Office.
6. File the application for Advancement to Candidacy with the CBA Graduate Programs Office for approval by the Graduate Program Director.

## Master of Science in Supply Chain Management

The Master of Science in Supply Chain Management program is designed to provide its students with advanced and highly demanded training in modern supply chain management practices, analysis methods, technology applications, strategy development, and other relevant skills that will advance their career prospects and prepare them for lifelong learning in a global supply chain environment. The rigorous curriculum will equip its graduates with advanced knowledge and skills needed to identify, analyze, and resolve complex supply chain challenges faced by global-scale businesses. This is accomplished through a unique combination of quantitative, technical, operational, strategic, and behavioral preparation.

### Application Procedure/ Prerequisites

1. Students interested in applying to the MS in Supply Chain Management program at CSULB have to follow a two-step application process. First, they should file a CSULB Graduate Program application using the California State University's online application program called CSUMENTOR at [www.csumentor.edu](http://www.csumentor.edu). Second, they also need to apply to the MS in Supply Chain Management Program, using the CBA's online application program called ADVANCE at <http://www.csulb.edu/cba/advance>. These two applications can be started simultaneously, but acceptance to both the University and the CBA is necessary to enroll in the program.
2. A bachelor's degree from a regionally accredited university.

3. Admission GPA to the CBA Master's programs as per the University.
  4. GMAT exams or GRE exams.
  5. Resume.
  6. Statement of purpose (essay).
  7. Two letters of recommendation.
  8. For international students – English proficiency requirements by taking TOEFL or written portion of GMAT, GRE, or IELTS exams.
4. Fulfill the Graduation Writing Assessment Requirement (GWAR) or receive a 4.0 or better on the writing portion of the GMAT or GRE.
  5. Prepare an official student program in consultation with the CBA Graduate Programs Office.
  6. File the application for Advancement to Candidacy with the CBA Graduate Programs Office for approval by the Graduate Program Director.

### Course requirements

Completion of 30 units of approved graduate courses (including culminating experience)  
 Maintaining GPA of at least 3.0 (B) throughout the program  
 Required courses:

### Requirements

- SCM 500 Research Methods for Supply Chain Management (3)  
Prerequisite: Graduate standing.
- SCM 520 Business Economics (3)  
Prerequisite: Graduate standing.
- SCM 611 Operations Planning and Analysis (3)  
Prerequisite: Graduate standing.
- SCM 614 Supply Chain Management (3)  
Prerequisite: Graduate standing.
- SCM 620 Business Analytics and Supply Chain Management (3)  
Prerequisite: Graduate standing.
- SCM 625 Global Supply Chain Management (3)  
Prerequisite: Graduate standing.
- SCM 630 Project Management (3)  
Prerequisite: Graduate standing.
- SCM 640 Logistics and Transportation Management (3)  
Prerequisite: Graduate standing.
- SCM 657 Seminar in Supply Chain Leadership (3)  
Prerequisite: Graduate standing.

### Culmination

In conjunction with additional course work, the culminating experience, SCM 699 Capstone Project for Supply Chain Management (3) will be a comprehensive supply chain project to be reviewed by faculty and professionals.

### Advancement to Candidacy

Students admitted must file an application for Advancement to Candidacy for the degree after completion of their first six units. Prior to advancement to candidacy, a student must:

1. Be accepted into the MS in Supply Chain Management Program.
2. Maintain an overall minimum 3.0 cumulative GPA, including work transferred from other institutions, and a minimum 3.0 GPA in all work completed at this University.
3. Completion with a minimum GPA of 3.0 of at least six units of courses required on the student's program of study.

### Master of Business Administration

The Master of Business Administration program develops competencies essential to functioning professionally in a complex and competitive business environment. The program prepares students for responsible administrative positions and provides the background essential for advancement in professional management careers. The Master of Business Administration degree encompasses a program of breadth which builds a wide range of competencies required for effective management while permitting students to specialize in a functional area.

The Master of Business Administration is normally a 48-unit program for the graduate without an undergraduate degree in Business.

### General MBA

#### Requirements

The Master of Business Administration program requires completion of a minimum of 36 units of graduate course work as established and approved by the College of Business Administration MBA office. The MBA program must include:

I. First Year Core	0-12
II. Advancement to Candidacy	
III. Second Year Core	21
IV. Advanced Study	12
V. Capstone	3
Total units	36-48

MBA students should be guided by the following sequence of events as they progress through their graduate study in the College of Business Administration.

#### I. First Year Core: Common Body of Knowledge

The masters degree presupposes mastery of a common body of knowledge. Students with a recent bachelor's degree in business administration from this University or from other AACSB-accredited business schools within the last 3 years will have met much of the First Year Core requirements depending on the grades they achieved in certain courses. Upon acceptance to the MBA Program, student's transcripts are reviewed for completion of the necessary course work for mastery of the common body of knowledge. Generally, a grade of "B" or better within the last 3 years or an "A" in the last 4 years is required to meet the criteria. More information about this requirement and waiver exams is available from the CBA Graduate Programs Office.

Students with comparable, three-year old coursework from a non-AACSB business school with grades of "B" or better may take waiver exams only at the beginning of their program to demonstrate capability in the First Year Core classes.

Waivers of the First Year Core classes are based upon recent, satisfactory educational background at either a graduate or undergraduate level as described above. 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 to make up any deficiency.

The First Year Core consists of at most four courses (up to 12 units):

- ACCT 500 Financial Accounting (3 units)
- FIN 501 Financial Management Concepts (3 units)
- MGMT 500 Business Policies, Operations and Organizations (3 units)
- MKTG 500 Marketing Concepts (3 units)

## II. Advancement to Candidacy

Students admitted with all First Year Core requirements completed must file an application for Advancement to Candidacy for the degree after completion of their first six units. Other students must file the application during the semester in which the First Year Core requirements are to be completed. Prior to advancement to candidacy, a student must:

1. Be accepted into the MBA Program.
2. Maintain an overall minimum 3.0 cumulative GPA, including work transferred from other institutions, and a minimum 3.0 GPA in all work completed at this University.
3. Complete all First Year Core Requirements, with no grade lower than "C".
4. Fulfill the Graduation Writing Assessment Requirement (GWAR) or receive a 4.0 or better on the writing portion of the GMAT or GRE.
5. Prepare an official student program in consultation with the CBA Graduate Programs Office. This program must include the Second-Year Core in effect at the time of Advancement to Candidacy, the 12 unit program for the area of Advanced Study and the Capstone Course, GBA 699, for a total of 36 units.
6. File the application for Advancement to Candidacy with the CBA Graduate Programs Office for approval by the Graduate Program Director.

## III. Second Year Core

Upon completion of the First Year Core, either by waiver or graduate course work, students move directly into the Second Year Core. (See section on Advancement to Candidacy). This core consists of seven courses (21 units) which provide the breadth requirements for the MBA degree at the advanced level.

Take all of the following courses:

- ACCT 610 Managerial Accounting and Control (3)  
Prerequisites: Graduate business standing.
- FIN 600 Seminar in Business Finance (3)  
Prerequisite: Not applicable.
- HRM 652 Seminar in Human Resources Management (3)  
Prerequisite: Graduate business standing.
- IS 601 Quantitative Methods for Managerial Decision Making (3)  
Prerequisite: Graduate business standing.
- IS 602 Management of Information Systems (3)

Prerequisite: Graduate business standing.

MGMT 647 Seminar in Strategic Management (3)

Prerequisites: Graduate business standing, and MGMT 500 or equivalent.

MKTG 661 Seminar in Marketing Policies (3)

Prerequisite: Graduate business standing, MKTG 500.

## IV. Advanced Study

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 graduate course work in three different areas within the College of Business Administration subject to approval by the CBA Graduate Programs Office.

## V. Transfer Credit

Assuming the Continuous Enrollment requirement has been satisfied, a maximum of nine credits that closely complement the student's degree objectives may be applied toward the requirements for the MBA degree beyond the First Year Core under the following conditions:

1. the credits under consideration must be graduate credits,
2. the course work must be taken at an AACSB accredited graduate program,
3. prior approval must be obtained from the CBA Graduate Programs Director,
4. prior approval must be obtained from the department chair of the course work being transferred.

The remaining units must be completed in courses at CSULB reserved exclusively for graduate students.

## MBA Specializations

Specializations require 12 units with at least nine units of graduate course work in one area. These specializations are only available in the evening program.

Any student may count three units of Directed Studies (697) toward Advanced Study requirements. See CBA Graduate Programs Office for more details.

Elective courses designed to fulfill specialization requirements must be approved by the CBA Graduate Programs Office through the completion and acceptance of student's Advancement to Candidacy form.

### Consumer Affairs

Requirements:

Take nine elective units selected from the following:

FCS 520, FCS 525, FCS 526, FCS 529, FCS 563, FCS 600.

### Fashion Merchandising and Design

Requirements:

Take nine elective units selected from the following:

FCS 555, FCS 558, FCS 563, FCS 600.

### Finance

Requirements:

Take nine elective units selected from the following:

FIN 620, FIN 630, FIN 650, FIN 690.

### Health Care Management

Requirements:

Take the following course:

HCA 502 The Health Care System (3)

Prerequisites: None.

Take any two of the following courses:  
HCA 536, HCA 537, HCA 550, HCA 552.

#### **Health Science**

Requirements:  
Take nine elective units selected from the following:  
HSC 500, HSC 507, HSC 535, HSC 625.

#### **Hospitality Management**

Requirements:  
Take nine elective units selected from the following:  
FCS 563, FCS 574, FCS 577, FCS 600.

#### **Human Resources Management**

Requirements:  
Take nine elective units selected from the following:  
HRM 654, HRM 655, HRM 657.

#### **Information Systems**

Requirements:  
Take nine elective units selected from the following:  
IS 545, IS 550, IS 564, IS 580, IS 584.

#### **Management**

Requirements:  
Take nine elective units selected from the following:  
MGMT 542, MGMT 543, MGMT 646; HRM 657, SCM  
611, SCM 614.

#### **Marketing**

Requirements:  
Take nine elective units selected from the following:  
MKTG 663, MKTG 665, MKTG 666, MKTG 667,  
MKTG 668, MKTG 669, MKTG 675, MKTG 695.

#### **Recreation and Leisure Studies**

Requirements:  
Take the following course:  
REC 571 Philosophy, Issues and Trends  
Prerequisites: None  
Take six elective units selected from the following:  
REC 521, REC 527, REC 528, REC 567, REC 569,  
REC 573.

#### **V. Capstone**

Students must take following as the last or capstone course:  
GBA 699 Integrated Analysis (3)  
Prerequisites: Graduate business standing. Student shall have completed all 2nd year core classes. Classified MBA status in the last semester or within six units of completion of the 33-unit minimum graduate program and advancement to candidacy.

Students must complete the Second Year Core and Advance to Candidacy before enrolling in GBA 699. In this comprehensive analysis, the student will demonstrate technical skills as they integrate the knowledge obtained in all the functional areas of business. Students will research a real company, collect data, conduct analysis, and offer improvement recommendations. A written research project report and oral presentation is required. Students must obtain a grade of "B" or better in GBA 699 in order to receive an MBA degree. Application for acceptance into GBA 699 must be filed in the CBA Graduate Programs Office before the end of the fourth week of instruction in the semester preceding enrollment in the course. Application forms and advisement relating to this important requirement are available in the Graduate Programs Office.

#### **VI. Time Limitation**

All courses on the official student program (Advancement to Candidacy) must be completed within seven years of commencement of the first class toward fulfillment of the Second Year Core requirement.

### **Master of Business Administration / Master of Fine Arts in Theatre Management**

For requirements, see description in the Theatre Arts section of this catalog.

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## **College of Business Administration Courses (CBA)**

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### **UPPER DIVISION**

#### **300. International Business (3)**

Introduction to nature, dimensions, and environment of international business. Emphasis on business functions, practices, and decisions as influenced by cultural, political, economic, social, and institutional factors in various parts of world.

Letter grade only (A-F).

#### **397. Junior Honors Seminar (3)**

Prerequisite: Acceptance into the CBA Honors Program.

Empirical, theoretical, and applied research methodology: fundamentals and advanced topics. Visits by faculty and business professionals focus on current issues and methods for solving business problems. Literature review and written proposal required for Honors Thesis.

Letter grade only (A-F).

#### **400. Business Ethics (3)**

Prerequisites: GE Foundation requirement, at least one Explorations course, consent of instructor.

Various types of ethical dilemmas that take place in business organizations and acquire concepts and tools needed to manage these complex value conflicts for the well being of individuals, organizations, and society.

Same course as PHIL 400. Not open for credit to students with credit in PHIL 400. Letter grade only (A-F).

#### **401A. Ethical Leadership (2)**

Prerequisite: Consent of instructor.

Explores ethical leadership challenges related to business, technology, values, relationships, and healthcare. Team-building retreat and networking with guest speakers are integral to the class. Students are required to complete both CBA 401A and CBA 401B within the same academic year.

Letter grade only (A-F).

#### **401B. Ethical Leadership (2)**

Prerequisites: CBA 401A with a grade of "C" or better in the immediately preceding fall semester and consent of instructor.

Continuation of CBA 401A. Explores ethical leadership challenges in media, education, government, and management. Community service and networking with guest speakers are integral to the class. Students required to complete CBA 401A and CBA 401B within the same academic year.

Letter grade only (A-F).



### **485. International Collegiate Business Strategy Competition (3)**

Prerequisites: Upper Division Standing, MGMT 300, MKTG 300, IS 301, ACCT 201, and consent of instructor. Students must apply to be in the class.

Student teams run a simulated manufacturing company and compete for best performance against teams from other universities. Company financial performance, a written business plan, an annual report and a presentation are evaluated by a panel of judges.

Letter grade only (A-F). May be repeated to a maximum of 6 units in different semesters.

### **493. Business Internship (1-3)**

Prerequisites: Classified business major or minor, consent of instructor.

Qualifying students placed in career-related paid or unpaid assignments in private or public agencies or businesses. Organized plan utilizing series of seminars and learning agreements required with selected reading and writing assignments.

Credit/No Credit grading only. May be repeated to a maximum of 6 units. A minimum of 120 hours internship experience per semester is required.

### **494. Selected Topics - Short-Term Study Abroad (3)**

Prerequisite: None.

Topics of current interest in business administration selected for intensive study, linked to a group study abroad experience in a country such as China, France, Germany, Thailand and Vietnam.

Letter grade only (A-F). May be repeated to a maximum of 6 units with different topics in different semesters. Topics and study sites announced in the *Schedule of Classes*.

- A. China
- B. Germany

### **495. Selected Topics (3)**

Prerequisites: Consent of instructor, IS 301.

Topics of current interest in business administration selected for intensive study.

Letter grade only (A-F). May be repeated to a maximum of 6 units with different topics in different semesters. Topics announced in the *Schedule of Classes*.

### **497. Senior Honors Seminar I (3)**

Prerequisites: CBA 397, IS 301.

Continuation of CBA 397, special emphasis on sampling, instrumentation, and data analysis. Topics covered may vary year-to-year. Perform majority of data collection and preliminary data analysis for honors thesis.

Letter grade only (A-F).

### **499. Senior Honors Seminar II (3)**

Prerequisites: CBA 497, IS 301.

