

# Department of Business and Entrepreneurship

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The Department of Business and Entrepreneurship is home to numerous undergraduate and graduate programs featuring expert faculty-mentors who help students become ethical experts capable of navigating the ever-changing business landscape.

## Programs

### Majors

- Business Analytics (BS) (<http://catalog.apu.edu/academics/school-business-management/business-entrepreneurship/business-analytics-bs/>)
- Business: Economics (BS) (<http://catalog.apu.edu/academics/school-business-management/business-entrepreneurship/business-economics-bs/>)
- Business: Entrepreneurship (BS) (<http://catalog.apu.edu/academics/school-business-management/business-entrepreneurship/entrepreneurship-bs/>)
- Business: International Business (BS) (<http://catalog.apu.edu/academics/school-business-management/business-entrepreneurship/international-business-bs/>)
- Business Management (BA) (<http://catalog.apu.edu/academics/school-business-management/business-entrepreneurship/business-management-ba/>)
- Human Resources and Organization Development (BA) (<http://catalog.apu.edu/academics/school-business-management/business-entrepreneurship/hr-organizational-development-ba/>)

### Minors

- Minor in Business Analytics (<http://catalog.apu.edu/academics/school-business-management/business-entrepreneurship/business-analytics-minor/>)
- Minor in Business Management (<http://catalog.apu.edu/academics/school-business-management/business-entrepreneurship/business-management-minor/>)
- Minor in Economics (<http://catalog.apu.edu/academics/school-business-management/business-entrepreneurship/economics-minor/>)
- Minor in Entrepreneurship (<http://catalog.apu.edu/academics/school-business-management/business-entrepreneurship/entrepreneurship-minor/>)
- Minor in Foundations of Business (MBA Preparation) (<http://catalog.apu.edu/academics/school-business-management/business-entrepreneurship/foundations-business-minor/>)
- Minor in Foundations of Management (MBM Preparation) (<http://catalog.apu.edu/academics/school-business-management/business-entrepreneurship/foundations-management-minor/>)
- Minor in Human Resources (<http://catalog.apu.edu/academics/school-business-management/business-entrepreneurship/human-resources-minor/>)
- Minor in International Business (<http://catalog.apu.edu/academics/school-business-management/business-entrepreneurship/international-business-minor/>)

### Master's

- Master of Business Administration (MBA) (<http://catalog.apu.edu/academics/school-business-management/business-entrepreneurship/business-administration-mba/>)
- Master of Business Management (MBM) (<http://catalog.apu.edu/academics/school-business-management/business-entrepreneurship/business-management-mbm/>)

### Professional

- Bachelor of Business Administration (BBA) (Bachelor's Completion Program) (<http://catalog.apu.edu/academics/school-business-management/business-entrepreneurship/bachelor-business-administration-bba/>)
- Minor in Business Administration (Professional) (<http://catalog.apu.edu/academics/school-business-management/business-entrepreneurship/business-administration-minor/>)

### Certificates

- Certificate in Change Strategies for Consulting (<http://catalog.apu.edu/academics/school-business-management/business-entrepreneurship/change-strategies-consulting-certificate/>)
- Certificate in Data Analysis and Visualization (<http://catalog.apu.edu/academics/school-business-management/business-entrepreneurship/data-analysis-visualization-certificate/>)
- Certificate in Foundations of Human Resources (<http://catalog.apu.edu/academics/school-business-management/business-entrepreneurship/foundations-human-resources-certificate/>)

- Certificate in Government Budgeting (<http://catalog.apu.edu/academics/school-business-management/business-entrepreneurship/government-budgeting-certificate/>)
- Certificate in Leadership Development (<http://catalog.apu.edu/academics/school-business-management/business-entrepreneurship/leadership-development-certificate/>)
- Certificate in Project Management (<http://catalog.apu.edu/academics/school-business-management/business-entrepreneurship/project-management-certificate/>)
- Certificate in Supply Chain and Logistics (<http://catalog.apu.edu/academics/school-business-management/business-entrepreneurship/supply-chain-logistics-certificate/>)

## Courses

### **BUSI 100, Personal Finance, 3 Units**

This course covers financial challenges that our society faces, the impact that they have on our society, and personal and social responsibilities related to these issues. In addition, the course offers students power over financial resources, freedom to give generously, insight for better citizenship, and civic engagement opportunities. *Meets the General Education Requirement: Civic Knowledge and Engagement.*

### **BUSI 109, Business Mathematics, 3 Units**

Students in this course learn the basic concepts and practices of business mathematics, including business algebra, business calculus, and statistics. Topics include differentiation and statistics such as population and sample, descriptive statistics, variation and skewness, exploratory data analysis with visuals, probability, random variable, sampling distribution, central limit theorem, discrete distributions (binomial, Poisson), continuous distributions (normal, t, exponential, chi-square), confidence interval estimation, hypothesis testing, correlation, regression, and the analysis of variance (ANOVA) for business students.

