

Management, Rady School of

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<http://rady.ucsd.edu>

THE MASTER OF BUSINESS ADMINISTRATION (M.B.A.)

REQUIREMENTS FOR ADMISSION

Students interested in pursuing the M.B.A. degree program at UC San Diego's Rady School of Management (RSM) must have earned a B.A., or its equivalent, with training comparable to that provided by the University of California. A minimum scholastic average of 3.0 or better is required for course work completed in upper-division or prior graduate study. No specific undergraduate major or course work is required for admission, though preparation in quantitative methods (such as calculus and statistics) is strongly encouraged. Prior business course work is not necessary. Students who do not have adequate quantitative preparation at the time of admission will need to complete preparatory course work before matriculation.

The admissions committee assesses professional and organizational experience in terms of scope or level of responsibility, evidence of contribution or success, and evidence of career progression or of

growth in responsibility. The full-time M.B.A. does not require professional work experience; however, the school believes that some prior experience in organizations and teams is critical to effective learning in the M.B.A. program. Most students in the full-time M.B.A. class will have some post-undergraduate professional experience. FlexWeekend and FlexEvening M.B.A. students are working professionals; no specific number of years of work experience is required.

Applicants must submit two letters of recommendation from individuals who can attest to their professional and leadership skills and to their potential for business leadership.

Applicants are required to submit the Graduate Management Admission Test (GMAT) scores (verbal, quantitative, and analytical writing). (Indicate code #4836.) A minimum score of 550 on the paper/pencil version and a minimum score of 213 on the computer-based version of the Test of English as a Foreign Language (TOEFL) is required of all international applicants whose native language is not English and whose undergraduate education was conducted in a language other than English. Students who score below 600 on the paper/pencil or 250 on the computer-based TOEFL examination are strongly encouraged to enroll in an English-as-a-second-language program before beginning graduate work. The International English Language Testing System (IELTS) is also accepted with a minimum score of 7.

Interviews are required for admission to the M.B.A. program. Interviews are by invitation after review of the completed application.

The full-time M.B.A. is a two-year, full-time program. The FlexWeekend M.B.A. is twenty-four months, including two summers, and is scheduled on alternate weekends to accommodate the needs of working professionals. The FlexEvening M.B.A. is thirty months, including summers, and is scheduled two nights per week to accommodate the needs of working professionals.

The school's M.B.A. application is available online at the school's Web site.

THE M.B.A. CURRICULUM (NINETY-TWO UNITS)

The M.B.A. curriculum (ninety-two units) is made up of a set of core disciplinary and skill-oriented courses with an emphasis on industry sectors, unstructured electives, and the Professional Seminar. The basic curriculum is the same for the full-time and Flex students.

Industry Sector Emphasis

The Rady School's M.B.A. is designed to allow students to develop depth in industry sectors of particular interest. Selection of an industry is not required. The program combines a solid core, an integrative course sequence focused on innovation, a strong elective curriculum, a commitment to leadership development, and an emphasis on cutting-edge industry sectors.

Core Curriculum

The core curriculum provides a comprehensive education in the fundamentals of business and

management and lays a strong foundation for further study.

Electives

Students may choose from electives in the full range of business and management disciplines, including accounting, finance, management, marketing, operations and information technology, and strategy. In addition, students may, with approval, take graduate courses offered elsewhere on campus. Prospective students are advised to consult the RSM Office of Admissions for a list of planned elective courses.

Professional Seminar

The Professional Seminar is a one-credit course offered each quarter. The seminar brings business leaders and experts to campus to speak to students and provides workshops focused on professional and leadership development and on personal and career effectiveness. The seminar may be taken multiple times for credit.

Internships

Full-time M.B.A. students are strongly encouraged to participate in internships during the summer between the two years of the academic program. Part-time internships are also available during the academic year. Internships are coordinated through M.B.A. Career Connections, the school's career center.

Executive Mentor Program

The Rady School's Executive Mentor program matches small groups of M.B.A. students with senior business executives. Mentors work directly with their groups, offering perspective, guidance, and expertise based on their deep experience in business. Mentors help guide M.B.A. students as they map out areas for personal and professional development, gain understanding of career progression and the skills and abilities required for successful leadership, and seek feedback about opportunities and areas of concern.

Career Services

M.B.A. Career Connections, the Rady School's career center, provides students with expertise, guidance, and resources to successfully manage their careers. Services and resources of M.B.A. Career Connections are available to all M.B.A. students, with some limitations for those sponsored by their employers. For full-time M.B.A. students, the center's personalized approach to career management begins before the student's first quarter and continues throughout the program. M.B.A. Career Connections actively works to identify opportunities for students and to enable students to build strong professional networks.