Completion of Honors Thesis. Data analysis completed, findings interpreted relative to research hypotheses; final report is submitted. Attention to preparing manuscripts for publication, academic review process, and making professional presentations. Learning by illustration and application. Visits by faculty and business leaders.

Letter grade only (A-F).

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## **Graduate Business Administration Courses (GBA)**

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### **GRADUATE LEVEL**

#### **500. MBA Orientation (3)**

Prerequisite: Graduate business standing.

Presents foundations in leadership, motivation, ethics and social responsibility, theory of the firm, foundations in communication and teamwork, spreadsheet analysis and modeling, case analysis and basic research methods.

Letter grade only (A-F).

#### **600. Sustainability and the Business Organization I (3)**

Prerequisites: Graduate business standing, ACCT 615, FIN 615, IS 615, MGMT/HRM 615, MKTG 615, Intermediate Microeconomics, completion of all relevant toolboxes.

Integrates skills from the various business functional areas to address the complexity of decision making for the organization and its stakeholders to meet the goal of sustainable development, where sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs.

Letter grade only (A-F).

#### **601. Sustainability and the Business Organization II (3)**

Prerequisites: Graduate business standing, GBA 600, ACCT 615, FIN 615, IS 615, MGMT/HRM 615, MKTG 615, Intermediate Microeconomics, completion of all relevant toolboxes.

Continuation of GBA 600. Integrated systems approach to managerial decision making with the goal of sustainable development that meets current business needs while simultaneously ensuring availability of resources for future generations.

Letter grade only (A-F).

#### **602. Globalization Global Business I (3)**

Prerequisites: Graduate business standing, and completion of first year core.

Examines globalization and global business from both societal and managerial perspectives. Includes lectures, case studies, projects, exercises, reports, and presentations.

Letter grade only (A-F).

#### **603. Globalization Global Business II (3)**

Prerequisites: Graduate business standing, and completion of first year core.

Examines globalization and global business from both societal and managerial perspectives. Includes lectures, case studies, projects, exercises, reports, and presentations.

Letter grade only (A-F).

#### **604. Customer Relationship Management I (4)**

Prerequisites: Graduate business standing, ACCT 615, FIN 615, IS 615, MGMT/HRM 615, MKTG 615, Intermediate Microeconomics, completion of all relevant toolboxes.

Explores the interrelated activities processes in supply chain management and customer relationships management. Customer privacy (accounting, information systems, management, and marketing) as pertains to CRM formulation, implementation, evaluation, and control.

Letter grade only (A-F).

#### **605. Customer Relationship Management II (4)**

Prerequisites: Graduate business standing, ACCT 615, FIN 615, IS 615, MGMT/HRM 615, MKTG 615, Intermediate Microeconomics, completion of all relevant toolboxes.

Continuation of GBA 604. Explores the interrelated activities processes in supply chain management and customer relationships management. Customer privacy (accounting, information systems, management, and marketing) as pertains to CRM formulation,

implementation, evaluation, and control.

Letter grade only (A-F).

### **630 Technology-based Business Model: Developing and Financing (3)**

Prerequisite: Graduate standing.

Introduction to technology-based business models. Their development and financing by identifying high potential technology-intensive business opportunities. For future managers, investors, and those who have engineering and science background. Case studies, lectures, workshops, and projects that involve real world business ideas.

Letter grade only (A-F).

### **640. Electronic Commerce (4)**

Prerequisites: Graduate business standing, ACCT 615, FIN 615, IS 615, MGMT/HRM 615, MKTG 615, Intermediate Microeconomics, completion of all relevant toolboxes.

E-commerce as an integrated subject; electronic commerce business models and concepts; technology infrastructure including data communications, e-commerce security and business transaction systems; internet marketing concepts, consumer behavior, and marketing communications; ethical, social, legal, and organizational issues; e-commerce strategy and implementation.

Letter grade only (A-F).

### **641. Mergers and Acquisitions (4)**

Prerequisites: Graduate business standing, ACCT 615, FIN 615, IS 615, MGMT/HRM 615, MKTG 615, Intermediate Microeconomics, completion of all relevant toolboxes.

An integrated course on mergers and acquisitions. Students will develop an in-depth knowledge of corporate restructuring. Topics include valuation of companies, corporate acquisition financing, acquisition accounting, and short-term and long-term impact analysis of financial statements. Special topics include reverse mergers and spin-offs.

Letter grade only (A-F).

### **642. The Innovative Organization (4)**

Prerequisites: Graduate business standing, ACCT 615, FIN 615, IS 615, MGMT/HRM 615, MKTG 615, Intermediate Microeconomics, completion of all relevant toolboxes.

Overview of innovation journey, including strategies and processes, models and methods for change, implementation, and new business-model creation; new product/service development processes, including marketing research, financial analysis, creating and managing brand identity, and strategic issues; development of an innovation plan.

Letter grade only (A-F).

### **643. Global Investments and Financial Modeling (4)**

Prerequisites: Graduate business standing, ACCT 615, FIN 615, IS 615, MGMT/HRM 615, MKTG 615, Intermediate Microeconomics, completion of all relevant toolboxes.

Integration of international investment management and financial modeling. Investment management theories and concepts from a global perspective. Application of theory and concepts through hands-on modeling approaches using real-world data.

Letter grade only (A-F).

### **644. Financial Statement Analysis (4)**

Prerequisites: Graduate business standing, ACCT 615, FIN 615, Intermediate Microeconomics, completion of all relevant toolboxes.

Focuses on the content and analysis of publicly available financial statement data. Students will learn analytical tools to assess a firm's profitability and risk and to value the firm's common stock using valuation models.

Letter grade only (A-F).

### **646. Understanding the Social Lives of Brands (3)**

Prerequisites: Graduate business standing, MKTG 615.

Brand-centered marketing course intending to develop an integrated understanding of brands as cultural products and their relationship to consumers in product usage contexts. Consideration of the relationship between brand usage contexts and brand equity.

Letter grade only (A-F).

### **670. Professional Development: Career Management (1)**

Prerequisite: Graduate business standing.

This professional development course is designed to support students in their near and long-term career planning through self-assessment, reflection, career research, engagement with established professionals in the student's chosen field and preparation for job search and life-long career resilience.

Credit/No Credit grading only.

### **671. Leadership Foundations (1)**

Prerequisite: Graduate business standing.

This course examines individual, group, and organizational dimensions of leadership, provides an opportunity to develop skills that support effective leadership, and initiates a process for developing leadership competence during the MBA Program and beyond.

Credit/No Credit grading only.

### **685. International Collegiate Business Strategy Competition (3)**

Prerequisites: Graduate business standing. Students should have completed most of the first year of courses. Consent of instructor is required. Students must apply to be in the class.

Using simulation, student teams run simulated company and compete for best performance against other university teams. Financial, marketing, production, and management decision-making, business plans, annual reports, and presentations evaluated by judges at competitive event.

Letter grade only. May be repeated to a maximum of 6 units in different semesters.

### **690. Seminar in an MBA International Experience (3)**

Prerequisites: Graduate business standing, completion of MBA Second Year Core.

The active participation in the study of international business expansion through the study of various factors influencing a particular economy's position and industries and subsequent first-hand encounters in that same economy.

Letter grade only (A-F).

### **694. Selected Topics – Short-Term Study Abroad (3)**

Prerequisites: Graduate business standing.

Topics of current interest in business and management selected for intensive group study in a particular country. The international experience enables students to apply concepts learned in classroom to the business and cultural environment of the host country.

Letter grade only (A-F). May be repeated to a maximum of 6 units with different topics in different semesters.

**A. China**

**B. Germany**

### **695. Selected Topics (1-3)**

Prerequisite: Graduate business standing.

Topics change each offering and in the absence of significant duplication.

Letter grade only (A-F). May be repeated to a maximum of 6 units with different topics in the same semester. Topics announced in the *Schedule of Classes*.

## 698. Thesis (2-4)

Prerequisites: Graduate business standing, GBA 601.

Planning, preparation, and completion of a thesis in business administration.

## 699. Integrated Analysis (3)

Prerequisites: Graduate business standing. Student shall have completed all 2nd year core classes. Classified MBA status in the last semester or within six units of completion of the 33-unit minimum graduate program and advancement to candidacy.

Study of wide range of business problems and formulation of solutions. Integration of knowledge from all functional areas of business and its application to complex business problems arising out of changing technology, competitive market conditions, social changes and governmental actions.

A grade of "B" or better is required for successful completion. Serves as required terminal examination for College of Business Administration graduate candidates. Project is required. Students must file application for entry into GBA 699 no later than the fourth week of instruction in the semester preceding the one in which GBA 699 will be taken. Application forms are available in the Graduate Programs Office. Letter grade only (A-F).

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## Business Law Courses (BLAW)

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### LOWER DIVISION

#### 220. Introduction to Law and Business Transactions (3)

Law and the American legal system in today's business world. Contracts, sales, and commercial paper. Examination of the role and function of the judiciary, elements of civil and criminal lawsuits, and other emerging areas of the law, including alternative dispute resolution.

Not open for credit to students with credit in FIN 220. Letter grade only (A-F).

### UPPER DIVISION

#### 309. The Consumer in the Legal and Economic Environment (3)

Prerequisites: GE Foundation requirement, one or more Explorations courses; upper-division standing.

Incorporates an integrated coverage of the economic, legal, ethical and regulatory environment of consumers in avoiding and resolving disputes regarding fraudulent transactions, financial matters, personal and real property contracts, torts, credit and investment issues, and family relationships. Team taught.

(Lecture-Discussion 3 hours) Same course as CAFF 309. Not open for credit to students with credit in CAFF 309 or FIN 309.

#### 320. Legal and Regulatory Environment of Business (3)

Forms of business organizations, employment law, securities law, environmental law, anti-trust issues, and international transactions. Social, international and economic influences on domestic and multinational corporations. Exploration of relationship of government to business. Introduction to business ethics.

Not open for credit to students with credit in FIN 320. Letter grade only (A-F).

#### 424. International Legal Environment of Business (3)

Prerequisites: BLAW 320, IS 301.

Subsidiaries, joint ventures and other forms of international business. Effects of treaties, laws and policies of governments on business operations. Resolution of business and investment disputes, protection of property rights, the financing and taxing of international operations, and ethical issues.

Not open for credit to students with credit in FIN 424. Letter grade only (A-F).

## GRADUATE LEVEL

### 520. Legal, Regulatory, and Ethical Environment of Business (3)

Prerequisite: Graduate business standing.

Legal and regulatory environment in which managers must operate. Constitutional and judicial structures for resolving disputes, effect of governmental and political policies, and liability encountered by business in various defined areas of substantive law. Ethical issues faced by business.

Not open for credit to students with credit in FIN 520. Letter grade only (A-F).

## Department Graduate-Level Courses

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### Accountancy Courses (ACCT)

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#### 500. Financial Accounting (3)

Prerequisite: Graduate business standing.

Objective is to develop skills required to interpret and analyze the information contained in the financial statements, with emphasis on the use of accounting information as an aid to business decisions.

Laboratory and/or class computer applications required. Letter grade only (A-F).

#### 601. Corporate Governance and Financial Reporting (4)

Prerequisite: MSA standing

Introduction to corporate governance, SEC and other reporting requirements of complex accounting policies in the US including exposure to financial accounting research relating to earnings quality and the stock market, current scandals and frauds.

Letter grade only (A-F).

#### 602. Advanced Cost Accounting (4)

Prerequisite: MSA standing

Covers the advanced topics in planning, budgeting and cost control of decision making using a quantitative analysis approach. Emphasis is placed on development of critical thinking and analytical skills in problem solving with cost issues.

Letter grade only (A-F).

#### 603. Financial Statement Analysis (4)

Prerequisite: MSA standing.

Focuses on the content and analysis of publicly available financial statement data. Students will learn analytical tools to assess a firm's profitability and risk and to value the firm's common stock using valuation models.

Letter grade only (A-F).

#### 604. Forensic Accounting (2)

Prerequisite: MSA standing.

Introduction to the fundamental forensic accounting skills employed by accountants. Specific topics include professional responsibilities of forensic practitioners, fraud prevention, detection, and response, business valuation, damage computations, and the accountant as an expert witness.

Letter grade only (A-F).

#### 605. Seminar in Accounting Information Systems (4)

Prerequisite: MSA standing.

Familiarization with accounting information systems analysis, design, development, and implementation. Studied through use and application of computers.

Letter grade only (A-F).

**610. Managerial Accounting and Control (3)**

Prerequisite: Graduate business standing.

Introduces basic cost concepts of managerial accounting using a quantitative analytical approach. Topics include costing systems, cost-volume-profit analysis, budgeting, cost control, and compensation with focus on management decision-making.

Laboratory and/or class computer applications required. Not open for credit to students with credit in ACCT 510. Letter grade only (A-F).

**611. Seminar in Auditing and Assurance Services (4)**

Prerequisite: MSA standing.

Selected conceptual issues in auditing and assurance services. Differences between audit and assurance services. Public accountant responsibilities. Problems and cases on engagement to compile or review financial statements of nonpublic entities under accounting and review services standards.

Letter grade only (A-F).

**612. Governmental and Non-Profit Accounting (4)**

Prerequisite: MSA standing.

Concepts and problems in the accounting for local, state, and government agencies and for not-for-profit institutions including colleges and hospitals.

Letter grade only (A-F).

**615. Accounting for Managers (4)**

Prerequisite: Graduate business standing.

Presents essential accounting concepts for managers in organizations of all types. Reviews use of accounting information to plan, control, and evaluate performance and comply with regulatory requirements. Examines how accounting information facilitates management decision making.

Letter grade only (A-F).

**621. Tax Research and Planning (4)**

Prerequisite: : MSA standing.

Develops the technical and research skills needed to address contemporary tax issues. It acquaints students with federal tax policies, procedures and authorities governing tax practice.

Letter grade only (A-F).

**622. Taxation of Partnerships & S Corporations (4)**

Prerequisite:MSA standing.

Focuses on the federal income taxation of partnerships, S corporations, and their owners/beneficiaries. Students will learn why so many closely-held businesses and real estate investments are owned by partnerships or LLCs.

Letter grade only (A-F).

**623. Taxation of C Corporations and Shareholders (4)**

Prerequisite: MSA standing.

Focuses on the federal income taxation of C corporations and shareholders. It also focuses on reading and interpreting tax laws to determine tax consequences of completed transactions and to formulating tax-planning strategies.

Letter grade only (A-F).

**631. Information Systems Governance and Control (4)**

Prerequisite: MSA standing.

Reviews governance and control issues in accounting information systems, examines issues related to the Sarbanes-Oxley Act 2002 (SOX), and applies governance frameworks including COSO, COBIT and ITIL to governance and control of information systems.

Letter grade only (A-F).

**632. Information Systems Auditing (4)**

Prerequisite: MSA standing.

Reviews processes for performing audits of information systems, including obtaining evidence on the reliability of the systems, safeguarding of information assets, and constructing risk profiles of information systems applications.

Letter grade only (A-F).

**633. Accounting Database Systems (4)**

Prerequisite: MSA standing.

Examines the architecture of enterprise information. Semantic and syntactic modeling of enterprise economic phenomena, relational database technology and database design for business systems, business process analysis patterns and implementation compromises.

Letter grade only (A-F).

**634. Advanced Spreadsheet Analysis (4)**

Prerequisite: MSA standing.