**Prerequisite:** MATH 90 or an appropriate score on the APU mathematics placement assessment.

### **BUSI 110, Business and Entrepreneurship, 3 Units**

Students in this course learn about the role of business in society and the impact of the social environment on the firm, and become acquainted with the basic functional areas of business, including management, human resources, marketing, finance, and production. Students produce a comprehensive business plan incorporating the functions of business and examining the effect of the business on society. *Meets the General Education Requirement: Civic Knowledge and Engagement.*

### **BUSI 111, Business Statistics, 3 Units**

Students in this course learn basic statistical concepts and methods of collecting, summarizing, presenting, and interpreting data for the business context. Among the topics covered are differentiation, population, sample, descriptive statistics, variation and skewness, exploratory data analysis with visuals, probability, random variable, sampling distribution, central limit theorem, discrete distributions (binomial, Poisson), continuous distributions (normal, t, exponential, chi-square), confidence interval estimation, hypothesis testing, correlation, regression, and the analysis of variance (ANOVA), to be applied in real-world business situations. *Meets the General Education Requirement: Quantitative Literacy (Math).*

**Prerequisite:** MATH 90 or an appropriate score on the APU mathematics placement assessment.

### **BUSI 120, Business Communications, 3 Units**

Students in this course explore current communication technologies and strategies in the modern marketplace to create and deliver audience-focused informative and persuasive messages using credible research, impactful visuals, and professional vocal and physical techniques delivered orally. Students are given scenario-based challenges often encountered in organizational settings and business situations, to help them determine the extent of information needed when communicating with key stakeholders, researching and utilizing credible support materials ethically, organizing information logically, and delivering messages through professional presentations using appropriate visual aids, graphics, posture, gesture, eye contact, and vocal expressiveness. *Meets the General Education Requirement: Oral Communication.*

### **BUSI 213, Negotiation Strategies and Skills, 3 Units**

Students in this course learn the basics of negotiation, then research and explore additional techniques that help them establish alternative criteria to expand and build upon their bargaining style. Each student is assessed on negotiating style, role playing, principled negotiation, and information gathering. Emphasis is on topics related to negotiations in a business context.

### **BUSI 240, Introduction to Information Systems and Business Applications, 3 Units**

This course offers the fundamentals of business information systems, methods, equipment, processes, computer characteristics, and concepts. Students also examine the ethical use of information, information systems, and business applications. The business applications of Formstack, QuickBooks, and Salesforce are taught with opportunities to earn an Expert Badge in Formstack and Competency Badge in QuickBooks.

### **BUSI 244, Data Analytics, Spreadsheets, and Data Visualization, 3 Units**

Integrating knowledge gained in BUSI 240, students gain hands-on experience in analyzing, managing, and reporting data in the business world, and use advanced statistical tools to frame business decisions for operations, finance, forecasting, etc. Students learn data applications of Microsoft Excel, Data Studio, and Tableau, and also have the opportunity to earn an Expert Badge in Excel.

**Prerequisite:** BUSI 240

## **BUSI 246, Foundations of Business Analytics, 3 Units**

Students in this course gain a basic understanding of data analytics to solve business problems. Students learn introductory use of Python, in an integrated environment.

**Prerequisite:** BUSI 111 or instructor's permission

## **BUSI 296, Business Law, 3 Units**

The course introduces the laws affecting business transactions. Included is an overview of the legal system as it relates to business and in-depth study of contracts, sales and commercial transactions, and secured transactions.

## **BUSI 311, Quantitative Analysis for Management, 3 Units**

This course comprises an overview of quantitative methods used to make data-driven decisions in business. Management tools include statistical analysis, simulation, and linear programming. The application of quantitative methods in project management, inventory management, time series forecasting, and data visualization is explored. Student evaluation is based on participation, assignment completion, exams, and a group project. This course prepares students to enter a changing business climate that requires knowledge of how to analyze data and create reports that help senior management make informed business decisions.

**Prerequisite:** BUSI 111

## **BUSI 314, Big Data Analytics for Business, 3 Units**

This course introduces students to the evolving domain of data science and business analytics, helping them understand the processes and tools for analyzing big data and discovering new information to support managerial decision-making. Students solve problems across all areas of business with descriptive, diagnostic, predictive, and prescriptive analytics. Main topics include a robust study of basic statistics, data visualization, exploratory data analysis, linear regression, logistic regression, ridge regression, classification, clustering, decision tree analysis, text analytics, and more. These skills are foundational for anyone interested in a career in big data analytics/data science, and they are beneficial for every manager in today's data-rich economy.

**Prerequisite:** BUSI 111 or instructor's permission

## **BUSI 350, Business Internship, 3 Units**

This course gives students the opportunity for practical application of principle and theory in an actual business setting through an internship. Students learn to set objectives and measure performance against those objectives in the business setting through a structured reporting process with the instructor. *Meets the General Education Requirement: Integrative and Applied Learning.*

**Prerequisite:** Completion of 60 units and instructor's permission.

## **BUSI 370, International Business, 3 Units**

This course presents a survey of issues in international business, with a focus on managing in an international environment, understanding the global monetary system, and developing an international perspective on business operations including production, marketing, finance, and human resources. *Meets the General Education Requirement: Intercultural Competence.*

**Prerequisite:** MGMT 210

## **BUSI 405, Business Report Writing, 3 Units**

Students practice writing clear, well-organized, effective formal and informal reports. Evaluation and preparation of business reports, utilizing business research methods and communication techniques are emphasized. Management of data and the use of graphics also are included.

## **BUSI 414, Application of Business Analytics, 3 Units**

This course gives students opportunities for practical application of advanced analytics tools and techniques to real-world problems to help business professionals make data-driven decisions. Students learn to manipulate real-world big data sets, develop the most appropriate models, evaluate AI/ML-based models, and create technical reports that describe their findings. Main topics include data wrangling, advanced data exploration methods, advanced data visualization techniques, linear/logistic/polynomial regression models, classification, decision trees, clustering, neural networks, text mining, financial technology, and more. This class is accessible for students who do not have good math/statistics foundations and technical backgrounds; no coding skills or experience required.