Career services include career assessment, individual career coaching, career fairs, workshops, employer presentations and panels, internship and career employment listings, and on-campus interviews. Specialized M.B.A. career workshops focus on resume writing, interviewing skills (including videotaped mock interviews), effective job search strategies, and job offer evaluation and negotiation.

THE PH.D. IN MANAGEMENT

The Rady School offers a Ph.D. in management designed to prepare graduates for careers in academic research. Only students who intend to pursue a doctorate should apply; the department does not enroll students who seek a master's degree as a terminal degree.

Students with undergraduate preparation in various areas of the social and physical sciences may apply to the program. Students who elect to specialize in management science and finance are required to have additional mathematical knowledge, such as advanced calculus and statistics.

To be considered for admission candidates must

- Hold an undergraduate degree from an accredited college or university.

- Complete the UCSD Application for Admission with application fee.
- Submit test scores from the Graduate Management Admissions Test (GMAT) or Graduate Record Examination (GRE) taken within five years of the date of application. Official Test of English as a Foreign Language (TOEFL) exam scores are required of applicants whose primary language is not English or who graduate from a university at which the language of instruction was not English.
- Submit two copies of official transcripts from all colleges and universities attended.
- Submit three letters of recommendations that speak to the candidate's potential as a researcher.
- Submit a statement of purpose.
- Take "Mathematics for Economists" from the UCSD economics department prior to the start of the first fall quarter.

Note: At the discretion of the Admissions Committee, personal interviews may be required.

Program instruction includes formal core and domain/methodology course work, directed study in close consultation with faculty in preparation for a research career, and individual research required for the student's dissertation. The core curriculum consists of a mathematics review and two course sequences designed to ensure that students are educated in the fundamentals of economic and social sciences. Individual students may be required to take additional courses depending upon educational background. The domain/methodology course requirement helps the student acquire the deep domain knowledge and methodological skills required to conduct research in his or her areas of interest.

The main Ph.D. requirements are that a student completes the core and elective course work, qualifying examinations, original research papers and presentations, a dissertation acceptable to the doctoral committee, and a final oral examination on the dissertation. Rather than a separate qualifying exam on each topic, students will be required to pass graduate course exams with a cumulative GPA of 3.6. If a student does not have the 3.6 (A-) average, the topic qualifying exams will be required.

Ph.D. students must be in residence a total of six quarters, three of which must be spent in continuous

residence at the Rady School on the San Diego campus. A minimum of three quarters of residency must pass between the date of formal advancement to candidacy and the date of the final examination.

Nonresident students who have failed to establish California residency after the first year will be responsible for their own tuition.

Normative time (defined as that period of time in which students under normal circumstances are expected to complete their doctoral program) is four to five years, based on the student's background and progress. The maximum length of time that a student may remain a pre-candidate for the Ph.D. degree is three years. Total university support cannot exceed six years. Total registered time at UCSD cannot exceed seven years.

A detailed description of the Ph.D. program is available on the Internet at <http://management.ucsd.edu/phd/> or by contacting the Ph.D. program coordinator at radyphd@ucsd.edu. Residence and other campuswide regulations are described in the graduate studies section of this catalog.

THE ACCOUNTING MINOR

The Rady School of Management's accounting minor is designed to provide students a breadth of understanding of accounting theory, practices, and applications. The minor will appeal to students who envision careers in the accounting profession. Because of accounting's broad application, these careers would span across public accounting firms, corporate accounting departments, and governmental, nonprofit, and nongovernmental organizations. For many students, this will be their first step in achieving a Certificate in Public Accounting, C.P.A.

ACCOUNTING MINOR REQUIREMENTS

The accounting minor will consist of seven courses that cover the key accounting principles, processes, and applications. Required courses include two lower-division courses and five upper-division courses:

Lower-Division Courses

MGT 4. Financial Accounting or Econ. 4: Financial Accounting

MGT 5. Managerial Accounting

Upper-Division Courses

MGT 131A. Intermediate Accounting A

MGT 131B. Intermediate Accounting B

MGT 132. Auditing

MGT 135. Federal Taxation—Companies

MGT 136. Advanced Accounting

In order to count toward the minor, all courses must be taken for a letter grade and students must earn a C- or better in each course. Lower-division transfer credits for courses that are clearly equivalent in scope and content to lower-division courses required for the accounting minor will be accepted from regionally accredited United States institutions and from foreign institutions recognized by the Rady School of Management.