Presents advanced spreadsheet and analysis techniques such as pivot tables, simulations, programming with visual basic, and the use of macros to solve accounting-related problems.

Letter grade only (A-F).

**680. Financial Reporting and Analysis (3)**

Prerequisite: Graduate business standing.

In-depth understanding of accounting standards with focus on analytical skills to analyze publicly available financial statement data. Students will learn analytical tools to assess a firm's profitability and risk and to value the firm's common stock.

Letter grade only (A-F).

**695. Selected Topics in Accountancy (1-3)**

Prerequisites: Graduate business standing and consent of instructor.

Letter grade only (A-F). May be repeated to a maximum of 6 units with different topics. Topics announced in the Schedule of Classes.

**697. Directed Studies (1-3)**

Prerequisites: Graduate business standing and consent of instructor.

Individual study under faculty direction.

Letter grade only (A-F).

**699. Accountant's Professional Responsibilities and Ethics (4)**

Prerequisites/Corequisites: MSA standing, ACCT 601, ACCT 602, ACCT 603, ACCT 604, ACCT 605, ACCT 611, ACCT 612.

A case-based capstone course that examines different theories of the accountant's professional responsibilities and ethics. Accountants' ethical reasoning is examined along with the legal and regulatory obligations.

Letter grade only (A-F).

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**Finance Courses (FIN)**


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**501. Financial Management Concepts (3)**

Prerequisite: Graduate business standing.

Integration of computers, management information systems and cases to: (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.

Letter grade only (A-F).

### **600. Seminar in Business Finance (3)**

Prerequisite: Graduate business Standing.

Financial theory and management: (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; (6) special topics.

Letter grade only (A-F).

### **615. Financial Management (4)**

Prerequisites: Graduate business standing and demonstrated basic knowledge of finance.

An overview of financial theory and management. Building from the wealth-maximization goal and agency theory, the course focuses on using financial statement information in a variety of ways to engage in effective financial management. Topics include: (1) financial analysis and planning; (2) time value of money, (3) risk and returns, (4) valuation, (5) cost of capital and capital structure; (6) capital budgeting; and (7) long-term financing decisions. While some topics are introduced in other courses, the discussion is extended and deepened in this course. Also provides finance fundamentals elaborated on later in the program.

Letter grade only (A-F).

### **620. Capital Budgeting (3)**

Prerequisites: Graduate business standing, FIN 600.

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 required.

Letter grade only (A-F).

### **630. Seminar in Financial Forecasting (3)**

Prerequisites: Graduate business standing, FIN 600.

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

Letter grade only (A-F).

### **650. Seminar in Investments (3)**

Prerequisites: Graduate business standing, FIN 600.

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 required.

Letter grade only (A-F). Course fee may be required.

### **690. Seminar in International Finance (3)**

Prerequisites: Graduate business standing, FIN 600.

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

Letter grade only (A-F).

### **695. Selected Topics in Finance (3)**

Prerequisites: Graduate business standing and consent of instructor.

Letter grade only (A-F). May be repeated to a maximum of 6 units with different topics. Topics announced in *Schedule of Classes*.

### **697. Directed Studies (1-3)**

Prerequisites: Graduate business standing and consent of instructor.

Individual study under direction of faculty.

Letter grade only (A-F).

### **699A-B. Applied Portfolio Management (3-3)**

Prerequisites: FIN 699A: Graduate business standing; FIN 520, FIN 600, FIN 650; consent of instructor and department chair. FIN 699B: Graduate business standing; FIN 699A; consent of instructor and department chair.

FIN 699A offered in Fall and accepted students must enroll in FIN 699B in Spring.

Participation in management of actual investment portfolio. Research, monitor, and analyze securities and make, buy and sell recommendations for a student-managed investment fund. Contribute to publication of semi-annual fund report. Market, sector and firm analysis with presentations and outside research.

Letter grade only (A-F).

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## **Human Resources Management Courses (HRM)**

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### **652. Seminar in Human Resources Management (3)**

Prerequisite: Graduate business standing.

Decisions and actions that impact management. Problems of productivity, employee commitment, employee development, employment law, and compensation. Staffing, training and development, performance appraisal, counseling, leadership and motivation, reward systems, participation and delegation, and discipline. Discussion, cases, simulations, and presentations.

Letter grade only (A-F).

### **654. Seminar in Negotiation and Conflict Management (3)**

Prerequisite: Graduate business standing.

Various forms of opposition interactions within organizations. Interpersonal, intragroup, and intergroup conflict. Distinguishing between functional and dysfunctional conflict, identifying sources and causes of conflict, and examining alternative styles and methods of conflict management. Discussion, cases, simulations, and presentations.

Letter grade only (A-F).

### **655. Seminar in Motivation and Organization Change (3)**

Prerequisite: Graduate business standing.

Human motivation and organizational change. Traditional and modern theories of work motivation and change. Psychology and management of motivation, organizational change and development. Management skills, policies, and organizational characteristics that facilitate the creation of motivating, flexible organizations.

Letter grade only (A-F).

### **657. Seminar in Leadership Skills (3)**

Prerequisite: Graduate business standing.

Development of leadership abilities. Effectiveness of numerous approaches to leadership from both managerial and psychological viewpoints. Understanding leadership styles and abilities of self and others through assessment. Personality, situational factors, group processes, followership, and implications for leadership training

Letter grade only (A-F).

### **697. Directed Studies (1-3)**

Prerequisites: Graduate business standing and consent of instructor.

Individual study under the direction of the faculty.

Letter grade only (A-F).

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## Information Systems Courses (IS)

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### 520. Spreadsheet Modeling (3)

Prerequisites: Graduate business standing, IS 601.

Advanced topics in spreadsheet tools and techniques, such as advanced functions, solver and curve fitting. To model and solve business problems in optimization, forecasting, customer profitability, customer loyalty and online reviewer behavior.

Letter grade only (A-F).

### 531. Professional Communication (3)

Prerequisite: Graduate business standing.

In-depth study of effective professional communication practices within diverse organizations and professional settings. Techniques and practices of professional etiquette, ethics, interpersonal and collaborative relationships, and targeted writing and presentations are emphasized. Strategies for work-life issues and evolving communication technologies highlighted.

Letter grade only (A-F).

### 540. Business Application Programming (3)

Prerequisite: Graduate business standing.

Introduce Object-oriented programming concepts and constructs. Analyze, design, and implement Windows-based business applications that fully utilize the Graphical User Interface tools and techniques. Develop a fully functioning enterprise information system that utilizes advanced programming techniques for interacting with the database.

Letter grade only (A-F).

### 545./445. Internet Applications Development (3)

Prerequisites: Graduate business standing, knowledge of programming, and consent of instructor.

Theory and applications of the Internet. Applications development using tools such as HTML and FrontPage. 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.

Letter grade only (A-F).

### 550. Business Telecommunications Management (3)

Prerequisites: Graduate business standing, and IS 602 or equivalent.

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

Letter grade only (A-F).

### 556. Information Systems Security and Assurance (3)

Prerequisite: Graduate business standing.

Foundation and applications of information security and assurance. Principles and methodologies of security risk and assessment. System protection and design, cryptography, and hardware and software tools. Assurance and management control. Security plans and policies. Integrated Project.

Letter grade only (A-F).

### 557. Wireless Systems and Mobile Applications (3)

Prerequisites: Graduate business standing, IS 540.

Topics include technical and business aspects of wireless networking and mobile applications to support business operation and business management. Mobile application framework, mobile application design and development, human interface design, and current technology issues.

Letter grade only (A-F).

### 564./464. Network Modeling and Simulation (3)

Prerequisites: Graduate business standing, IS 601.

Fundamentals of simulation methodology for performance and feasibility study of business models. Basic probability distributions, random number generation, model formulation, evaluating results, validations, waiting-line simulation, and computer network performance measurement via simulation and use of computer software simulation packages.

Letter grade only (A-F).

### 570. Business Intelligence (3)

Prerequisites: Graduate business standing, IS 601.

Extract useful information (business intelligence BI) from large volumes of data or internet using BI software. Theories and applications in business intelligence and business analytics. Topics include recommender system, collaborative filtering, web text mining, social network analysis, advance customer analytics.

Letter grade only (A-F).

### 580. Management Support Systems and Database Management Systems (3)

Prerequisites: Graduate business standing, and IS 602 or equivalent.

Use of information and database techniques to support management decision making. Decision support systems, groupware, expert systems, executive information systems, database management systems (DBMS), database analysis and design, database manipulation languages (SQL and QBE), and data warehousing.

Letter grade only (A-F).

### 581. Advanced Database Management (3)

Prerequisites: Graduate business standing, IS 580.

Advanced topics in database management. Enterprise data needs, analysis and design. Development and management of complete database management system applications. Administration of large scale enterprise database. Latest issues and trends in database technologies.

Letter grade only (A-F).

### 582. Enterprise Systems (3)

Prerequisites: Graduate business standing, IS 540.

Advanced theories and application of enterprise systems. Understanding, design, and development of major business processes in enterprise systems. Issues and management of enterprise systems adoption. Enterprise systems configuration and customization. Lectures, hands-on, and case studies.

Letter grade only (A-F).

### 583. Advanced Business Programming (3)

Prerequisites: Graduate business standing, IS 540.

Advanced topics in business application development. Emphasis on design and development of applications to improve business operation and new business models. Topics include business process analysis, application design, application development, human interface design and current technical issues.

Letter grade only (A-F).

### 584/484. eBusiness: Applications and Management (3)

Prerequisites: Graduate business standing.

Theory and applications of electronic commerce including issues such as E-cash, E-banking, E-tailing, SCM, E-marketing, B2C, B2B, C2C, E-government, Internet business opportunities, Internet security homepage maintenance, Internet database interface and cooperative computing.

Letter grade only (A-F).

### **585. System Analysis and Design (3)**

Prerequisites: Graduate business standing.

Introduction to current and emerging practices, concepts, and methodologies of systems analysis and design. Requirements analysis, business process modeling, conceptual and physical design, systems implementation and maintenance, project management and teamwork, roles and responsibilities of systems analysts.

Letter grade only (A-F).

### **595. Information Systems Project (3)**

Prerequisites: Graduate business standing, IS 585.

Theories and practice in managing large scale information systems projects. Issues include cost estimation, personnel management, requirement analysis, system design methods, quality control of software projects, system validation, and configuration management.

Letter grade only (A-F).

### **601. Quantitative Methods for Managerial Decision Making (3)**

Prerequisite: Graduate business standing.

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.

Letter grade only (A-F).

### **602. Management of Information Systems (3)**

Prerequisite: Graduate business standing.

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.

Letter grade only (A-F).

### **615. Information and Decision Systems (4)**

Prerequisite: Graduate business standing.

Information and decision technology systems used in managerial decision making. Data-related concepts and subjects. Role of information systems in business. Data analysis and interpretation using statistical and quantitative techniques. Use of appropriate software.

Letter grade only (A-F).

### **645. Internet Applications in Business (3)**

Prerequisite: Graduate business standing, IS 540.

Concepts of Web protocols and Web services. Client side and server side Web application development concepts. HTML, CSS and JavaScript development. Web site design and development issues and best practices. Cutting edge Web technology and development tools.

Letter grade only (A-F).

### **664. Modeling and Simulation (3)**

Prerequisite: Graduate business standing, IS 601.

Theory with hands-on lab sessions to explore technical skills to understand and model information systems. Introduction to the techniques and modeling tools to construct and analyze performance models of telecommunication networks, business decision-making, logistics, supply chain systems.

Letter grade only (A-F).

### **684. Electronic Business (3)**

Prerequisite: Graduate business standing, IS 602.

Electronic business. Infrastructure and platform. Technology based innovation. Business models. Cash flow and valuation. Issues in B2C, B2B, C2C, mobile, social commerce, e-government, web analytics, security and payment systems, social networks, ethics, and intellectual property. Systems implementation and performance.

Letter grade only (A-F).

### **695. Selected Topics in Information Systems (3)**

Prerequisites: Graduate business standing and consent of instructor.

Letter grade only (A-F). Topics announced in the *Schedule of Classes*.

### **697. Directed Studies (1-3)**

Prerequisites: Graduate business standing and consent of instructor.

Individual study under the direction of the faculty.

Letter grade only (A-F).

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## **Management Courses (MGMT)**

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### **500. Business Policies, Operations and Organizations (3)**

Prerequisite: Graduate business standing.

Recommended Preparation: IS 310.

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

Letter grade only (A-F).

### **541. Industrial Logistics (3)**

Prerequisites: Graduate business standing, and MGMT 500 or equivalent.

Systems analysis and synthesis of the general logistics system containing the marketing, production, and transportation activities. Definition of system components of outputs, activities and inputs. Specification and quantification of the major functional relationships interrelating these components.

Letter grade only (A-F).

### **542. Seminar in Entrepreneurship and New Venture Creation (3)**

Prerequisites: Graduate business standing, and MGMT 500 or equivalent.

Explores dimensions of new venture creation and growth. Covers basics of entrepreneurial processes. Teaches students skills in identifying opportunities, obtaining resources, managing and growing entrepreneurial organizations, and creating value for stakeholders. Students choose businesses and develop new venture plans.

Letter grade only (A-F).

### **543. International Business Policy (3)**

Prerequisites: Graduate business standing, and MGMT 500 or equivalent.

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, readings, logistic analysis and research report.

Letter grade only (A-F).

**615. Fundamentals of Management, Organizational Behavior and Human Resources (4)**

Prerequisite: Graduate business standing.

Functions of management, with emphasis on theory from human resource management and organizational behavior. Strategy formulation, managing change, managing performance, hiring, firing, and motivating employees. Case studies, readings, simulation exercises, diagnostic reports, and presentations.

Letter grade only (A-F).

**646. Seminar in Managing Mergers and Acquisitions (3)**

Prerequisites: Graduate business standing, and MGMT 500 or equivalent.

Reasons for trend of mergers and acquisitions. Examination of the merger and acquisition process. Coordination and integration across business boundaries, exploiting synergies, strategic vs. operating focus, hierarchical structure of combined companies, learning transfer, and the rationalization of shared activities.

Letter grade only (A-F).

**647. Seminar in Strategic Management (3)**

Prerequisites: Graduate business standing, and MGMT 500 or equivalent.

Analysis of planning and control systems in management. Use of case studies and problems.

Letter grade only (A-F).

**695. Selected Topics in Management (3)**

Prerequisite: Graduate business standing.

Letter grade only (A-F). May be repeated to a maximum of 6 units with different topics. Topics announced in the *Schedule of Classes*.

**697. Directed Studies (1-3)**

Prerequisites: Graduate business standing and consent of instructor.

Individual study under the direction of the faculty.

Letter grade only (A-F).

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**Marketing Courses (MKTG)**

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**500. Marketing Concepts (3)**

Prerequisite: Graduate business standing.

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

Letter grade only (A-F).

**615. Marketing Management (3)**

Prerequisites: Graduate business standing, basic Accounting, basic Finance, basic Statistics, Intermediate Microeconomics.

Decision process in marketing, functional areas and interaction with the total operations of the firm. Solving of practical, domestic and international, profit- and non-profit-oriented marketing problems. Sophisticated strategic and tactical, qualitative and quantitative case analysis, simulation, and discussion. Marketing principles and technologies.

Letter grade only (A-F).