**Prerequisite:** BUSI 111 or instructor consent, BUSI 244, BUSI 314

## **BUSI 430, Money and Banking, 3 Units**

This course includes a study of monetary theories and banking principles, with special reference to contemporary developments in money and banking in the United States, the Federal Reserve System, and financial investment.

**Prerequisite:** ACCT 121, ECON 250, and ECON 251

## **BUSI 495, Writing 3: Business Ethics, 3 Units**

This course focuses on the integration of Christian faith, ethical issues, and professional concerns that confront business professionals in the workplace. Students explore biblical and moral principles for ethical analysis and reflection, and utilize the case method to research and write managerial responses to current ethical dilemmas in the workplace. This course fulfills the General Education Writing 3 requirement and is recommended for all business majors. *Meets the General Education Requirement: Writing 3: Writing in the Disciplines.*

**Prerequisite:** Writing 2

### **BUSI 496, Senior Seminar: Business Ethics, 3 Units**

This course focuses on the integration of Christian faith, ethical issues and professional concerns, which confront business professionals in the workplace with particular concern for leadership and transitions. The course will explore biblical and moral principles as related to real life case studies. In addition, the course offers the student the opportunity to complete in-depth study in a business related area to further prepare them as effective participants and leaders in the workplace. *Meets the General Education Requirement: Integrative and Applied Learning.*

**Prerequisite:** Senior standing and upper-division writing intensive course, majority of God's Word and the Christian Response

### **BUSI 497, Readings, 1-4 Units**

This is a program of study concentrating on assigned readings, discussions, and writing arranged between, and designed by, a student of upper-division standing and a full-time professor. An independent study fee is assessed for each enrollment in this class.

### **BUSI 511, Big Data and Business Analytics, 3 Units**

This course helps students understand the tools and processes for analyzing big data and discovering new information to support managerial decision making. Students solve problems across all areas of business with descriptive, diagnostic, predictive, and prescriptive analytics. Main topics include data preprocessing with database/SQL; descriptive analytics; exploratory data analysis and data visualization; diagnostic analytics such as linear regression and logistic regression; predictive analytics; and prescriptive analytics. Students also have an opportunity to earn a badge in business analytics.

### **BUSI 513, Introduction to Supply Chain Management and Logistics, 3 Units**

This course covers the formulation and implementation of logistics and supply chain strategy for competitive advantage, including analysis of logistics capabilities, enhancement of strategy-supportive capabilities, and integration with strategically chosen supply chain partners.

### **BUSI 514, Operations Management, 3 Units**

Different business strategies require different processes, and each strategy utilizes unique capabilities to gain competitive advantage. Students in this case-based course use a process view of operations to analyze key dimensions such as capacity planning, cycle time management, role of technology, logistics and supply chain management, and quality management. Students also connect to recent developments such as lean or world-class manufacturing, just-in-time operations, time-based competition, and business reengineering.

### **BUSI 515, Artificial Intelligence (AI) and Machine Learning (ML) for Business, 3 Units**

This course focuses on practical applications of AI/ML tools and techniques to real-world problems to help business professionals with their data-driven decision making. Students learn how to manipulate real-world big datasets, develop most appropriate prediction models, evaluate AI-/ML-based models, and create technical reports that describe their findings. Main topics include advanced data visualization techniques, linear/logistic/polynomial regression models, classification, decision trees, clustering, association rules, neural networks, text mining, financial technology, and more. Students also have an opportunity to earn a badge in business intelligence.

### **BUSI 516, Organizational Behavior, 3 Units**

This course provides students with the social science tools needed to solve organizational problems and influence the actions of individuals, groups, and organizations. It prepares managers to organize and motivate the human capital of the firm, manage social networks and alliances, and execute strategic change through knowledge of competitive decision making, reward system design, team building, strategic negotiation, political dynamics, corporate culture, and strategic organizational design. Case based.

### **BUSI 517, Quality Management, 3 Units**

This course introduces fundamental concepts and methods of quality management and productivity improvement, and students examine the role of managers in designing and implementing programs to improve the quality of products and services. Emphasis is on understanding the forces that make quality and productivity critical organizational issues. Student ability to implement quality-management tools, techniques, and processes is demonstrated.

### **BUSI 519, Research Design and Program Evaluation for Nonprofits, 3 Units**

This practical methods course focuses on the available literature and research studies in the public and nonprofit sectors. In addition, it prepares students in such areas as setting research objectives, respondent selection/sample size, questionnaire development, evaluation, and the merits of conducting research in-house versus using an outside consultant or research firm. The course also covers qualitative research techniques, including depth interviews and focus groups. It includes a unit on copy testing (of brochures, direct mail, print, and video) to evaluate message communication before or after production.

### **BUSI 522, Private Enterprise and Public Policy, 3 Units**

This course provides an introduction to political economy, the role of government in a mixed economy, business-government relations, the public policy process, regulation of business, corporate political activity, and the creation of businesses to capitalize on opportunities driven by legislative or regulatory action. Case based.

### **BUSI 523, Manufacturing Operations, 3 Units**

This course provides an understanding of the concepts, methodologies, and applications of production operations management. Focus is on analysis and study of production methods and procedures available to line and staff management in various-sized U.S. and global business operations. Significant attention is given to decision-making processes appropriate for manufacturing or service organizations, including tactical and operational considerations. Coursework stresses the need and reasons for input, involvement, and interaction of operations personnel with all other disciplines and areas of a business organization.