C.P.A. Accounting Requirements

A student who completes nine Rady accounting courses (the seven courses required for the minor plus two electives for a total of thirty-six quarter units) will have met the accounting portion of the educational requirement for their C.P.A.

COURSES

For course descriptions not found in the UC San Diego General Catalog, 2010–11, please contact the department for more information.

LOWER-DIVISION UNDERGRADUATE COURSES

MGT 4. Financial Accounting (4)

Recording, organizing and communicating financial information to business entities. Cross-listed with Econ. 4.

MGT 5. Managerial Accounting (4)

Internal accounting fundamentals, including cost behavior, cost application methods, overhead allocation methods, break-even analysis, budgeting, cost variance analysis, inventory management, and capital budgeting.

UPPER-DIVISION UNDERGRADUATE COURSES

MGT 103. Product Marketing and Management (4)

Defining markets for products and services, segmenting these markets, and targeting critical customers within segments. Strategies to position products and services within segments. The critical role of pricing as well as market research, product management, promotion, selling, and customer support. **Prerequisite:** upper-division standing.

MGT 110. Business: Innovative Enterprise Creation and Management (4)

Introductory course covering new innovative venture fundamentals and life cycles. Emphasis on theory, history, and current paradigms in: business models, financial and marketing basics, growth strategies, communications, and establishing and working in teams. Offered in summer only. **Prerequisite:** upper-division standing or consent of instructor.

MGT 111. Business: Introduction to Technology Business Start-up Process (4)

Students learn to: recognize, screen, and test the feasibility of technology-based business opportunities; determine market demand and financial and other resource requirements, make mini-business plans for start-up, growth, and harvesting. Offered in summer only. **Prerequisite:** upper-division standing or consent of instructor.

MGT 112. Global Business Strategy (4)

Will examine the advantages and complications of the multinational organization with emphasis on translating marketing, financing, and operating plans in light of geographical, cultural, and legal differences across the globe. Will also cover organizational considerations for transglobal management. **Prerequisites:** MGT 103 and MGT 181.

MGT 121A. Innovation to Market A (4)

Consider new project concepts. Discern market needs, competitive environment, and determine "go to market" strategy. Research potential markets, customers, partners, and competitors. Consider price versus attributes, alternative distribution channels, gaining unfair advantage. Examine the need and structure of a start-up team. **Prerequisite:** upper-division standing.

MGT 121B. Innovation to Market B (4)

Build a business plan. Establish intellectual property rights. Provide financial projections and determine financing needs. Explore investment sourcing, business valuation, and harvesting opportunities. Determine operational plans and key employee requirements. **Prerequisite:** upper-division standing.

MGT 131A. Intermediate Accounting A (4)

Preparation and interpretation of accounting information under both FASB and IASB guidelines pertaining to revenue and expense recognition, receivables, and inventories. **Prerequisites:** upper-division standing and MGT 5 and either MGT 4 or Econ. 4.

MGT 131B. Intermediate Accounting B (4)

Preparation and interpretation of accounting information under both FASB and IASB guidelines pertaining to property plant and equipment, leases, intangible assets, investments, long-term debt, and stockholders' equity. **Prerequisite:** MGT 131A.

MGT 132 Auditing (4)

Theory and practice of the attest process; planning and implementing the audit of the financial statements and internal control over financial reporting to ensure compliance with applicable requirements. **Prerequisite:** MGT 131B.

MGT 133. Advanced Cost Accounting (4)

Covers cost accumulation and analysis, for both manufacturing cost components and service activities, budgeting and cost projections, cost variance analysis, relevant costs, and capital investment analysis. **Prerequisite:** MGT 131B.

MGT 134. Federal Taxation—Individuals (4)

Covers theory and practical application of federal income tax regulations for individuals pertaining to gross income, adjusted gross income, itemized deductions, business operations, passive activities, property transactions, deferred income recognition, and reporting standards. **Prerequisite:** MGT 132.

MGT 135 Federal Taxation—Companies (4)

Covers the theory and practical application of federal income tax regulations for corporations and other enterprises pertaining to formulations, annual operations, distributions, liquidations, reorganizations, affiliations, and reporting standards. **Prerequisite:** MGT 132.

MGT 136. Advanced Accounting (4)

Covers accounting topics related to consolidated financial statements, variable interest entities, foreign currency translation, segment reporting, and business combinations. **Prerequisite:** MGT 135.