**661. Seminar in Marketing Policies (3)**

Prerequisites: Graduate business standing, MKTG 500.

Solving practical, profit-oriented problems in marketing. Sophisticated case analysis and discussion. Application of marketing principles and technologies, including information systems, databases, behavioral theories, and management techniques.

Letter grade only (A-F).

**663. Seminar in Social and Digital Media Marketing (3)**

Prerequisites: Graduate business standing, MKTG 500.

The role of social and digital media in marketing such as e-commerce, search optimization, mobile applications, online communication, and gaming. Digital analytics of business model, and future trends.

Letter grade only (A-F).

**665. Seminar in Marketing Research (3)**

Prerequisites: Graduate business standing, MKTG 500, and IS 601.

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

Letter grade only (A-F).

**666. Seminar in International Marketing (3)**

Prerequisites: Graduate business standing, MKTG 500.

The study of global marketing theory and practice. Analysis of cultural foundations, foreign entry, local marketing, and global marketing management. Emphasis on cross-cultural differences in consumer behavior, importance of emerging markets, and public policy issues.

Letter grade only (A-F).

**667. Marketing and Sustainability**

Prerequisite: Graduate standing and consent of instructor.

Topics in sustainability and marketing. Integration of profit, environment and society into marketing decision-making. Analysis and development of sustainable business situations and alternatives. Learn to develop realistic and feasible sustainable marketing strategies.

Letter grade only (A-F).

**668. Seminar in Consumer Behavior (3)**

Prerequisites: Graduate business standing, MKTG 500.

Topics in the behavioral 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.

Letter grade only (A-F).

**669. Seminar in Strategic Planning (3)**

Prerequisites: Graduate business standing, MKTG 661.

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.

Letter grade only (A-F).

**675. Seminar in Marketing Analytics (3)**

Prerequisite: IS 601.

Marketing Analytics is a scientific approach that connects customer data and competitive information to drive strategic decision making in modern enterprises. The course explores customer data analysis techniques and their theoretical foundations that are applied to real world business problems. The ethical implications related to collecting and utilizing customer data are examined.

Letter grade only (A-F).

**695. Selected Topics in Marketing (3)**

Prerequisites: Graduate business standing and consent of instructor.

Letter grade only (A-F). May be repeated to a maximum of 6 units with different topics. Topics announced in the *Schedule of Classes*.



### **697. Directed Studies (1-3)**

Prerequisites: Graduate business standing, consent of instructor and department chair.

Individual study under the direction of the faculty.

Letter grade only (A-F).

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## **Operations and Supply Chain Management (SCM)**

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### **500. Research Methods for Supply Chain Management (3)**

Prerequisite: Graduate Standing.

Applications of research methods to topics in supply-chain management and logistics, with an emphasis on descriptive and inferential statistics.

Letter grade only (A-F).

### **520. Business Economics (3)**

Prerequisite: Graduate Standing.

Development of microeconomic analytic tools and their application to problems in business and management. Topics include unconstrained and constrained economic optimization, capital theory, product and factor markets, market structures, forecasting, and cost-benefit analysis.

Letter grade only (A-F).

### **611. Operations Planning and Analysis (3)**

Prerequisite: Graduate Standing.

Advanced topics on work system design, business process reengineering, and using analytics to make operational decisions such as inventory control, capacity management and scheduling. Emerging operations practices in various industries and hands-on software experiences are included.

Letter grade only (A-F).

### **614. Supply Chain Management (3)**

Prerequisite: Graduate Standing.

Introduce the concepts, insights and tools for the effective management of the supply chain. Emphasis on both strategic and tactical decisions. Topics include inventory management, value of information, network design, distribution strategies, strategic alliance, revenue management, and international issues.

Letter grade only (A-F).

### **620. Business Analytics for Supply Chain Management (3)**

Prerequisite: Graduate Standing.

Use advanced techniques such as predictive analytics, optimization, and simulation to make data-oriented decisions that improve operational effectiveness and supply chain coordination. Topics include business statistics, Solver, dynamic optimization, and case studies using Arena simulation.

Letter grade only (A-F).

### **SCM 625. Global Supply Chain Strategy (3)**

Prerequisite: Graduate Standing.

Current theory and principles of global business pertaining to problems of formulating and implementing strategies and tactics in multinational corporations. Special emphasis on management of supply chain operations across cultural, economic, and political boundaries. Case studies, readings, and research report.

Letter grade only (A-F).

### **630. Project Management (3)**

Prerequisite: Graduate Standing.

This course focuses on the planning, implementation, and control of projects. Coverage will include project definition, time and cost management, conflict resolution and team processes, scheduling and lifecycle management. Computerized network models and project management software packages are included.

Letter grade only (A-F).

### **640. Logistics and Transportation Management (3)**

Prerequisite: Graduate Standing.

Economic analysis of freight transportation, demand, and cost factors, market structures, public policy and regulation, social and environmental impacts. Introduction to the logistics and economics of goods movement via ocean, surface, air, and intermodal strategies.

Letter grade only (A-F).

### **657. Seminar in Supply Chain Leadership (3)**

Prerequisite: Graduate Standing.

This course emphasizes the interpersonal skills necessary for individuals in supply chain leadership positions. Group processes, situational factors, change management, and leading diverse individuals are discussed. Leadership self-assessment is included to aid understanding of one's own leadership abilities.

Letter grade only (A-F).

### **699. Capstone Project for Global Supply Chain Management (3)**

Prerequisite: Graduate standing or consent of instructor.

A Capstone Project for Global Supply Chain Management.

Students will complete a term project that allows them to integrate their knowledge of Global Supply Chain Management. In addition to submitting a written paper, students are required to make an oral presentation of their analysis.

Letter grade only (A-F).

# ACCOUNTANCY

## College of Business Administration

**Department Chair:** Sudha Krishnan

**Department Office:** College of Business Administration Room 411  
Telephone: (562) 985-4653  
Website: [www.csulb.edu/colleges/cba/accountancy/](http://www.csulb.edu/colleges/cba/accountancy/)

**Faculty:** David Bojarsky, Sally Chung, Michael Conostas, Steven Fisher, Debra Grace, Paula Hao, Xuan Huang, Sudha Krishnan, John Lacey, Ping Lin, Praveen Sinha, Rodney Smith, Sean Yu, William Zhang

**Administrative Support Coordinator:** Nina Villa

### Career Possibilities

Accountant • CPA • Cost Accountant • Auditor • IRS Agent • Financial Analyst • Bank Officer • Controller • FBI Agent • Management Information Systems Manager • Credit Analyst, Financial Analyst • Appraiser • Banker • Contract Administrator • Stock Broker (Some of these, and other careers, require additional education or experience. For more information, see [www.careers.csulb.edu](http://www.careers.csulb.edu).)

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## Undergraduate Programs

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### Bachelor of Science in Business Administration

#### Admission Under Impaction

Refer to the following website for additional impaction criteria: [www.csulb.edu/depts/enrollment/graduation/native-major-criteria/](http://www.csulb.edu/depts/enrollment/graduation/native-major-criteria/).

#### Requirements

In order to graduate with an undergraduate business degree from CSULB, a student must complete a minimum of 120 units. A majority of the upper division business courses, including economics and statistics, must be completed at this university. For details, refer to the CBA Policy on Course Transfers/Substitutions.

All CBA majors must maintain major GPAs of 2.0 or higher. A student whose GPA in the major falls below 2.0 will be advised that they are at risk of being dismissed from the major and granted one semester to raise their major GPA(s) to 2.0. Students who do not successfully raise their major GPA(s) must meet with an advisor to declare another major or submit an appeal to the CBA Center for Student Success explaining why they need one additional semester. Students whose major GPAs remain below 2.0 after this additional semester must declare a new major.

#### 1. Lower Division:

Take all of the following:

ACCT 201 Elementary Financial Accounting (3)  
\*\*"C" or better required.  
Prerequisite: None

• ACCT 202 Managerial Accounting (3)  
\*\*"C" or better required.

Prerequisite: ACCT 201.

ECON 100 Principles of Macroeconomics (3)

\* C or better

Prerequisites: MATH 103 or higher; one GE Foundation course.

ECON 101 Principles of Microeconomics (3)

\* C or better

Prerequisite/Corequisite: MATH 103 or higher.

MATH 115 Calculus for Business (3)

\* C or better

Prerequisite: Appropriate ELM score, ELM exemption, or MAPB 11.

Choose one of the following:

STAT 118 Intro to Business Statistics (3)

Prerequisite: Appropriate ELM score, ELM exemption, or MAPB 11.

MATH 114 Finite Mathematics (3)

Prerequisites: Appropriate ELM score, ELM exemption, or MAPB 11.

Students planning business options should take STAT 118.

#### 2. Ethics Course Requirements:

Choose one of the following:

PHIL 160 Introduction to Ethics (3)

CBA/PHIL 400 Business Ethics (3)

#### 3. Critical Thinking Course Requirements

Any critical thinking course (GE category A3); IS 100 is recommended.

#### 4. All business and pre-business majors shall demonstrate computer literacy and competency. Complete one of the following:

A. Passing score (70%) on the Computer Proficiency Examination (CPE).

B. IS 233 Introduction to Computer Systems and Applications (3) with Credit (Cr).  
Prerequisite: None

C. Transfer equivalent course with a "C" or better grade.

#### 5. Upper Division:

A. Take all of the following:

CBA 300 International Business (3)  
Prerequisite: None

FIN 300 Business Finance (3)  
Prerequisite: None

BLAW 320 Legal and Regulatory Environment of Business (3)  
Prerequisite: None

IS 300 Management Information Systems (3)  
\*\*"C" or better required.  
Prerequisite: IS 233 or equivalent.

IS 301 Business Communications (3)  
Prerequisite: None

IS 310 Business Statistics (3)  
Prerequisite: STAT 118 or MATH 114.

HRM 360 Organizational Behavior (3)  
Prerequisite: None

MGMT 300 Principles of Management (3)  
Prerequisite: None

MKTG 300 Marketing (3)  
Prerequisite: None

B. The following Capstone course must be taken at CSULB as a senior and after the upper-division prerequisite core courses have been completed:

MGMT 425 Business Strategy and Policy (3)

Prerequisites: ACCT 202 or ACCT 320; MGMT 300, MKTG 300, FIN 300 and IS 301.

6. Elective courses to total 120 units. Students are encouraged to select electives for expansion of knowledge and intellectual interests as well as for preparation for business employment.

### Option in Accountancy (120 units)

The Accountancy curriculum is designed to meet the general education goals of those entering the accounting profession. It satisfies the requirements established by the American Institute of Certified Public Accountants and may be used to meet educational requirements for the California CPA Certificate. The accounting program develops an understanding of an organization's management information system on a broad base of general education and business administration courses. The program is carefully planned and rigorous, building the conceptual, analytical, and communication skills necessary to succeed in the accounting profession. It prepares students for careers in all areas of accounting, including the necessary qualifications for professional examinations such as the C.P.A., C.M.A., C.I.A.

#### Requirements

Take all of the following:

ACCT 300A Intermediate Accounting (4)

\*\*C" or better required.

Prerequisites: ACCT 201 with a grade of "C" or better.

ACCT 300B Intermediate Accounting (4)

\*\*C" or better required.

Prerequisites: ACCT 300A with a grade of "C" or better.

ACCT 320 Cost Accounting (4)

\*\*C" or better required.

Prerequisites: ACCT 201 and ACCT 202 with a grade of "C" or better.

ACCT 470 Auditing (4)

Prerequisites: ACCT 300B, ACCT 320 with grades of "C" or better, IS 301.

ACCT 480 Accounting Systems & Data Processing (4)

Prerequisites: IS 300, ACCT 300B and ACCT 320 with grades of "C" or better.

Take one of the following:

- ACCT 351 Federal Tax Law (4)

Prerequisites: ACCT 201 with a grade of "C" or better.

- ACCT 400 Advanced Accounting (4)

Prerequisites: ACCT 300B with grade of "C" or better.

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## Graduate Programs

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### Master of Science in Accountancy

Refer to the College of Business Administration section of this *Catalog* for information on the Master of Science in Accountancy.

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## Accountancy Courses (ACCT)

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### LOWER DIVISION

#### 201. Elementary Financial Accounting (3)

Introduction to financial accounting practice.

For business majors. Laboratory and/or class computer applications required.

#### 202. Managerial Accounting (3)

Prerequisite: ACCT 201.

The use and reporting of accounting data for managerial planning, cost control, and decision making purposes. Includes broad coverage of concepts, classifications, and behaviors of costs.

Letter grade only (A-F). Not open for credit to students with credit in ACCT 310

### UPPER DIVISION

#### 300A-B. Intermediate Accounting (4-4)

Prerequisites: ACCT 300A: ACCT 201 with a grade of "C" or better. ACCT 300B: ACCT 300A with a grade of "C" or better.

Accounting theory including recording, valuation, and statement presentation of assets, liabilities, capital, and earnings. Funds statements, financial analysis, compound interest theory, and applications.

Letter grade only (A-F). Laboratory and/or class computer applications required.

#### 320. Cost Accounting (4)

Prerequisite: ACCT 201 and ACCT 202 with a grade of "C" or better.

Theory and practice of cost accounting. Managerial use of cost accounting data for planning, controlling and decision making. Emphasis on cost accumulation and management information systems.

Letter grade only (A-F). Laboratory and/or class computer applications required.

#### 351. Federal Tax Law (4)

Prerequisite: ACCT 201 with a grade of "C" or better.

Federal income taxation of partnerships, corporations, and s corporations. Personal and family tax planning and ethics.

Letter grade only (A-F). Laboratory and/or class computer applications required. Not open for credit to students with credit in ACCT 451.

#### 352. Voluntary Income Tax Assistance (VITA) (1-4)

Prerequisite: ACCT 351, consent of instructor.

Federal and State income taxation of individuals. Students will provide free income tax filing for low income, elderly, disabled, and limited English proficient individuals after training and tests. Laboratory and/or class computer applications required.

Letter grade only (A-F). May be repeated to a maximum of 8 units in different semesters.

#### 400. Advanced Accounting (4)

Prerequisites: ACCT 300B with grade of "C" or better

Specialized problems in partnership and corporate accounting. Consolidations, foreign currency transactions, and translations. Fund accounting and selected topics.

Letter grade only (A-F). Laboratory and/or class computer applications required.

#### 465. International Accounting (3)

Prerequisites: ACCT 201, ACCT 202, IS 301.

Contemporary accounting theory and practice from an international perspective. Comparative accounting systems in various countries based on prevailing practice in the United States. Analysis of international accounting and auditing standards.

Letter grade only (A-F). Laboratory and/or class computer applications required.

**470. Auditing (4)**

Prerequisites: ACCT 300B, ACCT 320 with grades of "C" or better, IS 301.

Problems of verification, valuation and presentation of financial information in reports covered by opinion of independent public accountant. Major concepts of operational auditing and relationship to independent audit. Public accountant and internal auditor responsibilities. Rules of professional conduct.

Letter grade only (A-F). Laboratory and/or class computer applications required.

**480. Accounting Systems and Data Processing (4)**

Prerequisites: IS 300, ACCT 300B and ACCT 320 with grades of "C" or better.

Familiarization to accounting information systems development process. Analysis, design, development, and implementation of accounting information systems. Automation of accounting information systems studied through use and application of computers.