## **BUSI 528, Consulting for Organizations, 3 Units**

This course provides an overview of the consulting and advisory process as it relates to external and internal consultation in industry. The course focuses on various aspects of the consulting process life cycle such as gaining and retaining clients, developing proposals and engagement letters, defining client needs and diagnosing problems, utilizing effective data collection and analysis methodologies, documenting information gathered, developing solutions, presenting recommendations, and managing project requirements. Several types of consulting services and related issues are addressed. Students gain experience in basic consulting skills by completing a real-life consulting project and presenting their findings orally and in writing.

**Prerequisite:** MGMT 521

## **BUSI 530, Capstone Project: Entrepreneurial Emphasis, 3 Units**

The project integrates the learning experience with a plan for development and implementation of a new, untried venture. The completed project describes the product or service offered, including necessary financing, proposed staffing, market size and niche, and the timetable associated with each element. Oral defense before a faculty panel completes the experience.

## **BUSI 532, Ethical Issues in Nonprofit Management, 3 Units**

Following introductory class sessions on moral philosophy and democratic capitalism, students explore a variety of issues/decisions confronting leaders/managers. Case study situations include such areas as stewardship, truth in advertising, social (behavior change) marketing, marketing research (privacy and confidentiality); corporate responsibility, board/staff relations (accountability), individual responsibility (limits of welfare), and global issues (government corruption, labor practices, etc.).

## **BUSI 542, Managing Cultural Differences, 3 Units**

Students learn how to identify, analyze, and plan for those elements within the cultural, economic, and political environments of international business that require specialized understanding and strategy for successful management or organized enterprise.

## **BUSI 543, International Trade and Finance, 3 Units**

Students learn about the financial-monetary-economic environment of international business. Topics include the balance of payments, foreign exchange markets and risk, trade finance, direct foreign investment, capital budgeting in the multinational firm, and the international money and capital markets. Emphasis is placed on decision making with regard to international investment and financing.

## **BUSI 548, International Business, 3 Units**

This course covers the various strategies businesses use in worldwide operations. Students explore the development of business strategies, the motivations for firms to expand operations globally, organizational challenges, and managerial implications. Students also examine political, economic, and social factors that shape the international business environment. The course focuses on competitive responses to these external pressures and identifies strategic models or approaches. Organizational capabilities, structures, and systems are examined to deliver optimal results. The necessary processes to acquire cross-border knowledge for creating joint ventures and alliances are examined. Finally, the future role of Multi-National Enterprises (MNE's) for the global economy is explored. Case and simulation based.

## **BUSI 550, Capstone Project: International Emphasis, 3 Units**

Students submit a business plan that summarizes the major areas within international business from organization to quantitative methods. Methodology and underlying theories are presented through an exploration of the present international business environment. Oral defense of the completed project before a faculty panel is required.

## **BUSI 551, Situation Analysis and Diagnosis, 3 Units**

This course introduces the purpose, methods, and skills of situation analysis and diagnosis in carefully selected case studies. Students benefit from a focused approach to interpreting, understanding, and developing skills to discover appropriate conclusions in differing business environments and situations.

## **BUSI 552, Comparative Management, 3 Units**

The course enables the international business student to understand how management objectives, goals, practices, and business-government interaction are related to the cultural settings in which they take place. The course includes: analysis of international similarities and differences in managerial functions, structure and process, etc., in light of environmental factors; identification of the impact and results of different management practices; and an inquiry into the "universals" of management.

**Corequisite:** BUSI 551

## **BUSI 555, Integrated Decision Making in Nonprofits, 3 Units**

This course, taken in the student's final semester, develops the students' ability to understand the decision-making process and execute the steps involved in identifying, evaluating, and implementing an effective business strategy for a nonprofit organization. The purpose is achieved as students identify their organization's mission, primary customers, and specific goals by integrating the functional knowledge acquired in previous nonprofit courses (i.e., management, marketing, finance, research, ethics, etc.) and by developing a comprehensive strategic plan for a new organization, an existing organization, or from the perspective of an organization that wants to review its current offerings. As such, the course also examines factors unique to a nonprofit (e.g., involvement of the board and lay members, government funders, communication with various customer groups, and assuring congruence between organizational mission and the strategic plan).

### **BUSI 561, Fund Development: Planning, Implementing, and Evaluation, 3 Units**

This course examines the principles and methods of fundraising that respond to one's understanding of what donors, funders, and volunteers value, that is, what inspires their giving and how to develop and nurture these relationships. It uses case studies to demonstrate successful/unsuccessful promotional techniques, including advertising campaigns, direct mail, and special events. It also explores such areas as if/when to use consultants and special forms of planned giving. Finally, the course includes units on philanthropy/corporate giving and foundations, as well as a unit on grant writing.

### **BUSI 562, Effective Nonprofit Leadership and Management, 3 Units**

This course addresses the questions: What are the characteristics of effective leadership and management? How can one organize for success and evaluate/strengthen the work already done? It explores the fundamental challenges to effective leadership including defining and articulating the organization's mission, identifying and understanding the multiple "customers" served, and identifying and prioritizing the critical managerial tasks that must be successfully executed. As such, it examines the roles of the executive director, the board, staff, and volunteers. Finally, this course introduces students to the Drucker Formulation Self-Assessment Tool for Nonprofit Organizations based on management expert Peter F. Drucker's principles of management.