MGT 164. Organizational Leadership (4)

Will study alternative organizational structures, their stakeholders and cultures and use in meeting strategic enterprise priorities. Insights into motivational factors, communications networks, alternative leadership styles, and change management. Attention given to what the organization measures, controls, and rewards. **Prerequisite:** upper-division standing.

MGT 166. Business Ethics and Corporate Responsibility (4)

Will cover ethical conduct issues for leaders from a wide array of organizations and industries including consideration of differences among global trading partners. The issues impacting corporate responsibility will be examined as will full-cycle cost analysis of products and services. **Prerequisite:** upper-division standing.

MGT 172. Business Project Management (4)

Addresses effective practices for management of business projects. Includes both project management processes—scheduling, milestone setting, resource allocation, budgeting, risk mitigation—and human capital management—communication, teamwork, leadership. Also considers requirements for effectively working across functional and organizational boundaries. **Prerequisite:** upper-division standing.

MGT 174. Supply Chain and Operations Management (4)

Will cover process design and optimization, inventory control and forecasting, vendor selection and management, operations, planning and management, global distribution techniques, material, labor, and overhead costing, and work-in-process tracking and valuation, quality control along with organizational issues. **Prerequisite:** upper-division standing.

MGT 181. Enterprise Finance (4)

Will cover debt and equity financing of the enterprise, the role of commercial banks, venture firms, and investment banks; along with enterprise valuation, cash flow management, capital expenditure decisions, return on investment, economic value add, and foreign currency translation. **Prerequisite:** upper-division standing.

MGT 199. Directed Independent Study (4)

Directed individual study or research by special arrangement and under supervision of a faculty member. **Prerequisites:** consent of instructor and departmental approval; approved Special Studies form.

M.B.A. APPROVED COURSE LIST**MGT 201. Marketing Strategy (4)**

Addresses formulation and implementation of marketing strategy, based on an integrative view of competitive brand strategy over the product life cycle. Provides a framework for developing marketing strategies yielding sustainable competitive advantage based on customer, competitor, industry, and environmental analysis. **Prerequisite:** admission to degree program or consent of instructor.

MGT 202. Research for Marketing Decisions (4)

Methods and applications of qualitative and quantitative marketing research to solve substantive marketing problems. Emphasis on integrating problem formulation, research design, questionnaire construction, and sampling to yield the most valuable information, and on the proper use of statistical methods. **Prerequisite:** admission to degree program or consent of instructor.

MGT 203. Consumer Behavior (4)

The course identifies the factors that influence the selection and usage of products and services. Students will be introduced to problems/decisions that include evaluating behavior; understanding the consumers' decision process, and strategies to create desirable consumer behavior. **Prerequisite:** admission to M.B.A. program or consent of faculty.

MGT 204. Marketing Communications (4)

This course differentiates decisions/principles considered when developing an overall communications and promotions strategy. Key decisions include the promotional mix, the design, implementation and evaluation of communications strategies, and the thinking required to develop a creative strategy. **Prerequisite:** admission to M.B.A. program or consent of faculty.

MGT 209. Topics in Marketing (2 or 4)

Introduces advanced topics of special interest in marketing. May be repeated for a maximum of eight credits if the topics are substantially different. Instructional methods include face-to-face lecture, case presentations, assigned readings, and online group discussions. **Prerequisite:** admission to the M.B.A. program or consent of faculty.

MGT 210. Regulation and Innovation (4)

Addresses the complex role of regulation in business innovation. Includes legal issues such as how to structure a business, whether to seek intellectual property protection, when and how to raise capital or formulate exit strategies, how to make employment decisions. **Prerequisite:** core finance course or consent of instructor.

MGT 211. CEO, the Board of Directors and Corporate Governance (4)

Provides an understanding of relationships among shareholders, managers, and boards. Focuses on the office of the chief executive officer and on the board of directors, including the roles and responsibilities of directors, and the legal, economic, managerial, and psychological issues they confront. **Prerequisite:** admission to M.B.A. program or consent of instructor.

MGT 219. Topics in Corporate Governance (2 or 4)

Introduces advanced topics of special interest in corporate governance. May be repeated for a maximum of eight credits if the topics are substantially different. Instructional methods include face-to-face lecture, case presentations, assigned readings, and online group discussions. **Prerequisite:** admission to M.B.A. program or consent of faculty.

MGT 220. Opportunity and Business Model Analysis (4)

Builds on core management courses and deals with identifying and assessing new technological and product opportunities. Assessment methods and frameworks will be introduced for technologies and opportunities. Various business models to profitably address market opportunities will also be discussed. **Prerequisite:** core finance course (MGT 408) or consent of instructor.