Letter grade only (A-F). Laboratory and/or class computer applications required.

**493. Accounting Internships (3)**

Prerequisite: ACCT 300A.

Real world accounting experience by working in public accounting or accounting divisions of private industry or governmental agencies. Class seminar analysis and evaluation of academic theory in terms of the real world environment.

Credit/No credit grading only.

**495. Selected Topics in Accountancy (1-4)**

Prerequisite: IS 301, consent of instructor.

Intensive study of current topics in accounting.

Letter grade only (A-F). May be repeated for a maximum of 8 units. Topics announced in the *Schedule of Classes*.

**497. Directed Studies (1-4)**

Prerequisites: IS 301, consent of instructor and department chair, on Dean's List, Accountancy GPA 3.0.

Advanced individual projects, study, and research in accounting.

Letter grade only (A-F).

# FINANCE

## College of Business Administration

### Department Chair: TBA

**Department Office:** College of Business Administration 420

Telephone: (562) 985-4569

Website: [www.csulb.edu/colleges/cba/finance/](http://www.csulb.edu/colleges/cba/finance/)

**Faculty:** Peter Ammermann, Hamdi Bilici (Emeritus), Cindy Chen, Pia Gupta, S. V. Le, Yulong Ma, Chanwit Phengpis, Wikrom Prombutr, Thomas A. Rhee, Darshan L. Sachdeva, Jasmine Yur-Austin

### Administrative Support Coordinator: TBA

For MBA with Specialization in Finance, see Business Administration, Graduate Programs.

## Career Possibilities

Financial Analyst • Bank Manager • Credit Manager  
• Securities Broker • Securities Company Manager •  
Securities Analyst • Real Estate Agent • Property Manager •  
Appraiser • Assessor • Contract Administrator • Underwriter  
• College Professor (Some of these, and other careers,  
require additional education or experience. For more  
information, see [www.careers.csulb.edu](http://www.careers.csulb.edu).)

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## Undergraduate Programs

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### Bachelor of Science in Business Administration

#### Admission Under Impaction

Refer to the following website for additional impaction criteria: [www.csulb.edu/depts/enrollment/graduation/native-major-criteria/](http://www.csulb.edu/depts/enrollment/graduation/native-major-criteria/).

#### Requirements

In order to graduate with an undergraduate business degree from CSULB, a student must complete a minimum of 120 units. A majority of the upper division business courses, including economics and statistics, must be completed at this university. For details, refer to the CBA Policy on Course Transfers/Substitutions.

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#### 1. Lower Division:

Take all of the following:

ACCT 201 Elementary Financial Accounting (3)

\* C or better Prerequisite: None

ACCT 202 Managerial Accounting (3)

\* C or better

Prerequisite: ACCT 201.

ECON 100 Principles of Macroeconomics (3)

\* C or better

Prerequisites: MATH 103 or higher; one GE Foundation course.

ECON 101 Principles of Microeconomics (3)

\* C or better

Prerequisite/Corequisite: MATH 103 or higher.

MATH 115 Calculus for Business (3)

\* C or better

Prerequisite: Appropriate ELM score, ELM exemption, or MAPB 11.

Choose one of the following:

STAT 118 Intro to Business Statistics (3)

Prerequisite: Appropriate ELM score, ELM exemption, or MAPB 11.

MATH 114 Finite Mathematics (3)

Prerequisites: Appropriate ELM score, ELM exemption, or MAPB 11.

Students planning business options should take STAT 118.

#### 2. Critical Thinking Course Requirements:

Any critical thinking course (GE category A3); IS 100 is recommended.

#### 3. All business and pre-business majors shall demonstrate computer literacy and competency. Complete one of the following:

A. Passing score (70%) on the Computer Proficiency Examination (CPE).

B. IS 233 Introduction to Computer Systems and Applications (3) with Credit (Cr).  
Prerequisite: None

C. Transfer equivalent course with a "C" or better grade.

#### 4. Upper Division:

##### A. Take all of the following:

CBA 300 International Business (3)

Prerequisite: None

FIN 300 Business Finance (3)

Prerequisite: None

BLAW 320 Legal and Regulatory Environment of Business (3)

Prerequisite: None

IS 300 Management Information Systems (3)

Prerequisite: IS 233 or equivalent.

IS 301 Business Communications (3)

Prerequisite: None

IS 310 Business Statistics (3)

Prerequisite: STAT 118 or MATH 114.

HRM 360 Organizational Behavior (3)

Prerequisite: None

MGMT 300 Principles of Management (3)

Prerequisite: None

MKTG 300 Marketing (3)

Prerequisite: None

B. The following Capstone course must be taken at CSULB as a senior and after the upper-division prerequisite core courses have been completed :

MGMT 425 Business Strategy and Policy (3)

Prerequisites: ACCT 202 or ACCT 320; MGMT 300, MKTG 300, FIN 300 and IS 301.

C. Completion of option requirements.

5. Elective courses to total 120 units. Students are encouraged to select electives for expansion of knowledge and intellectual interests as well as for preparation for business employment.

### Option in Finance (120 units)

The Finance option provides an understanding of the role of finance in the corporate and international environment and an understanding of investments at both the corporate and personal level. This option provides an understanding of the role of finance in a business context, including the development of a comprehension of business ethics.

Students must take at least 51% of total required Finance units (for finance options) at CSULB.

### Core Requirements

Take the following courses:

FIN 350 Investment Principles (3)

Prerequisites: FIN 300.

FIN 400 Intermediate Financial Management (3)

Prerequisites: FIN 300.

Select 4 additional courses, with at least 3 courses at the 400-level, from the following courses:

FIN 310, FIN 330, FIN 340, FIN 360, FIN 450, FIN 460, FIN 470, FIN 480, FIN 485, FIN 490, FIN 495, FIN 497, FIN 499A, FIN 499B.

### Minor in Finance

#### Requirements

For Non-Business Students only. (NOTE: The IS 301 prerequisite requirement is waived for the minor.)

- Students must have Junior standing.
- Students must complete the following two core courses prior to taking any other Finance courses:

FIN 300 Business Finance (3)

Prerequisite: None

FIN 350 Investment Principles (3)

Prerequisites: FIN 300.

Students must complete three additional courses (9 additional units) from among the various Finance courses, with at least two courses (6 units) being taken at the 400 level:

FIN 310, FIN 330, FIN 340, FIN 360, FIN 400, FIN 450, FIN 460, FIN 470, FIN 480, FIN 485, FIN 490.

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## Courses (FIN)

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### UPPER DIVISION

#### 300. Business Finance (3)

Introductory course for all business majors. Integration of computer applications and management information systems in (1) Time Value of Money, Risk, Valuation, Cost of Capital; (2) Capital Budgeting; (3) Long-Term Financing Decisions; (4) Working Capital Policy and Management; (5) Financial Analysis and Planning; (6) International Finance; (7) Special topics including Mergers, Acquisition and Bankruptcy.

Letter grade only (A-F).

#### 310. Personal Finance (3)

Financial analysis planning and management for the individual. Topics include owning and financing a home, minimizing taxes, goals and strategies for investing, budgeting, savings plans, controlling expenses and credit usage, determining insurance needs, and planning retirement.

Letter grade only (A-F).

#### 330. Insurance Principles (3)

Principles of risk-bearing and insurance. Life and property-liability insurance needs of the individual. Types of carriers and insurance markets; organization and functions of carriers; industry regulation.

Letter grade only (A-F).

#### 340. Real Estate Principles (3)

Real estate markets, institutions and activities from the perspective of the decision makers involved in real estate. Fundamental physical, legal, regulatory, economic, mathematical and taxation considerations influencing real estate decision and values. Brokerage, property management, appraisal and counseling.

Letter grade only (A-F).

#### 350. Investment Principles (3)

Prerequisites: FIN 300.

Investment markets and transactions; sources of investment information; return vs. risk; margin trading and short selling; investment planning; investing in equities and fixed income securities; speculative tax-sheltered investments; gold and other tangibles; portfolio management. Demonstrations and use of microcomputer technology.

Letter grade only (A-F). Course fee may be required.

#### 360. Capital Markets (3)

Capital formation, rates, markets and institutions. Flow of fund analysis, intermediation, interest rate structures, risks and liquidity. Management of financial institutions.

Letter grade only (A-F).

#### 400. Intermediate Financial Management (3)

Prerequisites: FIN 300.

Intermediate-level lecture-discussion course in corporate finance. Topics include: cash budgeting, capital budgeting, business acquisition and mergers, cost of capital, and international finance.

Letter grade only (A-F).

#### 450. Portfolio Analysis (3)

Prerequisites: FIN 350.

Microcomputer technology to perform security analysis including bonds and the bond market, stocks and the stock market, security valuation, fundamental and technical analysis, portfolio management and risk-reward relationships. Microcomputer software programs that perform security analysis and portfolio management using numerous databases.

Letter grade only (A-F). Course fee may be required.

Letter grade only (A-F).

### **460. Management in Financial Institutions (3)**

Prerequisites: FIN 300.

Students will be introduced to management of banks and other depository financial institutions. Banking trends and introductory topics, Asset and Liability Management, Capital adequacy and Management of Investment portfolios will be the main focus of the course.

Letter grade only (A-F).

### **470. Seminar in Financial Management (3)**

Prerequisites: FIN 400.

Designed to enhance comprehension of finance theories through case studies. The subject of each designed case is related to specific finance subjects including estimation of cost of capital, resource allocation and capital budgeting, IPOs, stock repurchase, dividend policy, agency cost, and merger and acquisition.

Letter grade only (A-F).

### **480. Derivatives (3)**

Prerequisites: FIN 350.

This is an introductory course in futures, options, swaps, and other derivatives. It teaches risk management methods and introduces financial engineering techniques, including basic stochastic calculus. It emphasizes the pricing of derivatives and the building of various quantitative models.

### **485. Fixed Income Securities (3)**

Prerequisites: FIN 350.

The course analyzes fixed income securities, option embedded fixed income securities and interest rate derivatives. Usual duration and convexity analysis, and the interest rate stochastic processes and other forecasting techniques will be studied. New breeds of fixed income securities, various collateralized bond obligations and other asset backed securities, and interest rate arbitrage techniques will be introduced.

Letter grade only (A-F).

### **490. International Finance (3)**

Prerequisites: FIN 300.

International trade theories, international payments; currency value fluctuations and exchange rates; international capital markets; roles of developing countries; international institutions and multi-national enterprises. Individual research required.

Letter grade only (A-F).

### **495. Selected Topics in Finance (1-3)**

Prerequisites: FIN 350, FIN 400, and consent of instructor.

Intensive study of current topics of interest in finance.

Letter grade only (A-F).

May be repeated to a maximum of 6 units. Topics announced in the *Schedule of Classes*.

### **497. Directed Studies (1-3)**

Prerequisites: FIN 350, FIN 400, and consent of instructor.

Individual projects, study and research of advanced nature in finance.

Letter grade only (A-F).

### **499A-B. Applied Portfolio Management (3-3)**

Prerequisites: FIN 499A: FIN 350, FIN 400, FIN 450 (either or both FIN 400 and FIN 450 may be taken concurrently), and consent of instructor; FIN 499B: FIN 499A and consent of instructor.

Participation in management of actual investment portfolio. Research, monitor, and analyze securities and make, buy and sell recommendations for a student-managed investment fund. Contribute to publication of semi-annual fund report. Market, sector and firm analysis with presentations and outside research.

# INFORMATION SYSTEMS

College of Business Administration

**Department Chair:** H. Michael Chung

**Department Office:** College of Business Administration (CBA) 426  
Telephone: (562) 985-4993 (O) 985-5543 (F)

Website: [www.csulb.edu/colleges/cba/is/](http://www.csulb.edu/colleges/cba/is/)

**Faculty:** Banafsheh Behzad, Omer S. Benli, Lori Brown, Hongyu Chen, Robert T. Chi, H. Michael Chung, Jeanette W. Gilsdorf (Emeritus), R. Michael Godfrey (Emeritus), Mohammed B. Khan (Emeritus), Melody Y. Kiang, C. Sophie Lee, Ying Liu, Khosrow Moshirvaziri, Thang Nguyen, Dee Bruce Sun (Emeritus) C.J. Walter, Yu-Ming Wang, Richard D. Wollmer (Emeritus)

**Administrative Support Coordinator:** Gordon Thompson

For MBA with Specialization in Information Systems, see Business Administration, Graduate Programs.

## Career Possibilities

Business Application Developers • Business Analysts • Database Designers • Web and E-Commerce Developers and Administrators • Webmasters • Wireless and Mobile Application Developers • Business Intelligence Analysts • Data Mining Specialists • Network and Security Specialists • Network Administrators • Social Media Specialists • Information Systems Consultants  
(For more information, see [www.careers.csulb.edu](http://www.careers.csulb.edu).)

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## Undergraduate Programs

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### Bachelor of Science in Business Administration

#### Admission Under Impaction

Refer to the following website for additional impaction criteria: [www.csulb.edu/depts/enrollment/graduation/native-major-criteria/](http://www.csulb.edu/depts/enrollment/graduation/native-major-criteria/).

#### Requirements

In order to graduate with a business degree from CSULB, a student must complete a minimum of 120 units. A majority of the upper division business courses, including economics and statistics, must be completed at this university. For details, refer to the CBA Policy on Course Transfers/Substitutions.

All CBA majors must maintain major GPAs of 2.0 or higher. A student whose GPA in the major falls below 2.0 will be advised that they are at risk of being dismissed from the major and granted one semester to raise their major GPA(s) to 2.0. Students who do not successfully raise their major GPA(s) must meet with an advisor to declare another major or submit an appeal to the CBA Center for Student Success explaining why they need one additional semester. Students whose major GPAs remain below 2.0 after this additional semester must declare a new major.

#### 1. Lower Division:

Take all of the following:

ACCT 201 Elementary Financial Accounting (3)

\* C or better

Prerequisite: None

ACCT 202 Managerial Accounting (3)

\* C or better

Prerequisites: ACCT 201

ECON 100 Principles of Macroeconomics (3)

\* C or better

Prerequisites: MATH 103 or higher; one GE Foundation course.

ECON 101 Principles of Microeconomics (3)

\* C or better

Prerequisite/Corequisite: MATH 103 or higher.

MATH 115 Calculus for Business (3)

\* C or better

Prerequisite: Appropriate ELM score, ELM exemption, or MAPB 11.

Choose one of the following:

STAT 118 Intro to Business Statistics (3)

Prerequisite: Appropriate ELM score, ELM exemption, or MAPB 11.

MATH 114 Finite Mathematics (3)

Prerequisites: Appropriate ELM score, ELM exemption, or MAPB 11.

Students planning business options should take STAT 118.

#### 2. Critical Thinking Requirements

Any critical thinking course (GE category A3); IS 100 is recommended.

3. All business and pre-business majors shall demonstrate computer literacy and competency. Complete one of the following:

A. Passing score (70%) on the Computer Proficiency Examination (CPE).

B. IS 233 Introduction to Computer Systems and Applications (3) with Credit (Cr).  
Prerequisite: None

C. Transfer equivalent course with a "C" or better grade.

#### 4. Upper Division:

A. Take all of the following:

CBA 300 International Business (3)

Prerequisite: None

FIN 300 Business Finance (3)

Prerequisite: None

BLAW 320 Legal and Regulatory Environment of Business (3)

Prerequisite: None

IS 300 Management Information Systems (3)

Prerequisite: IS 233 or equivalent.