### **BUSI 563, Public Accounting: Legal and Financial Issues in Nonprofit Management, 3 Units**

This course introduces the legal and financial issues relevant to managing a 501 (c)(3) nonprofit organization. Issues addressed include organizing the entity, qualifying for and maintaining nonprofit status, fundraising, and nonprofit enterprise. Financial areas covered include the principles of fiscal responsibility for nonprofits as well as cost accounting, budgeting, the presentation of financial statements, proposed development, and in-kind resources.

### **BUSI 564, Strategic Marketing for Nonprofits, 3 Units**

This course provides an introduction to the field of strategic marketing of nonprofit organizations (e.g., educational institutions, churches, the public and social sectors, health services, and the arts). The course texts, outside readings, videos, case studies, and class exercises focus on understanding three areas of effectiveness: 1) what makes an organization effective or not; 2) how individuals can improve their own effectiveness as managers, staff, or volunteers; and 3) how promotional strategies can be used to enhance the organization's effectiveness.

### **BUSI 569, Nonprofits in America: History, Philosophy, and Tradition, 3 Units**

This introductory course traces the history, philosophy, and societal role of nonprofits in the United States and how the independent sector today compares organizationally to business and government. As such, it examines the roles of government (at the state and federal levels), religion and churches (including constitutional issues), business (corporate philanthropy), and the rights/responsibilities of individuals (e.g., natural law and contemporary public policy).

### **BUSI 576, Business Internship, 3 Units**

This course gives students an opportunity to apply educational principles, theory, and disciplinary skills to a position with an organization, either for-profit or not-for-profit. Students are responsible for obtaining employment, and must submit the application for appropriate internship approvals. They also learn to set objectives and measure performance against those objectives in a business or related setting through a structured reporting process with the instructor. Projects and assignments are due throughout the term.

**Prerequisite:** Appropriate employment for internship, completion of 30 units of coursework, and instructor's permission.

### **BUSI 577, Global Field Study, 3 Units**

This course provides the framework for graduate students to register for and complete a global field study in various countries around the world. During the course, students conduct corporate visits to business firms locally and around the globe to discuss how they apply and practice the business management principles, concepts and theories covered in the graduate curriculum.

### **BUSI 581, Strategic Leadership, 2 Units**

Students learn to set an organization's strategic direction, align corporate organizational structure to implement strategy, and lead individuals. Students explore the power and strategic importance of their own formation and identity as a leader in creating value, mobilizing resources around opportunities, and influencing others through their corporate role. Class discussions serve as a framework for exploring high-performance impact, corporate culture, reputation, leading strategic change, and leadership theories and styles, with particular attention to servant leadership as an extension of a Christian worldview. Students further explore informal and formal authority and the strategic connection between personal leadership and organizational effectiveness.

### **BUSI 583, Integrated Decision Making, 3 Units**

Students seek to develop the capability to appreciate and carry out the decision-making processes involved in identifying, evaluating, selecting, and implementing strategy in a company. This purpose is achieved by requiring the student to set goals, analyze business problems, develop a framework for making decisions to reach these goals, integrate the functional knowledge acquired in previous courses, and experience, through computer simulation business cases, the processes and functions performed by executive officers in meeting goals, and coping with an uncertain business environment.

### **BUSI 590, Capstone Project, 3 Units**

This comprehensive capstone, intended for students with extensive workplace experience, gives students an opportunity to integrate their learning through the formulation of a corporate report providing strategic direction to a national, international, or global business. The completed strategic plan describes the general economic process applied to a business selected by the student: seasonal sales cycle, inflation/recession tendencies, and product life cycle. Emphasis is placed on the development of strategies, economic analysis, and flexibility of strategic alternatives within the plan.

**Prerequisite:** MGMT 578

### **BUSI 591, Marketing Strategy for Competitive Advantage, 3 Units**

This course concentrates on the strategic issues encountered in marketing, in terms of total corporate and business strategy. Emphasis centers on matching internal strengths with outside opportunities, giving attention to weaknesses of the firm and threats from the environment. The goal is attainment of a sustainable competitive advantage.

**Prerequisite:** MGMT 578

### **BUSI 592, Financial Strategy for Competitive Advantage, 3 Units**

This seminar stresses the enterprise-wide view of the strategic management of financial resources. Lectures and case studies present the tools and perspective necessary to gain a competitive advantage through financial management.

**Prerequisite:** FIN 513 and MGMT 578

### **BUSI 593, Manufacturing Strategy for Competitive Advantage, 3 Units**

This course concentrates on the strategic issues encountered in the manufacturing processes. Manufacturing is recognized as an important strategic resource which can provide major competitive strengths for a business. Today's manufacturing managers must look to the future to plan, set objectives, initiate strategy, establish policies, and commit resources. The goal is attainment of a sustainable competitive advantage.

**Prerequisite:** MGMT 578

### **BUSI 594, Emerging Trends in Information Technology, 3 Units**

This course, intended for students without a background in information technology (IT), surveys current topics in IT and their impact on business, management, organizations, and society. Course topics include business intelligence, cybersecurity, business analytics, social networks, data visualization, agile software development, and business process management. Students develop a sufficient understanding of how organizations can utilize technologies, get hands-on skill development using real-world tools and deliverables, and explore management and organizational issues associated with technological change.