MGT 221. Topics in Innovation (2 or 4)

Advanced topics in business innovation, delivered by lecture, case discussion, and online instruction. **Prerequisite:** admission to M.B.A. program or consent of instructor.

MGT 222. Creativity and Innovation (4)

Focuses on fostering and maintaining creativity in entrepreneurial ventures and, more broadly, in general management. Reading materials, cases, classroom, and home exercises will help students understand and be able to use creativity in their own working lives. **Prerequisite:** admission to M.B.A. program or consent of instructor.

MGT 229. Topics in International Business (2 or 4)

Introduces advanced topics of special interest in international business (e.g., global supply chain and the rise of Mexican maquiladoras; entrepreneurship in Russia). May be repeated for a maximum of eight credits if the topics are substantially different. Instructional methods include face-to-face lecture, case presentations, assigned readings, and online group discussions. **Prerequisite:** admission to M.B.A. program or consent of faculty.

MGT 230. Strategic Cost Management (4)

The course details the knowledge and analytical skills necessary to use accounting cost information as a basis for formulating and evaluating corporate strategies. Sessions focus on the principles of strategic positioning analysis, value chain analysis, and cost driver analysis. **Prerequisite:** admission to M.B.A. program or consent of faculty.

MGT 239. Topics in Accounting (2 or 4)

Introduces advanced topics of special interest in accounting. May be repeated for a maximum of eight credits if the topics are substantially different. Instructional methods include face-to-face lecture, case presentations, assigned readings, and online group discussions. **Prerequisite:** admission to M.B.A. program or consent of faculty.

MGT 240. Decision Analysis (4)

Provides practical techniques to help structure decision problems and analyze them quantitatively. Techniques help thinking clearly about objectives, alternatives, consequences, and uncertainties, and enable logical judgments with other types of information. **Prerequisite:** admission to M.B.A. program or consent of faculty.

MGT 249. Topics in Decision Sciences (2 or 4)

Introduces advanced topics of special interest in management and decision sciences. May be repeated for a maximum of eight credits if the topics are substantially different. Instructional methods include face-to-face lecture, case presentations, assigned readings, and online group discussions. **Prerequisite:** admission to M.B.A. program or consent of faculty.

MGT 250. Biotechnology Industry, Structure, and Strategy (4)

Provides a business overview of the life-science industry, its major market segments, financial structure, and financing strategies. Develops an understanding of major industry issues and strategies, including business development, financing, partnering and alliances, emerging trends, ethical and policy issues. **Prerequisite:** completion of M.B.A. core curriculum or consent of instructor.

MGT 251. Topics in Business Strategy (2 or 4)

Advanced topics in business strategy. Instructional methods include face-to-face lecture sessions and case discussion. **Prerequisite:** admission to M.B.A. program or consent of instructor.

MGT 259. Global Business Intensive (2)

Introduces advanced topics in global business, with a regional emphasis. Instructional methods include lectures, case presentations, readings, and discussions. A substantial portion of learning outcomes will be met by visiting

businesses in another world region, observing operations, and interviewing executives. The visit to the foreign region will typically be one to two weeks and may occur outside the normal academic year. **Prerequisites:** admission to M.B.A. program (RS 76, RS 77) or consent of faculty.

MGT 260. Negotiation (4)

Examines methods of conflict resolution needed for effective management in a constantly changing business environment. Applies these tools to the broad spectrum of negotiation problems faced by the manager and professional. Includes simulations, role playing, and cases. **Prerequisite:** admission to M.B.A. program or consent of instructor.

MGT 269. Topics in Organizational Behavior (2 or 4)

Introduces advanced topics of special interest in management and organizational behavior. May be repeated for a maximum of eight credits if the topics are substantially different. Instructional methods include face-to-face lecture, case presentations, assigned readings, and online group discussions. **Prerequisite:** admission to M.B.A. program or consent of faculty.

MGT 270. Project Management (4)

Provides management concepts and tools to enable the more effective design, planning, and control of projects. Includes both the qualitative and quantitative aspects of project management. **Prerequisite:** admission to M.B.A. program or consent of instructor.

MGT 271. Technology Strategy (4)

Outlines tools for formulating and evaluating technology strategy. Includes an introduction to the economics of technical change, models of technological evolution, and models of organizational dynamics and innovation. Provides an understanding of how technology firms gain and sustain competitive advantage. **Prerequisite:** admission to M.B.A. program or consent of instructor.