IS 301 Business Communications (3)

Prerequisite: None

IS 310 Business Statistics (3)

Prerequisite: STAT 118 or MATH 114.

HRM 360 Organizational Behavior (3)



- Prerequisite: None  
 MGMT 300 Principles of Management (3)  
 Prerequisite: None  
 MKTG 300 Marketing (3)  
 Prerequisite: None

B. The following Capstone course must be taken at CSULB as a senior and after the upper-division prerequisite core courses have been completed:

MGMT 425 Business Strategy and Policy (3)  
 Prerequisites: ACCT 202 or ACCT 320; MGMT 300, MKTG 300, FIN 300 and IS 301.

C. Completion of option requirements.

5. Elective courses to total 120 units. Students are encouraged to select electives for expansion of knowledge and intellectual interests as well as for preparation for business employment.

### Option in Management Information Systems (120 units)

This option has an emphasis on systems management, information process and analysis, and new uses of information technologies and management information systems for business applications and decision-making. Also included are application development, e-commerce, business telecommunications, and decision technologies.

#### Requirements

- Take the following courses:
  - I S 340 Business Application Programming (3)  
Prerequisite: None.
  - I S 380 Database Management (3)  
Prerequisite: None.
  - I S 385 Systems Analysis and Design (3)  
Prerequisite: None.
- Take 9 units selected from the following:  
 IS 320, IS 355, IS 445, IS 455, IS 456, IS 457, IS 464, IS 470, IS 480, IS 482, IS 483, IS 484, IS 485.

### Minor in Management Information Systems

#### Requirements

For Non-Business Students only (NOTE: the IS 301 prerequisite requirement is waived for the minor).

- Take the following courses:
  - IS 233 Introduction to Computer Systems and Applications (3)  
Prerequisite: None.
  - IS 300 Management Information Systems (3)  
Prerequisite: IS 233 or equivalent.
  - IS 340 Business Application Programming (3)  
Prerequisite: None.
  - IS 380 Database Management (3)  
Prerequisite: None.
  - IS 385 Systems Analysis and Design (3)  
Prerequisite: None.

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## Information Systems Courses (I S)

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### LOWER DIVISION

#### 100. Critical Thinking and Information Technology Literacy (3)

Critical thinking and information literacy skills through information needs assessment, information gathering, diagnosis, synthesis, deductive and inductive reasoning, and reporting and presentation using information technologies.

Letter grade only (A-F).

#### 233. Introduction to Computer Systems and Applications (3)

Introduction to using Internet and e-mail, Windows, word processing, spreadsheet, and database applications; basic computer literacy.

Credit/No Credit grading only.

### UPPER DIVISION

#### 300. Management Information Systems (3)

Prerequisite: IS 233 or equivalent.

Information systems concepts and components, contemporary organizational applications, development and management of information systems, and future trends. Computer-based team projects requiring integration and application of conceptual and skills-oriented information systems knowledge in business environment.

Letter grade only (A-F).

#### 301. Business Communications (3)

Analysis of principles of collecting, organizing, analyzing, and presenting business information. Written and oral communications involving problem solving in the business management process.

Letter grade only (A-F).

#### 301L. Business Communication Writing (3)

Prerequisite: Consent of instructor.

A writing intensive course format emphasizing concepts and practice for development of writing skills necessary for successful professional practice. This course may be used to satisfy the GWAR requirement.

May be repeated to a maximum of 6 units in different semesters. May be used to satisfy the GWAR.

#### 310. Business Statistics I (3)

Prerequisite: STAT 118 or MATH 114.

Application of statistics to business problems. Data collection and organization, probability theory, measures of central tendency and dispersion, hypothesis testing and estimation, simple regression, and correlation. Use of statistical software.

Letter grade only (A-F)

#### 320. Spreadsheet Modeling for Business and Management (3)

Prerequisites: IS 233; STAT 118 or MATH 114.

Using spreadsheet to solve business and management problems. Complete coverage of spreadsheet topics including problem formulation, formula, functions, pivot table, macro, solver, spreadsheet forms and VBA, what-if analysis, dimensional analysis, optimization, and quantitative modeling. Data analysis and visualization using spreadsheet.

Letter grade only (A-F).

#### 331. Professional and Workplace Communication (3)

Techniques, skills, and theories of empowering communication for entering and succeeding in the workplace and professional setting. Principles and professional practices of leading at work, interpersonal and collaborative workplace relationships, specialized writing and presentations, and workplace wellness are emphasized.

Letter grade only (A-F).

**340. Business Application Programming (3)**

Introduction to business application development. Programming concepts, variables, data types, operators, methods, conditionals and recursion. Classes, objects, encapsulation, inheritance, and polymorphism. User interface and database access. Program design, debug and test.

Letter grade only (A-F).

**355. Introduction to Business Telecommunications (3)**

Introduction to concepts and technology of telecommunications and networking in business and organizations. Basics of voice, data, image, and video transmission. Fundamentals of networking, use of Internet technology and telecommunication regulation and standards.

Letter grade only (A-F).

**380. Database Management (3)**

Introduction to database requirements, analysis and specification. SQL query formulation. Database implementation using relational database management system software, such as Oracle. Design of computerized business forms and reports.

Letter grade only (A-F).

**385. Systems Analysis and Design (3)**

Prerequisite: None

Introduction to current and emerging practices, concepts and methods of systems analysis and design. Development process models, requirements analysis and system modeling, conceptual and physical design, systems implementation and maintenance, project management and teamwork, roles and responsibilities of systems analysts.

Letter grade only (A-F).

**445./545. Internet Applications Development (3)**

Prerequisites: IS 340.

Design, management, and applications of Internet-based electronic business transaction systems. Special emphasis on Web home page design and database-driven Web application development.

Letter grade only (A-F). Lecture, hands-on software project and case studies.

**455. Local Area Networks (3)**

Prerequisites: IS 355.

Technology and system development of local area networks. Network requirement analysis, design, implementation, and operation from user and network administrator perspectives. Network server management, wide area network and Internet connectivity, and network security and control.

Letter grade only (A-F).

**456. Systems Integration and Security (3)**

Prerequisites: IS 355.

Technology, application, operating system, infrastructure, and systems integration in internetworking and enterprise networking. Interoperability, mobile system, multimedia, distributed and collaborative systems, network management, fault tolerance, security and middleware. Case studies and hands-on activities.

Letter grade only (A-F).

**457. Wireless Systems and Mobile Applications (3)**

Prerequisites: IS 340.

Application of information technologies, management in wireless and mobile environment. Technical aspects of wireless internetworking and mobile applications in business. Pervasive and ubiquitous computing environment and applications. Current technical issues, application development, and human interface design.

Letter grade only (A-F).

**464./564. Network Modeling and Simulation (3)**

Prerequisites: IS 310.

Fundamentals of simulation methodology for performance and feasibility study of business models. Basic probability distributions, random number generation, model formulation, evaluating results, validations, waiting-line simulation, and computer network performance measurement via simulation and use of computer software simulation packages.

Letter grade only (A-F).

**470. Business Intelligence (3)**

Prerequisites: IS 310.

Extract useful information (business intelligence BI) from large volumes of data or internet using BI software. Theories and applications in business intelligence, data mining, and business analytics. Topics include recommender system, collaborative filtering, classification, clustering, web mining, social network analysis.

Letter grade only (A-F).

**480. Advanced Database Management (3)**

Prerequisites: IS 380.

Advanced approaches such as object-oriented, data warehousing, and client/server methods to database applications and development. Use of entity-relationship analysis to identify objects. Development of relational database systems for a business. Application software development project using cutting-edge database technology.

Letter grade only (A-F).

**482. Enterprise Systems (3)**

Prerequisites: IS 340, IS 380.

Introduction to theories and application of enterprise systems. Issues and management of enterprise systems adoption. Understanding and hands-on experience of major business processes in enterprise systems. Enterprise systems configuration and customization with back-end programming language.

Letter grade only (A-F).

**483. Business Applications Using Java (3)**

Prerequisites: None

Development of business application using Java language. Tools and technologies including data types, program control, objects, classes and relationship, class inheritance, interfaces, polymorphism, inner classes, the relationship between super-classes and sub-classes, event-driven programming and socket-bases communication in Java.

Letter grade only (A-F).

**484./584. eBusiness: Applications and Management (3)**

Prerequisites: None

Theory and applications of electronic commerce including issues such as E-cash, E-banking, E-tailing, SCM, E-marketing, B2C, B2B, C2C, E-government, Internet business opportunities, Internet security homepage maintenance, Internet database interface and cooperative computing.

Letter grade only (A-F).

**485. Information Systems Project (3)**

Prerequisites: IS 301, IS 380.

A comprehensive systems project of moderate complexity for a client-server environment using a team approach for requirements analysis, system design, and prototype creation. Project planning and management techniques.

Letter grade only (A-F).

**495. Selected Topics in Information Systems (1-3)**

Prerequisites: Consent of instructor and GPA of 3.0 or higher in major.

Topics of current interest in the field.

May be repeated to a maximum of 6 units with different topics.

Topics announced in the *Schedule of Classes*.

**497. Directed Studies (1-3)**

Prerequisites: Consent of instructor and department chair; student must be on Dean's List with a GPA of 3.0 or higher in Management Information Systems.

Individual projects, research, or study in the option.

# INTERNATIONAL BUSINESS

College of Business Administration

**Director:** Terrence H. Witkowski

**Phone:** (562) 985-4766

**Website:** [www.csulb.edu/colleges/cba/ib/](http://www.csulb.edu/colleges/cba/ib/)

## Career Possibilities

Import/Export Agent • Foreign Sales Representative • Trade Broker • Buyer • Bank Manager • Financial Manager • Foreign Currency Investment Advisor • International Management Consultant • Relocation Consultant • Customs Broker

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## Undergraduate Programs

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### Bachelor of Science in Business Administration

#### Admission Under Impaction

Refer to the following website for additional impaction criteria: [www.csulb.edu/depts/enrollment/graduation/native-major-criteria/](http://www.csulb.edu/depts/enrollment/graduation/native-major-criteria/).

#### Requirements

In order to graduate with an undergraduate business degree from CSULB, a student must complete a minimum of 120 units. A majority of the upper division business courses, including economics and statistics, must be completed at this university. For details, refer to the CBA Policy on Course Transfers/Substitutions.

All CBA majors must maintain major GPAs of 2.0 or higher. A student whose GPA in the major falls below 2.0 will be advised that they are at risk of being dismissed from the major and granted one semester to raise their major GPA(s) to 2.0. Students who do not successfully raise their major GPA(s) must meet with an advisor to declare another major or submit an appeal to the CBA Center for Student Success explaining why they need one additional semester. Students whose major GPAs remain below 2.0 after this additional semester must declare a new major.

#### 1. Lower Division:

Take all of the following:

ACCT 201 Elementary Financial Accounting (3)

\* C or better

Prerequisite: None

ACCT 202 Managerial Accounting (3)

\* C or better

Prerequisite: ACCT 201.

ECON 100 Principles of Macroeconomics (3)

\* C or better

Prerequisites: MATH 103 or higher; one GE Foundation course.

ECON 101 Principles of Microeconomics (3)

\* C or better

Prerequisite/Corequisite: MATH 103 or higher.

MATH 115 Calculus for Business (3)

\* C or better

Prerequisite: Appropriate ELM score, 3ELM exemption, or

MAPB 11.

Choose one of the following:

STAT 118 Intro to Business Statistics (3)

Prerequisite: Appropriate ELM score, ELM exemption, or MAPB 11.

MATH 114 Finite Mathematics (3)

Prerequisites: Appropriate ELM score, ELM exemption, or MAPB 11.

Students planning business options should take STAT 118.

#### 2. Critical Thinking Course Requirements

Any critical thinking course (GE category A3); IS 100 is recommended.

3. All business and pre-business majors shall demonstrate computer literacy and competency. Complete one of the following:

A. Passing score (70%) on the Computer Proficiency Examination (CPE).

B. IS 233 Introduction to Computer Systems and Applications (3) with Credit (Cr).  
Prerequisite: None

C. Transfer equivalent course with a "C" or better grade.

#### 4. Upper Division:

A. Take all of the following:

CBA 300 International Business (3)

Prerequisite: None

FIN 300 Business Finance (3)

Prerequisite: None

BLAW 320 Legal and Regulatory Environment of Business (3)

Prerequisite: None

IS 300 Management Information Systems (3)

Prerequisite: IS 233 or equivalent.

IS 301 Business Communications (3)

Prerequisite: None

IS 310 Business Statistics (3)

Prerequisite: STAT 118 or MATH 114.

HRM 360 Organizational Behavior (3)

Prerequisite: None

MGMT 300 Principles of Management (3)

Prerequisite: None

MKTG 300 Marketing (3)

Prerequisite: None

B. The following Capstone course must be taken at CSULB as a senior and after the upper-division prerequisite core courses have been completed:

MGMT 425 Business Strategy and Policy (3)

Prerequisites: ACCT 202 or 320; MGMT 300, MKTG 300, FIN 300 and IS 301.

C. Completion of option requirements.

5. Elective courses to total 120 units. Student are encouraged to select electives for expansion of knowledge and intellectual interests as well as for preparation for business employment.

## Option in International Business (120 units)

This option prepares students for an increasingly competitive and interdependent international business world and offers information about how international business practices and customs differ from those in the U.S. Students need some familiarity with a language other than English as well as knowledge of culture and world geography.

### Requirements

1. Take all of the following:

- ACCT 465 International Accounting (3)  
Prerequisites: ACCT 201, ACCT 202, IS 301.
- FIN 490 International Finance (3)  
Prerequisites: FIN 300
- MKTG 480 International Marketing (3)  
Prerequisite: MKTG 300, IS 301.

Take one of the following:

- MGMT 405 International & Comparative Management (3)  
Prerequisites: MGMT 300, IS 301.
- MGMT 406 International Business Policy (3)  
Prerequisite: MGMT 300, IS 301, CBA 300.

2. Take two of the following courses:

- BLAW 424, CBA 493 (subject to approval of the Program Director), CBA 494 (A or B), HRM 458, MKTG 481, and MGMT 405 or MGMT 406 (whichever was not taken in satisfaction of requirement #1)

3. Nine units of upper-division GE capstone must be chosen from a list of courses with strong global or international emphasis. This list is available at the CBA Student Center for Success (CBA 100), from the Director of the International Business Program, and online at [www.csulb.edu/colleges/cba/ib/majors/](http://www.csulb.edu/colleges/cba/ib/majors/).

## Minor in International Business

This minor designed to provide students with international business skills and cultural knowledge, which can be an advantage for job seeking and career building, as well as a source of personal enrichment. Students accepted for admission must have at least a 2.0 GPA with junior standing.

This minor requires 18 units.

### Requirements

For Non-Business students only, CBA students are not eligible. (NOTE: The IS 301 prerequisite requirement is waived for minors.)

Take both of the following courses:

- CBA 300 International Business (3)  
Prerequisite: None.
- COMM 330 Intercultural Communication (3)  
Prerequisite: None.