### **BUSI 595, Capability Design and Management of Strategic Change, 3 Units**

Management capabilities and components, strategic diagnosis, and capability design are addressed. The course introduces state-of-the-art, real-time planning systems, including crisis management. Evaluation of organizational dynamics during discontinuous strategic changes is addressed. Strategic diagnosis and capability design are applied to a successful operation of a corporate firm.

### **BUSI 596, Special Topics in Business, 1-3 Units**

This course presents timely and new topics in business. Different material is covered each time the course is offered. The course may be repeated for credit. Some topics require prerequisites, which vary according to the topic.

### **BUSI 597, Field Experience, 2 Units**

This program of study exposes students to the inner workings of several different organizations, research and development, and manufacturing facilities. The commonalities and differences students observe stimulates their thinking with regard to what matters and what works. The course consists of an intensive fieldwork experience as well as assigned readings that focus on firsthand experiences of business leaders. Grading is Pass/Fail.

### **BUSI 598, Executive Seminar, 1 Unit**

This seminar introduces contemporary issues within business, human resources, and/or organizational development, and their impact on organizational effectiveness. Seminars focus on skill development to improve working environments and interactions among employees, leaders, organizations, and communities. May be taken three times with different topics.

### **BUSI 599, Readings in Business, 1-3 Units**

Students may enroll in an independent study for unit credit to investigate subjects and interests that lie beyond regular course offerings, explore topics in greater depth, and/or initiate individual projects. Such requests must be developed in consultation with a sponsoring faculty member and be approved by the graduate program chair and dean. Unit credit varies depending on the scope of the study plan.

### **ECON 200, Survey of Economics, 3 Units**

This course covers the concepts and tools of economic analysis for microeconomics and macroeconomics. Students study the basics of interactions between firms and consumers: consumer demands, firm costs, price determination under various market structures, and the role of government in a market economy. Students also study the fundamentals of national income and economic growth, interest rates, unemployment, and government fiscal and monetary policies. *Meets the General Education Requirement: Social Science.*

### **ECON 250, Principles of Macroeconomics, 3 Units**

This course provides an introduction to concepts and tools of economic analysis for macroeconomics. Students study national income and economic growth, interest rates, unemployment, and government fiscal and monetary policies. *Meets the General Education Requirement: Social Science.*

### **ECON 251, Principles of Microeconomics, 3 Units**

This course provides an introduction to concepts and tools of economic analysis for microeconomics. Students study the interactions of firms and consumers: consumer demands, firm costs, price determination under various market structures, and the role of government in a market economy.

**Prerequisite:** C- or better in MATH 110 or MATH 151 or MATH 165, or 60 or higher on the ALEKS math placement assessment.

### **ECON 350, Intermediate Macroeconomics, 3 Units**

This course covers more complex economic models applicable to the study of such topics as economic growth; the effects of monetary policy on business cycles, prices, and interest rates; government spending and debt; and the macroeconomy with trade.

**Prerequisite:** ECON 200

### **ECON 351, Intermediate Microeconomics, 3 Units**

Material in this course expands on the concepts and tools of economic analysis. Students explore more in-depth models of interactions in society: consumer choice, firm decisions, perfect and imperfect competition. Issues of uncertainty and strategic interaction are addressed, as well as extensions to multiple markets.

**Prerequisite:** ECON 200

### **ECON 355, Environmental Economics, 3 Units**

Students in this course apply economic perspectives and analytical tools to the study of environmental problems, focusing on the effects of business activities on the environment and the effects of environmental policy on business.

**Prerequisite:** ECON 200

### **ECON 356, Labor Economics, 3 Units**

This course covers the allocation of labor in a society among its various possible uses. Students consider the role of markets in allocating this labor, issues of market power, and the role of government policy in accomplishing social objectives. Wage determination, job search, and labor productivity are also discussed.

**Prerequisite:** ECON 251

### **ECON 357, Economics of the Developing World, 3 Units**

This course introduces students to the economic and social issues confronting the majority of people in the world. Students survey the current conditions of people in the developing world and build ways of understanding the complex issues these people face. Using these tools, students examine economic and financial infrastructure, political conditions, levels and trends in poverty and income distribution, job creation and economic growth, health and education, and environmental conditions, which all affect the state of "development" of a people.

**Prerequisite:** ECON 250 and ECON 251

### **ECON 359, Urban and Regional Economics, 3 Units**

This course combines the disciplines of economics and geography. Economic interactions among individuals, firms, and governmental units are analyzed geographically by focusing on central cities, suburbs, and outlying regions. Within this urban and regional context, this course places particular emphasis on market forces, land use, transportation, crime, housing, and local government. *Meets the General Education Requirement: Civic Knowledge and Engagement.*

**Prerequisite:** ECON 200

### **ECON 371, Comparative Economics, 3 Units**

Students are offered an integrated treatment of policy, institutions, business, and international trade theory within the different types of economic systems. The values that societies hold are examined as reasons for why different systems are chosen in different countries. The course studies the economics of both market economies and socialist economies, examining their domestic and international policies toward economic interactions.

**Prerequisite:** ECON 250

### **ECON 452, Econometrics, 3 Units**

This course introduces students to econometric analysis to better understand the economic environment. Cross-sectional regression analysis and time series methods are covered, and serial correlation and heteroskedasticity are addressed. Panel data methods are introduced, as well as such topics as instrumental variables and simultaneous equation estimation.