MGT 272. New Product Development (4)

Provides comprehensive analytical coverage of the new-product development process, focusing on the basic tools, methods, and organizational structures used in new-product development and management. **Prerequisite:** admission to M.B.A. program or consent of instructor.

MGT 273. Supply Chain Management (4)

Describes the systems approach to managing the entire flow of information, materials, and services from raw materials suppliers through factories and warehouses to the end customer, which is the key to productivity and competitiveness of manufacturing and service enterprises. **Prerequisite:** admission to M.B.A. program or consent of faculty.

MGT 279. Topics in Operations and Technology (2 or 4)

Introduces advanced topics of special interest in management and operations. May be repeated for a maximum of eight credits if the topics are substantially different. Instructional methods include face-to-face lecture, case presentations, assigned readings, and online group discussions. **Prerequisite:** admission to M.B.A. program or consent of faculty.

MGT 280. New Venture Finance (4)

Focuses on the financing of new ventures and technological innovation. Includes perspectives of both the entrepreneur and the investor, investigating the venture-capital process and methods of financial valuation useful in the venture-capital industry and for other technology investments. **Prerequisite:** core finance course or consent of instructor.

MGT 281. Investments (4)

Examines financial theory and empirical evidence useful for making investment decisions. Topics include: portfolio theory, equilibrium models of security prices, the empirical behavior of security prices, market efficiency, and fixed-income markets and behavioral finance. **Prerequisite:** completion of M.B.A. core curriculum or consent of instructor.

MGT 282. Topics in Finance (2 or 4)

Advanced topics in finance. Instructional methods include face-to-face lecture and case discussion, as well as online

instruction. **Prerequisite:** admission to M.B.A. program or consent of instructor.

MGT 283. Financial Risk Management (4)

Explains how to identify, measure, and analyze investment risks associated with interest rates, currency exchange, and equity markets, and acquire techniques to manage and control risk through the use of over-the-counter and exchange-traded derivatives. **Prerequisite:** admission to M.B.A. program or consent of the faculty.

MGT 284. Mergers, Acquisitions, and Corporate Restructuring

Explains the mergers and acquisitions process. Topics include: history, motivation, valuation, legal framework and tax issues of M&A, anti-takeover strategies, takeover tactics, leveraged buyouts, joint venture, and strategic alliances. **Prerequisites:** Enrollment in M.B.A. program and completion of MGT 408 Finance or with consent of faculty.

MGT 291. Essentials for Business Practice (4)

Introduction to the basic functional areas of business—marketing, accounting, finance, operations/supply chain, strategy—and how they overlap and intersect in the business environment. Techniques of business planning and the role of the business manager are also examined. **Prerequisite:** non-M.B.A. graduate students only; no prerequisite courses.

MGT 292. Business Project Management (4)

Addresses effective practices for management of business projects. Includes both project management—scheduling, milestone setting, resource allocation, budgeting, risk mitigation—and human capital management—communication, teamwork, leadership. Also considers requirements for effectively working across functional and organizational boundaries. **Prerequisite:** non-M.B.A. graduate students only; no prerequisite courses.

MGT 297. Advanced Management Research Practicum (1)

Internship with approved business or governmental agency, allowing student to pursue topics raised in the management core and elective courses. Internship credit may not be applied to fulfill specific course requirements or to credits required for graduation. May be repeated with instructor consent. **Prerequisites:** consent of instructor and department stamp required.

MGT 299. Individual Directed Study (1–4)

Individual study or research under the direction of a selected faculty member. **Prerequisite:** admission to M.B.A. program or consent of instructor.

MGT 401. Professional Seminar (1)

The Professional Seminar presents up-to-date research, professional skills development, and experts and business leaders as speakers. Topics may vary by term. **Prerequisite:** M.B.A. student or departmental stamp.

MGT 403. Quantitative Analysis (4)

Through lecture and online delivery, students will be introduced to key techniques for using data to make informed management decisions. Covers probability, statistics, decision analysis, and optimization techniques. Emphasizes managerial applications in such areas as operations management, marketing, and finance. **Prerequisite:** M.B.A. student or departmental stamp.

MGT 404. Accounting (4)

Through lecture and online delivery, students will be introduced to the basic concepts and methods used in financial statements. **Prerequisite:** M.B.A. student or departmental stamp.

MGT 405. Managerial Economics (4)

Through lecture and online delivery, this course will introduce students to the tools and concepts of microeconomics to analyze decision problems within technology driven firms through the coverage of microeconomic concepts relevant to managerial decision-making. **Prerequisite:** M.B.A. student or departmental stamp.