Choose one of the following Tracks:

#### *International Management Track*

- MGMT 300 Principles of Management (3)  
Prerequisite: None.
- MGMT 405 International & Comparative Management (3)

Prerequisites: MGMT 300, CBA 300, IS 301.

MGMT 406 International Business Policy (3)

Prerequisites: MGMT 300, IS 301, CBA 300.

#### *International Marketing Track*

MKTG 300 Marketing (3)

Prerequisite: None.

MKTG 480 International Marketing (3)

Prerequisites: MKTG 300, IS 301.

MKTG 481 International Marketing in Selected Markets (3)

Prerequisites: MKTG 300, IS 301.

Choose one of the two culminating experience courses:

CBA 493 Business Internship (3)

Prerequisites: Classified business major or minor, consent of instructor.

CBA 494 (A or B) Selected Topics - Short-Term Study Abroad (3)

Prerequisite: None

# MANAGEMENT AND HUMAN RESOURCE MANAGEMENT

College of Business Administration

**Department Chair:** TBA

**Department Office:** College of Business Administration (CBA) 321

**Telephone:** (562) 985-4753

**Faculty:** David J. Abramis, Josh A. Arnold, Jeffrey Bentley, Ming Chen, Yoonhee Choi, Philip S. Chong (Emeritus), Chailin Cummings, Kenji Klein, Sal Kukalis, Craig Macaulay, Dana Sumpter, Sabine Reddy, Jessica Robinson, Vicki M. Scherwin, Judy P. Strauss, Xuemei (Sherry) Su, Mark Washburn, Jun Yan, Mona Zanhour

**Administrative Support Coordinator:** Jessica Marie McClintock  
For MBA with Specialization in Management and Human Resources Management, see Business Administration, Graduate Programs.

## Career Possibilities

Human Resource Manager • Management Trainee • Retail Manager • Buyer • Bank Manager • Credit Manager • Property Manager • Hotel Manager • Restaurant Manager • Office Manager • Project Manager • Sales Representative • Insurance Office Manager • Assessor • Industrial Traffic Manager • City Manager • Community Services Director • Logistics Planning Specialist • Manufacturing Planner • Operations Manager

(Some of these careers require additional education or experience.) Various entry-level trainee positions in business and industry are available for graduates regardless of academic discipline.

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## Undergraduate Programs

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### Bachelor of Science in Business Administration

#### Admission Under Impaction

Refer to the following website for additional impaction criteria: [www.csulb.edu/depts/enrollment/graduation/native-major-criteria/](http://www.csulb.edu/depts/enrollment/graduation/native-major-criteria/).

#### Requirements

In order to graduate with an undergraduate business degree from CSULB, a student must complete a minimum of 120 units. A majority of the upper division business courses, including economics and statistics, must be completed at this university. For details, refer to the CBA Policy on Course Transfers/Substitutions.

All CBA majors must maintain major GPAs of 2.0 or higher. A student whose GPA in the major falls below 2.0 will be advised that they are at risk of being dismissed from the major and granted one semester to raise their major GPA(s) to 2.0. Students who do not successfully raise their major

GPA(s) must meet with an advisor to declare another major or submit an appeal to the CBA Center for Student Success explaining why they need one additional semester. Students whose major GPAs remain below 2.0 after this additional semester must declare a new major.

#### 1. Lower Division:

Take all of the following:

ACCT 201 Elementary Financial Accounting (3)

\* C or better

Prerequisite: None

ACCT 202 Managerial Accounting (3)

\* C or better

Prerequisite: ACCT 201

ECON 100 Principles of Macroeconomics (3)

\* C or better

Prerequisites: MATH 103 or higher; one GE Foundation course.

ECON 101 Principles of Microeconomics (3)

\* C or better

Prerequisite/Corequisite: MATH 103 or higher.

MATH 115 Calculus for Business (3)

\* C or better

Prerequisite: Appropriate ELM score, ELM exemption, or MAPB 11.

Choose one of the following:

STAT 118 Intro to Business Statistics (3)

Prerequisite: Appropriate ELM score, ELM exemption, or MAPB 11.

MATH 114 Finite Mathematics (3)

Prerequisites: Appropriate ELM score, ELM exemption, or MAPB 11.

Students planning business options should take STAT 118.

#### 2. Critical Thinking Course Requirements

Any critical thinking course (GE category A3); IS 100 is recommended.

3. All business and pre-business majors shall demonstrate computer literacy and competency. Complete one of the following:

A. Passing score (70%) on the Computer Proficiency Examination (CPE).

B. IS 233 Introduction to Computer Systems and Applications (3) with Credit (Cr).  
Prerequisite: None

C. Transfer equivalent course with a "C" or better grade.

#### 4. Upper Division:

A. Take all of the following:

CBA 300 International Business (3)

Prerequisite: None

FIN 300 Business Finance (3)

Prerequisite: None

BLAW 320 Legal and Regulatory Environment of

- Business (3)  
Prerequisite: None
- IS 300 Management Information Systems (3)  
Prerequisite: IS 233 or equivalent.
- IS 301 Business Communications (3)  
Prerequisite: None
- IS 310 Business Statistics (3)  
Prerequisite: STAT 118 or MATH 114.
- HRM 360 Organizational Behavior (3)  
Prerequisite: None
- MGMT 300 Principles of Management (3)  
Prerequisite: None
- MKTG 300 Marketing (3)  
Prerequisite: None

- B. The following Capstone course must be taken at CSULB as a senior and after the upper-division prerequisite core courses have been completed  
MGMT 425 Business Strategy and Policy (3)  
Prerequisites: ACCT 202 or ACCT 320; MGMT 300, MKTG 300, FIN 300 and IS 301.
- C. Completion of option requirements.
- 5. Elective courses to total 120 units. Students are encouraged to select electives for expansion of knowledge and intellectual interests as well as for preparation for business employment.

### Option in Management (120 units)

This option prepares students for management of the business enterprise with attention to the need to create and maintain a desirable internal environment. Additionally, the interface of that environment with the external environment in relation to success of the enterprise is considered. Philosophical basis for the practice of management, ethical considerations and human values are stressed.

#### Requirements

1. Take the following course:  
MGMT 454 Organization Theory (3)  
Prerequisites: MGMT 300, IS 301.
2. Take 15 units selected from the following:  
MGMT 326, MGMT 405, MGMT 406, MGMT 412, MGMT 413, MGMT 421, MGMT 430, MGMT 455, MGMT 456; SCM 410, SCM 411, SCM 414; HRM 361, HRM 446; CBA 494 (A or B), CBA 485.

### Option in Operations and Supply Chain Management (120 units)

The Operations and Supply Chain Management curriculum is designed to develop student competence in the conceptual, systematic, and analytical tools required for positions in manufacturing and service-oriented industries. Emphasis is placed on business process management and transformation, analytical and decision making skills, program or project management, managing client, supplier and channel relationships, end-to-end integrated supply chain knowledge and logistics application, total quality management/performance excellence, and lean thinking.

#### Requirements

1. Take 6 units from the following:  
SCM 411 Operations Planning and Control (3)  
Prerequisites: MGMT 300, IS 301.  
SCM 414 Supply Chain Management (3)  
Prerequisites: MGMT 300, IS 301.

2. Take 12 units from the following:  
SCM 410; MGMT 412, MGMT 413, MGMT 430, MGMT 454, MGMT 455, MGMT 456.

### Option in Human Resource Management (120 units)

The objectives of this option: (1) provide students with theoretical foundations for understanding how employees are motivated to accomplish organizational goals; (2) develop skills to attract, reward, develop and retain human resources; (3) develop an understanding of the strategic, theoretical, and practical approaches to human resources management; (4) develop aspiring leaders with a strong sense of ethics and social responsibility and an awareness of how societal changes necessitate organizational change.

#### Requirements

1. Take the following course:  
HRM 361 The Human Resource Function (3)  
Prerequisite: None
2. 15 units selected from the following:  
HRM 440, HRM 445, HRM 446, HRM 458, HRM 460, HRM 462, HRM 463, HRM 465; MGMT 405.

### Minor in Human Resource Management Requirements

For Non-Business Students only (NOTE: the IS 301 prerequisite requirement is waived for the minor).

1. Take the following courses:  
HRM 360 Organizational Behavior (3)  
Prerequisite: None  
HRM 361 The Human Resource Function (3)  
Prerequisite: None
2. 12 units selected from the following:  
HRM 440, HRM 445, HRM 446, HRM 458, HRM 460, HRM 462, HRM 463, HRM 465.

### Minor in Entrepreneurship

#### Requirements

For Non-Business Students only (NOTE: the IS 301 prerequisite requirement is waived for the minor).

1. Take the following courses:  
MGMT 300 Principles of Management and Operations (3)  
Prerequisite: None.  
MGMT 421 Entrepreneurship & New Venture Creation (3)  
Prerequisites: MGMT 300.
2. 9 units selected from:  
ACCT 201; BLAW 320; CBA 300; FIN 300, FIN 340; HRM 360, HRM 361; IS 233, IS 300, IS 340, IS 355, IS 380, IS 445, IS 483, IS 484; MKTG 300, MKTG 310, MKTG 330, MKTG 410, MKTG 430, MKTG 465, MKTG 480, MKTG 490, MKTG 492, MKTG 495; MGMT 495 (two topics) as approved by the Management area of the Management/HRM Department.

Students may not take more than two elective courses from any one prefix category.

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## Graduate Program

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### Master of Science in Supply Chain Management

Refer to the College of Business Administration section of this *Catalog* for information on the Master of Science in Supply Chain Management .

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#### Management Courses (MGMT)

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##### UPPER DIVISION

#### 300. Principles of Management and Operations (3)

Recommended: IS 310.

Principles and theories of management, organization theory, planning and control techniques. Management of the overall organization and the production/operation systems of organizations.

Letter grade only (A-F).

#### 326. Management and Society (3)

Issues of concern to business managers in dealing with the social environment. Business responsibility to stockholders, employees, customers, the government, and society. Issues including profits, consumerism, product safety, pollution, government regulation, and social accountability.

Letter grade only (A-F).

#### 405. International and Comparative Management (3)

Prerequisites: MGMT 300, CBA 300, IS 301.

Functions of management in international business; comparative management studies, and the impact of the environment on management performance.

Letter grade only (A-F).

#### 406. International Business Policy (3)

Prerequisites: MGMT 300, CBA 300, IS 301.

Developing multinational strategies and policies. International economics, economic development, international marketing, international finance, multinational planning, organization, and control. International transactions, economic and political integration, the competitiveness of countries, relations with host societies, and country studies.

Letter grade only (A-F). Case studies and research projects.

#### 412. Production Control (3)

Prerequisites: MGMT 300, IS 301.

Scheduling, controlling, and evaluating manufacturing activities at the shop-floor level. Shop order release, dispatching, priority control, queue management, and input/output monitoring using MRP II software. Job sequencing and scheduling, just-in-time production, Kanban control, and optimized-production-technology (OPT). Use of software and simulations.

Letter grade only (A-F).

#### 413. Managing Quality for Productivity (3)

Prerequisites: MGMT 300, IS 301; Recommended: IS 310.

Relationship between productivity and quality. Examination of the quality-assurance function, statistical quality control, and lot inspection. Relationship between productivity improvement, product quality, and manufacturing strategy.

Letter grade only (A-F).

#### 421. Entrepreneurship and New Venture Creation (3)

Prerequisites: MGMT 300, IS 301.

Starting a new business. Being an entrepreneur in a free enterprise environment or an entrepreneur in an existing organization. Use of state-of-the-art theory to plan and evaluate business startups. Testing ideas with successful entrepreneurs and creating individual business plans.

Letter grade only (A-F).

#### 425. Business Strategy and Policy (3)

Prerequisites: ACCT 202 or ACCT 320; MGMT 300, MKTG 300, FIN 300 and IS 301.

Integration and application of knowledge theories and techniques derived from the study of business disciplines. Use of the case method and business simulations to formulate business strategies and plans. Written reports required.

Letter grade only (A-F).

#### 430. Project Management (3)

Prerequisites: MGMT 300, IS 301.

Selection of project ideas and implementation of projects. Roles of team member and project manager. Project planning and organization. Budgeting, scheduling, monitoring and controlling, including computerized network models and project management software packages. Final project analysis and termination.

Letter grade only (A-F).

#### 454. Organization Theory (3)

Prerequisites: MGMT 300, IS 301.

Design and adaptation of organizations. Development of tools for analysis and design. Exploration of organizational structure. The organization as a system of authority, a political system, and an information and coordination device. Cases and computer simulations.

Letter grade only (A-F).

#### 455. Managerial Decision Making Processes (3)

Prerequisites: MGMT 300, IS 301.

Incorporates both quantitative and psychological aspects of decision making for management problems. Includes topics such as decision making with multiple objectives, decision tree, risk management, game theory, utility theory, prospect theory, simulation, and responses to performance feedback.

Letter grade only (A-F).

#### 456. Service Management (3)

Prerequisites: MGMT 300, IS 301.

Introduce the concepts of service, the role that services play in the economies, service strategies, service design and operation, and various quantitative models for service management and improvement.

Letter grade only (A-F).

#### 495. Selected Topics in Management (1-3)

Prerequisites: GPA of 3.0 in Management courses, consent of instructor, IS 301.

Topics and issues of critical importance to management. Development of critical thinking, writing, and speaking skills.

Letter grade only (A-F). May be repeated to a maximum of 6 units.

Topics announced in *Schedule of Classes*.

#### 497. Directed Studies (1-3)

Prerequisite: IS 301 and consent of instructor.

Individual projects, research, and study of advanced nature in management.

Letter grade only (A-F).



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## Human Resource Management Courses (HRM)

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### 360. Organizational Behavior (3)

Overview of the dynamics of human behavior in organizations and implications for management. Motivation, personality and attitudes, human perception, groups and teams, norms, power and politics, conflict, learning, communication, job design, organizational culture, organizational change, leadership and cross-cultural issues.

Letter grade only (A-F).

### 361. The Human Resource Function (3)

Overview of human resource functions designed to attract, motivate, develop and retain employees. Planning, job analysis, recruitment, selection, placement, appraisal, compensation and benefit administration, training and development, communications, labor management relations and the international environment. Discussion, cases and student presentations.

Letter grade only (A-F).

### 440. Collective Bargaining (3)

Prerequisites: HRM 361, IS 301.

Roles of management, labor and government in structuring work environments. Nature of the process of negotiation and conflict resolution in organizations.

Letter grade only (A-F).

### 445. Compensation Administration (3)

Prerequisites: HRM 361, IS 301.

Compensation and benefits management as an integrating human resource management process. Development and administration of equitable compensation and benefit programs. Job analysis and evaluation, pay structures, salary surveys, individual compensation, incentive, systems and benefits administration. Discussion, cases and simulations.

Letter grade only (A-F).

### 446. Leadership and Motivation in Organizations (3)

Prerequisites: HRM 360, IS 301.

Determinants of effective leadership and successful methods of motivating employees to achieve organizational goals. Identification of appropriate styles of leadership and methods for developing and applying leadership skills. Case studies, research, and simulation exercises.

Letter grade only (A-F).

### 458. Managing Culture and Diversity (3)

Prerequisites: HRM 360 or HRM 361; IS 301.

Impact of diversity, culture, and ethnic origin on the work experience. Interaction of language, gender, race, tradition, education, economic structure, and organizational philosophy to create a set of rules for acceptable behaviors in complex organizations. Open dialogue, debate, outside research and group presentations.