**Prerequisite:** ECON 350; ECON 351 (may be taken concurrently); BUSI 111

### **ECON 453, Microfinance and Microenterprise, 3 Units**

Microfinance and microenterprise development are strategies for strengthening the economic opportunities of poorer households to enable families to build assets, provide income, and plan for a better future. This course examines these approaches in depth and evaluates the effectiveness of various projects at accomplishing their stated goals.

**Prerequisite:** ECON 250, ECON 251, and Junior Standing

### **ECON 454, Industrial Organization and Regulation, 3 Units**

This course investigates the importance of market structure for firm and consumer outcomes beyond the standard perfect competition and monopoly models. Students will learn to incorporate real world attributes into their understanding of market activity through case studies and advanced market models. Topics to be addressed include cartels, entry and exit, oligopoly, price discrimination, and research and development.

**Prerequisite:** ECON 351; ECON 350 (may be taken concurrently)



### **ECON 458, Economics and Religion, 3 Units**

This course provides students an opportunity to examine the relationship between religion and economic life in terms of individuals' actions and the elements of the economic system. In particular, students examine the relationship between economic behavior/institutions and Islam, Confucianism, and Christianity.

**Prerequisite:** ECON 350, ECON 351 (may be taken concurrently), Junior Standing.

### **ECON 495, Special Topics in Economics, 3 Units**

This course presents timely and new topics in economics. Different material is covered each time the course is offered. The course may be repeated for credit. Some topics require prerequisites, which vary according to the topic.

### **ECON 497, Readings, 1-4 Units**

This program of study concentrates on assigned readings, discussions, and writing arranged between and designed by a student of upper-division standing and a full-time faculty member.

### **ECON 502, Business Economics, 3 Units**

This course provides a survey of the concepts and tools of economic analysis of both microeconomics and macroeconomics. Students study the basics of interactions between firms and consumers: consumer demands, firm costs, production decisions, resources utilization and price determination under various market structures, market entry and exit decisions, and the role of government in the markets of an economy. Students learn the basic mathematical models needed to begin analyzing business decisions. Students also develop basic tools to analyzing the fundamentals of national income and economic growth, interest rates, unemployment, and government fiscal and monetary policies. A number of current national and international issues will be analyzed using these tools.

### **ECON 521, Managerial Economics, 3 Units**

Students learn to think strategically about the economic environment in which a firm operates. The first half of the course covers the foundations of microeconomics (supply and demand, market price and output, production, cost, and simple competitive market equilibrium). The second half deals with applying microeconomic theory to economic strategy, including more sophisticated pricing and competitive strategies. Case based.

### **ECON 575, Global Business Economics, 3 Units**

This course covers the concepts of global economics, measurement of economic performance, macroeconomic indicators affecting the global business environment, sources of country-specific economic data and data evaluation, microeconomic analysis of decisions in multinational firms, and economic performance forecasting. It also explores the global economic environment of business, including socioeconomic goals and policies that impact multinational business performance and global business strategies, as well as international economic forces influencing business decisions and the firm. It further explores global business economic cases featuring methodology and research perspectives of economics and the contribution of the economics paradigm to business decisions and processes.

**Prerequisite:** ECON 521

### **ENTR 210, Small Business Ventures, 3 Units**

Students in this course apply their leadership, problem-solving, and strategy skills to consider how winning entrepreneurs think, act, and perform, then establish goals to practice emulating those actions, attitudes, and strategies. New venture creation is about the process of getting a new venture started, growing the venture, successfully harvesting it, and starting again.

**Prerequisite:** BUSI 110

### **ENTR 312, Creativity and Innovation, 3 Units**

Students in this course investigate innovation in the corporate setting and the personal creative process, with an emphasis on understanding the role innovation plays in corporate success. Via lectures and personal exercises that build information content and a repertoire of specific techniques, students learn and apply the practical toolkit for sharpening and implementing their innovative and creative skills.

### **ENTR 314, Entrepreneurial Management, 3 Units**

Students apply their creative and innovative talents while sharpening their analytical abilities. Students will develop a new business idea and craft it into a comprehensive business plan that details the qualitative (e.g. business modeling and milestone planning) and quantitative (financial forecasts and valuation) process of bringing a new venture idea to fruition. The business plan that each team develops is an operating plan for a start-up company or a new venture within a larger corporation.

**Prerequisite:** ENTR 310

### **ENTR 315, Social Entrepreneurship, 3 Units**

Social entrepreneurship is an emerging and rapidly changing field dedicated to the starting and growing of social mission-driven ventures - organizations that strive to advance social change through innovative solutions. This course exposes students to viable business models in social enterprise, focusing on the ideas, process, steps, and strategies required for creating new social ventures. Through lectures, case studies, and classroom dialogue, students will learn to think strategically and to act opportunistically with balanced social and financial perspective.

**Prerequisite:** BUSI 110

## **ENTR 420, Entrepreneurship and Innovation Practicum, 3 Units**

This course gives students practical experience through guest speakers and company visits, and through work in an entrepreneurial or innovative organization, with students translating those experiences into academic learning. With close guidance from practicum faculty, students identify and work with a business or a public or nonprofit organization. Working individually or in small teams, students complete a defined project of approximately 100 hours that has practical value and academic rigor. Students provide regular status reports and receive faculty coaching during the practicum.