MGT 406. Leadership Skills, Values, and Teamwork in Technology Firms (4)

Through lecture and online delivery, introduces principles of effective teamwork and leadership and of strategic

managerial communication. Provides an introduction to case study and to ethical issues confronting managers in technology or science-driven firms. Develops managerial communication skills. **Prerequisite:** M.B.A. student or departmental stamp.

MGT 407. Marketing (4)

By taking an analytical approach to the study of marketing problems, this course provides an understanding of customers and competitors as a basis for developing, pricing, promoting, and distributing goods and services that satisfy customer and organizational objectives. **Prerequisite:** M.B.A. student or departmental stamp.

MGT 408. Finance (4)

Through lecture and online delivery, this course will focus on basic business financial concepts with particular attention to challenges of finance in start-up and small- and medium-sized enterprises. **Prerequisite:** M.B.A. student or departmental stamp.

MGT 409. Organizational Strategy and Human Resource Management (4)

After identifying characteristics common to technology driven firms, the implications of living in, managing, and leading such an organization are explored. Covers skills such as leadership of project teams and negotiations. **Prerequisite:** M.B.A. student or departmental stamp.

MGT 410. Strategy (4)

Through lecture and online delivery, this course explores the strategic management of technology-driven firms focusing on the analytical tools and techniques that support strategy formulation and the related managerial skills and decision processes that foster strategy implementation. **Prerequisite:** M.B.A. "stamp" or departmental stamp.

MGT 412. Lab to Market: Opportunity and Business Model Analysis (4)

An integrated examination of competencies needed to transform innovations into profitable market opportunities. Focus on processes to generate ideas, assess which are viable business opportunities, and evolve them into products and businesses. **Prerequisite:** M.B.A. student or departmental stamp.

MGT 413. Operations, Information Systems, and Data Analysis (4)

Through lecture and online delivery, students will be familiarized with the problems and issues confronting operations managers, and to introduce language, conceptual models, and analytical techniques that are broadly applicable in confronting such problems. **Prerequisite:** M.B.A. student or departmental stamp.

MGT 414A. Lab to Market Workshop I (4)

Through lecture and online delivery, provides broad coverage of leading edge developments in technical and scientific research, with an eye to their potential applicability and value in business. Provides basis for project-based Lab to Market Workshop II. An IP grade will be awarded at the end of the quarter. Final grade will not be given until the completion of MGT 414B. **Prerequisite:** M.B.A. student or departmental stamp.

MGT 414B. Lab to Market Workshop II (4)

Project-based course, requiring identification and completion of major project assessing potential business value of emerging or potential technology or science. Students work individually or in teams. Periodic class meetings include presentation of interim and final reports. **Prerequisite:** M.B.A. "stamp" or departmental stamp.

MGT 490A. Special Topics in Marketing (4)

Through lecture and online delivery, a course at an advanced level on marketing topics. Will fulfill the required elective for students in Communication and Information Technology Services (CITS) Management track. **Prerequisite:** M.B.A. student or departmental stamp.

MGT 490B. Special Topics in Marketing (4)

Through lecture and online delivery, a course at an advanced level on marketing topics. Will fulfill the required elective for students in Management and the Life Sciences and Health Industries track. **Prerequisite:** M.B.A. student or departmental stamp.

MGT 490C. Special Topics in Marketing (4)

Through lecture and online delivery, a course at an advanced level on marketing topics. Will fulfill the required elective for students in Global Management and Policy track. **Prerequisite:** M.B.A. student or departmental stamp.

PH.D. APPROVED COURSE LIST**MGT 208A. Introduction to Management Research A (4)**

This is the first course in a three-course sequence that introduces students to the various methodologies and research paradigms employed in management research. This course covers fundamentals of empirical research methods, including research design, reliability and validity of measurements, theory building and hypothesis testing, and some history of science. **Prerequisites:** admission to Management Ph.D. program; others consent of instructor.

MGT 208B. Introduction to Management Research B (4)

Sequence introduces students to various management research and methodological paradigms, and discusses theory development, building, and validation approaches. Students with additional need for mathematical/analytical training may be asked to take additional courses that prepare for the rigors of the program. **Prerequisite:** MGT 208A.

MGT 208C. Introduction to Management Research C (4)

Sequence introduces students to various management research and methodological paradigms, and discusses theory development, building, and validation approaches. Students with additional need for mathematical/analytical training may be asked to take additional courses that prepare for the rigors of the program. **Prerequisite:** MGT 208B.