Letter grade only (A-F).

### 460. Current Issues in Human Resource Management (3)

Prerequisites: HRM 360 or HRM 361; IS 301.

Current and emerging issues concerning the management and development of people and organizations. Motivation, leadership, job performance, hiring, compensation, planning, selection, staffing, training, performance appraisal, careers, and quality of work life. Discussion, projects, and outside research.

Letter grade only (A-F).

### 462. Labor-Management Relations (3)

Prerequisite: IS 301.

Principles and practices influencing labor-management relationships. Development, aims, structure, and functions of labor and employer organizations; collective bargaining process; labor law and governmental intervention; impasse resolution; unions and minorities; employee organizations in government and professional sectors; comparative international systems.

Letter grade only (A-F).

### 463. Organizational Training and Development (3)

Prerequisite: HRM 360 or HRM 361; IS 301.

Review of the field of training and development, including learning theory, training needs assessment, design and delivery of training and development programs, evaluation, and program management. Career development and organizational development. Case studies, research, simulation exercises, and student presentations.

Letter grade only (A-F).

### 465. Staffing and Performance Management (3)

Prerequisites: HRM 361, IS 301.

Theories and techniques guiding personnel selection and appraisal processes. Determining staffing needs, conducting job analyses, writing job descriptions, developing recruitment strategies, affirmative action plans, and designing resumes. Designing effective appraisal systems and conducting productive performance appraisals. Cases and simulations.

Letter grade only (A-F).

### 497. Directed Studies (1-3)

Prerequisites: IS 301, consent of instructor and Department Chair, and 3.0 GPA or higher in human resource management courses.

Individual projects, study and research of advanced nature in human resources management.

Letter grade only (A-F).

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## Supply Chain Management Courses (SCM)

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### 410. Logistics Management (3)

Prerequisites: MGMT 300, IS 301.

The management of materials into, within and out of an organization, including location planning, procurement, inventory control, transportation, warehousing, packaging and materials handling and order management. Focus is on the analytical and managerial methods essential for an integrated logistics system.

Letter grade only (A-F). Not open for credit to students with credit in MGMT 410.

### 411. Operations Planning and Control (3)

Prerequisites: MGMT 300, IS 301.

Strategic principles and tactical practices related to operations planning. Topics include process selection, facilities layout, work systems design, inventory management, aggregate planning, master scheduling, MRP and ERP, scheduling and JIT production activity.

Letter grade only (A-F). Not open for credit to students with credit in MGMT 411.

### 414. Supply Chain Management (3)

Prerequisites: MGMT 300, IS 301.

Management of value creation and the dynamic interaction of companies within a supply chain. Topics include supply chain drivers and performance, network planning, inventory positioning, supply chain coordination, and information sharing. Contemporary practices are discussed.

Letter grade only (A-F). Not open for credit to students with credit in MGMT 414.

# MARKETING

## College of Business Administration

**Department Chair:** Sam Min

**Department Office:** College of Business Administration CBA 337

**Website:** <http://www.csulb.edu/colleges/cba/marketing/>

**Telephone:** (562) 985-4769

**Faculty:** Mary Celsi, Christine Kang, Pamela Miles Homer, Ingrid Martin, Sam Min, Risto Moisio, Hieu Nguyen, Thuc "Doan" Nguyen, Tianjiao Qiu, Reo Song, Praveen Soni, Terrence H. Witkowski, Yu Wang

**Administrative Support Coordinator:** Stacey Dupee  
For MBA with Specialization in Marketing, see Business Administration, Graduate Programs.

### Career Possibilities

Social Media Planner • Sales Representative • Marketing Manager • Retail Buyer • Public Relations Specialist • Advertising Account Executive • Purchasing Agent • Retail Merchandising Manager • Brand Manager • Online Account Executive • Online Sales Manager • Media Sales Manager • Media Planner • New Product Manager • Distribution Manager • Packaging Manager • Non-profit Fund Raiser • Event Coordinator and Publication Specialist • Market Research Analyst (Some of these careers require additional experience or education.) Various entry-level, trainee positions in business and industry are available for graduates regardless of academic discipline.

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## Undergraduate Programs

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### Bachelor of Science in Business Administration

#### Admission Under Impaction

Refer to the following website for additional impaction criteria: [www.csulb.edu/depts/enrollment/graduation/native-major-criteria/](http://www.csulb.edu/depts/enrollment/graduation/native-major-criteria/).

#### Requirements

In order to graduate with an undergraduate business degree from CSULB, a student must complete a minimum of 120 units. A majority of the upper division business courses must be completed at this university. For details, refer to the CBA Policy on Course Transfers/Substitutions.

All CBA majors must maintain major GPAs of 2.0 or higher. A student whose GPA in the major falls below 2.0 will be advised that they are at risk of being dismissed from the major and granted one semester to raise their major GPA(s) to 2.0. Students who do not successfully raise their major GPA(s) must meet with an advisor to declare another major or submit an appeal to the CBA Center for Student Success explaining why they need one additional semester. Students whose major GPAs remain below 2.0 after this additional semester must declare a new major.

#### 1. Lower Division:

Take all of the following:

ACCT 201 Elementary Financial Accounting (3)

\* C or better

Prerequisite: None

ACCT 202 Managerial Accounting (3)

\* C or better

Prerequisite: ACCT 201

ECON 100 Principles of Macroeconomics (3)

\* C or better

Prerequisites: MATH 103 or higher; one GE Foundation course.

ECON 101 Principles of Microeconomics (3)

\* C or better

Prerequisite/Corequisite: MATH 103 or higher.

MATH 115 Calculus for Business (3)

\* C or better

Prerequisite: Appropriate ELM score, ELM exemption, or MAPB 11.

Choose one of the following:

STAT 118 Intro to Business Statistics (3)

Prerequisite: Appropriate ELM score, ELM exemption, or MAPB 11.

MATH 114 Finite Mathematics (3)

Prerequisites: Appropriate ELM score, ELM exemption, or MAPB 11.

Students planning business options should take STAT 118.

#### 2. Critical Thinking Course Requirements:

Any critical thinking course (GE category A3); IS 100 is recommended.

3. All business and pre-business majors shall demonstrate computer literacy and competency. Complete one of the following:

A. Passing score (70%) on the Computer Proficiency Examination (CPE).

B. IS 233 Introduction to Computer Systems and Applications (3) with Credit (Cr).  
Prerequisite: None

C. Transfer equivalent course with a "C" or better grade.

#### 4. Upper Division:

A. Take all of the following:

CBA 300 International Business (3)

Prerequisite: None

FIN 300 Business Finance (3)

Prerequisite: None

BLAW 320 Legal and Regulatory Environment of Business (3)

Prerequisite: None

IS 300 Management Information Systems (3)

Prerequisite: IS 233 or equivalent.

IS 301 Business Communications (3)

Prerequisite: None

IS 310 Business Statistics (3)

Prerequisite: STAT 118 or MATH 114.

HRM 360 Organizational Behavior (3)

Prerequisite: None

MGMT 300 Principles of Management (3)

Prerequisite: None

MKTG 300 Marketing (3)  
Prerequisite: None

- B. The following Capstone course must be taken at CSULB as a senior and after the upper-division prerequisite core courses have been completed: MGMT 425 Business Strategy and Policy (3)  
Prerequisites: ACCT 202 or ACCT 320; MGMT 300, MKTG 300, FIN 300 and IS 301.
- C. Completion of option requirements.
5. Elective courses to total 120 units. Students are encouraged to select electives for expansion of knowledge and intellectual interests as well as for preparation for business employment.

## Option in Marketing (120 units)

This option establishes that marketing is largely a social process, emphasizing that enterprises meet the needs of individuals or segments of society. The function of marketing is to determine those needs, provide the most effective means of informing actual and potential customers of the availability of services and goods, and deliver such services and goods.

CBA students with the Marketing option will need to take minimum 12 units of Marketing courses at CSULB.

### Requirements

- Nine units selected from the following courses:  
MKTG 310, MKTG 330, MKTG 350, MKTG 405, MKTG 410, MKTG 420, MKTG 430, MKTG 437, MKTG 465, MKTG 475, MKTG 480, MKTG 481, MKTG 492; CBA 493 (subject to approval of the Department Chair).
- Take the following courses:
  - MKTG 470 Marketing Research (3)  
Prerequisites: MKTG 300; IS 301, IS 310.
  - MKTG 490 Consumer Behavior (3)  
Prerequisites: MKTG 300, IS 301.
  - MKTG 494 Marketing Management (3)  
Prerequisites: MKTG 300, IS 301; senior marketing majors or consent of instructor.

## Minor in Marketing

### Requirements

For Non-Business Students only (NOTE: the IS 301 prerequisite requirement is waived for the minor).

- Take the following course:  
MKTG 300 Marketing (3)  
Prerequisite: None.
- 15 units selected from the following courses:  
MKTG 310, MKTG 330, MKTG 350, MKTG 405, MKTG 410, MKTG 420, MKTG 430, MKTG 437, MKTG 465, MKTG 480, MKTG 481, MKTG 490, MKTG 492, MKTG 494, MKTG 495; CBA 300, CBA 494 (A or B) and CBA 493 as approved by department.

### Prerequisites

MKTG 300 is a prerequisite for MKTG 405, MKTG 410, MKTG 420, MKTG 430, MKTG 437, MKTG 465, MKTG 480, MKTG 481, MKTG 490, MKTG 492, and MKTG 494, and MKTG 495.

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## Courses (MKTG)

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### UPPER DIVISION

#### 300. Marketing (3)

Prerequisite: None.

Buyer behavior, marketing research, pricing, distribution, promotion, product strategies, and the influence of external factors. Ethic, corporate social responsibility, and public policy that are intrinsic to marketing decision making in global environments are explored. Human Subject Pool participation required.

#### 310. Retail Concepts and Policies (3)

Prerequisite: None.

Overview of the retail system. Retail decision making emphasized in relation to the constantly changing situation facing all purveyors of goods and services. Emphasis on retail management in the dual worlds of physical and virtual stores.

Letter grade only (A-F).

#### 330. Mass Marketing Communications: Advertising (3)

Prerequisite: None.

Principles and practices of advertising. Social and economic importance of advertising and its relation to modern business organization. Importance of an advertising plan, preparation of advertisements, copy and layout, media planning and application of information technology.

Letter grade only (A-F).

#### 350. Introduction to Entrepreneurial Marketing

Prerequisite: None.

Marketing in an entrepreneurial context. Topics include venture opportunities, marketing strategies and marketing mix for a venture, new product/service development, marketing research for new business opportunities, business model creation and innovation, sales forecast and performance evaluation of a venture.

Letter grade only (A-F).

#### 405. Green Marketing and Sustainability

Prerequisite: MKTG 300, IS 301.

Applying marketing principles to understand customers' expectations about environmental and social impacts; environmentally-friendly product strategies; green branding; social marketing; cause-related marketing; the role of marketing in social innovation and entrepreneurship; eco-labeling; fair trade, organic, and environmental certifications.

Letter grade only (A-F).

#### 410. Services Marketing (3)

Prerequisites: MKTG 300, IS 301.

Focus on strategic and managerial issues specific to marketing service products in industries with high service components. Services development and positioning, distribution, pricing, promotion, demand and process management, service quality and recovery.

Letter grade only (A-F).

#### 420. Sales Management (3)

Prerequisites: MKTG 300, IS 301.

Management of a sales force: organizing and deploying a sales force, developing effective sales training programs, designing motivation and compensation plans, asserting effective leadership and evaluating sales force performance. Sales analysis, forecasting techniques, account and territory management, and negotiations.

Letter grade only (A-F).

### **430. Promotion Strategies (3)**

Prerequisites: MKTG 300, IS 301.

Management of the promotional mix. Behavioral and data-based foundations for promotional strategies. Budgeting, allocation of promotional resources, and media models. Integration of promotional strategies into the marketing mix. Applications of information-based technologies and tools for analysis.

Letter grade only (A-F).

### **437. Digital Marketing and Media (3)**

Prerequisites: MKTG 300, IS 301.

The role of digital media (e.g., e-commerce, social media, search optimization, mobile applications, online video, gaming) in consumer behavior and implications for marketing strategies. Digital marketing metrics, analysis of online business models, and future trends in digital marketing also discussed.

Letter grade only (A-F).

### **465. Business To Business Marketing (3)**

Prerequisites: MKTG 300, IS 301.

Focus on business, government, and institutional markets. Comparison with consumer marketing. Analysis of business product/services and domestic/international marketing strategy. Emphasis on relationship management, supply chain and channel management, product/service innovation, brand equity, trade shows and personal selling.

Letter grade only (A-F).

### **470. Marketing Research (3)**

Prerequisites: MKTG 300; IS 301, IS 310.

Fundamentals of marketing and industrial research as an aid to problem-solving in business. Familiarization with current industry research efforts. Data collection, interviewing, and report-generation software. Analysis of data. Project, instrument and sampling designs.

Letter grade only (A-F).

### **475. Marketing Analytics (3)**

Prerequisite: IS 301, IS 310, MKTG 300, and MKTG 470.

Marketing Analytics is an application of data science to marketing decision problems. The course explores customer data analysis techniques and their theoretical foundations to help students acquire analytic skills that can be applied to real world marketing problems. The course also examines the ethical and technical issues related to data privacy.

Letter grade only (A-F).

### **480. International Marketing (3)**

Prerequisites: MKTG 300, IS 301.

The study of global marketing theory and practice. The historical, economic, cultural, political, and legal factors that affect marketing decision-making in an international context. How to develop and present plans for exploiting global marketing opportunities.

Letter grade only (A-F).

### **481. International Marketing in Selected Markets (3)**

Prerequisites: MKTG 300, IS 301.

Taught as a special topics seminar. Depending upon the instructor, topics may include marketing within specific regions such as Asia or Europe, marketing in developing countries, or international aspects of the marketing mix such as global advertising and global retailing.

Letter grade only (A-F).

### **490. Consumer Behavior (3)**

Prerequisites: MKTG 300, IS 301.

Consumer behavior in a marketing context. Information processing, personality/lifestyle, group, social class, cultural/sub-cultural, and demographic factors to influence consumption behavior. Strategic and analytical thinking of consumer behavior both in profit and

nonprofit contexts as well as relevant public policy applications.

Letter grade only (A-F).

### **492. New Products/New Services (3)**

Prerequisites: MKTG 300, IS 301.

New product and new service development process from idea generation to launch; diffusion of innovation and sales forecast of new product; market entry strategy; branding of new product; business plan for new product/service.

Letter grade only (A-F).

### **494. Marketing Management (3)**

Prerequisites: MKTG 300, IS 301; senior marketing majors or consent of instructor.

Strategies and techniques in marketing management. Application of prior material from marketing curriculum to problems and cases. Emphasis on problem identification, evaluation of alternatives, and developing recommendations.

Letter grade only (A-F).

### **495. Selected Topics in Marketing (1-3)**

Prerequisites: MKTG 300 and consent of instructor.

Topics of current interest in marketing selected for intensive study.

May be repeated to a maximum of 6 units. Topics announced in the *Schedule of Classes*.

### **497. Directed Studies (1-3)**

Prerequisites: IS 301, consent of instructor and department chair, on Dean's List and a 3.0 GPA or higher in marketing.