MGT 225. Behavioral Economics (4)

Introduction to formal and predictive approaches to incorporating behavioral regularities into economic theory. Covers developments in generalizing conventional economic models to allow patterns of behavior that appear to be common but are paradoxical for conventional models based on assumptions of rationality. **Prerequisites:** MGT 208A-B-C, Econ. 200A-B-C.

MGT 226. Theory of Industrial Organization and Business Strategy (4)

This course provides the theoretical underpinnings of business strategy drawing from the body of literature in industrial organization. It will complement Economics department courses on industrial organization to provide depth in business strategy. **Prerequisites:** Econ. 200A-B-C.

MGT 245. Theory of Technology and Operations Management (4)

This course addresses classical operations management models in inventory and capacity planning and control leading up to models of supply chain and supplier relationship management. **Prerequisites:** MGT 208A-B-C, Econ. 200A-B-C.

MGT 246. Research in Management and Technology Strategy (4)

This course covers the management of technology and innovation emphasizing product family design, market segmentation, technology selection, and product management. **Prerequisites:** MGT 208A-B-C, Econ. 200A-B-C, MGT 245.

MGT 247. Management and Marketing Science Models (4)

Fundamentals of analytical models in operations and marketing including product positioning models, choice models, pricing models, and distribution models. Interactions between the supply and demand issues is stressed for managerial decision making about operations and marketing variables. **Prerequisite:** MGT 208C.

MGT 255. Psychology and Decision Making (4)

This course introduces students to theories and research in the field of individual judgment and decision making. Topics include judgment under uncertainty, the psychology of risk, choice, decision framing, prospect theory, mental accounting, context effects, task effects, and regret.

Prerequisites: admission to management Ph.D. program; others consent of instructor.

MGT 256. Consumer Behavior Research (4)

This course covers concepts and theories useful in understanding and researching the behaviors of consumers. Sample topics include attitude formation and change, social influence and persuasion, communication, consumer decision making and judgment, and consumer knowledge.

Prerequisites: admission to management Ph.D. program; others consent of instructor.

MGT 257. Behavior in Organizations (4)

Theories/research about behavior of employees/managers in organizations, as individuals and in groups. Topics include motivation, design of incentive/compensation systems, impact of goals/objectives, managerial judgment/decision making, evaluation judgments, managing reactions to change, and group decision making. **Prerequisites:** admission to management Ph.D. program; others consent of instructor.

MGT 285. Financial Economics (4)

This course covers the basic concepts and important models used in finance research. The subjects include expected utility theories, stochastic dominance, portfolio math, mean-variance theory, CAPM, aggregation theorems, arbitrages, and arbitrage pricing. **Prerequisites:** Econ. 220; admission to management Ph.D. program.

MGT 286. Continuous-time Finance (4)

This course covers most powerful tools in finance, i.e., which are finance models in continuous-time setting. The subjects include dynamic portfolio selection, derivative pricing, dynamic term structure, and dynamic equilibrium models. **Prerequisite:** MGT 285.

MGT 287. Empirical Finance (4)

This course covers econometric methods including the linear regression model, serial correlation, hypothesis testing, timer series analysis, and estimation of discrete choice and simultaneous equation models. **Prerequisite:** MGT 285.

MGT 288. Topics in Finance (4)

This course will cover a range of areas that could include international asset pricing models, market microstructure, investment flows, topics in corporate finance, capital structure, and some recent advances in asset pricing such as consumption-based asset pricing, and habit models. **Prerequisite:** MGT 285.

MGT 293A. Literature Review and Critique Paper (4)

This course will require the student to identify and critique the research literature in a particular area identified during the summer of first year. The student will write a review paper that identifies opportunities for further research. **Prerequisites:** none.

MGT 293B. Literature Review and Critique Presentation (4)

In this course, the student will continue work on the literature review and prepare a presentation of the gaps and opportunities identified in the literature. **Prerequisite:** MGT 293A.

MGT 293C. Original Research Paper (4)

In this course, the student will work on identifying and developing an original research problem based on the gaps identified in the literature review courses. **Prerequisites:** MGT 291, MGT 292, MGT 293B.

MGT 293D. Original Research Presentation (4)

In this course, the student will continue work on the original research problem and prepare a presentation that will prepare for candidacy. **Prerequisites:** MGT 292; MGT 293C.

MGT 294. Advanced Field Advising (4)

Each student who has not advanced to candidacy by June of the third year must enroll in and complete MGT 294 during the fall, winter, and spring quarters of the fourth year. **Prerequisite:** admission to management Ph.D. program.

MGT 295. Dissertation (4-12)

This course is taken by students actively working on their dissertation after advancing to candidacy.