**Prerequisite:** Junior standing

## **ENTR 520, Entrepreneurial Decision Making, 3 Units**

This course covers the tactical and strategic decisions that are essential for successfully starting and managing a new business. The course provides the framework for students to learn the application of practical business knowledge and tactics in transforming entrepreneurial vision into winning business strategies and thriving entrepreneurial ventures. Students learn the techniques for successful entrepreneurial decisions, including modeling successful business and strategic plans; effectively targeting, evaluating, and identifying alternate financing sources; competitive pricing, product differentiation, and market targeting as key drivers for sales growth and profitability; and effective competitive and risk assessment, analysis, and management.

## **ENTR 524, New Venture Creation, 3 Units**

Students review the experiences entrepreneurs encounter in conceiving and launching a business. The course combines personal assessment and involvement exercises with an emphasis on group interactions, personal planning, and contemplating an entrepreneurial career. Team activities, personal planning exercises, new venture simulation, and case studies are utilized. Students analyze factors affecting purchase decisions in the marketplace, apply behavioral and social science concepts to the study of buyer behavior, and study methods that organizations use for personal selling, sales promotion, public relations, the art of negotiating, and other forms of promotion to communicate with customers and prospects.

## **ENTR 525, Entrepreneurial Venture Analysis, 3 Units**

This course covers case studies and analysis of entrepreneurial ventures and the identification of the different ways management concepts and techniques are applied in developing innovative businesses, standardizing products, designing processes, and operating tools. The course explores the identification of the systems and analytical decision models applied in various entrepreneurial operating functions and the techniques for setting performance standards and designing the activities required to drastically upgrade the yield from resources in order to create new markets and new customers. It evaluates the complex dynamics of entrepreneurial challenges in modern theory and practice through the use of case studies of entrepreneurial ventures.

## **HROD 250, HR Life Cycle: Hiring to Retiring, 3 Units**

In this course, students gain an in-depth and practical perspective of employee staffing, compensation, and benefits spanning from prior to an employee's hire until after they leave the organization. Special attention is given to the six stages of the employee life cycle: attraction, recruitment, onboarding, development, retention, and separation.

## **HROD 351, Talent Enhancement: Training, Development, and Engagement, 3 Units**

This course gives students hands-on experience with the employee training life cycle as they learn about employee development and engagement. Students develop an employee training program that helps employees learn specific knowledge or skills to improve performance, and also examine the components of employee development—a more expansive strategy that focuses on employee growth and future performance rather than an immediate job role.

**Prerequisite:** HROD 250

## **HROD 352, Employee Relations, 3 Units**

In this class, students study the legal and social dynamics of HR as a valued partner in employee care. Students examine the handling of grievances, discipline, and labor relations in union and nonunion shops. Concepts related to an organization's strategic effort to maintain a positive relationship with its employees, including the complex interrelations between employers and employees, labor/trade unions, employer organizations, and the state, are reviewed.

**Prerequisite:** HROD 250

## **HROD 353, Compensation and Total Rewards, 3 Units**

This course offers an in-depth look at a strategically important area of human resources for organizations: establishing employee compensation plans that attract the right talent and retain top performers. Students in this course study multiple factors that organizations consider when designing compensation plans for the workforce. They also examine the differences between financial and nonfinancial means of compensation, how to establish wage levels, how to evaluate jobs to ensure that employees are being compensated appropriately, key economic considerations in establishing compensation plans, and how to design performance incentive programs. Course material includes an overview of relevant laws that govern compensation systems and employee benefit programs, and addresses how to evaluate the strategic effectiveness of compensation plans. This course prepares students for the Total Rewards portion (Unit 4) of the HR Certification Institute's PHR/SPHR professional certification exams.

**Prerequisite:** HROD 250

### **HROD 354, Talent Planning and Acquisition, 3 Units**

This course offers an in-depth look at an area of human resources that is foundational to the profession: attracting and selecting highly qualified candidates to fill jobs. In this course, students study equal employment opportunity and employment discrimination, workforce planning, job analysis/description/specification, recruitment, and selection tools. They also examine how to conduct workforce planning and recruitment processes, how to design selection processes that are valid and reliable, and how to legally conduct preemployment testing and background investigations. This course prepares students for the Talent Planning and Acquisition portion (Unit 2) of the HR Certification Institute's PHR/SPHR professional certification exams.

**Prerequisite:** HROD 250

### **HROD 500, Foundations of Human Resource Development, 3 Units**

The course provides an introduction to and overview of the field of human resource development with emphasis upon its historical and philosophical foundations. Theories and concepts relevant to the field are analyzed. Special emphasis is placed on the roles and functions of OD professionals within organizations and understanding the basic competencies of professional practice.

### **HROD 501, Organizational Design and the Psychology of Work Behavior, 3 Units**

This course examines the fundamental theories and viewpoints on the nature of work, its role in adult life, and the function of employment organizations. Included is discussion of forces impacting individual, group, and system performance and productivity within complex sociotechnical systems. Particular emphasis is placed on examining the role of work in the growth and functioning of humans and in identifying the characteristics of organizations in which both the human needs of the people who compose the organization and the organization as a productive, adaptive entity are satisfied.

### **HROD 512, Employee Development, 3 Units**

This course introduces theories of human growth and development as a foundation for understanding the developmental challenges facing individuals during their lifespans. Specific implications and applications are made related to how human growth and development is effected by and affects organizational life.

### **HROD 520, Career Development Systems, 3 Units**

Students study the emerging field of career planning and development related to initial and ongoing professional development. Current literature, relevant theories, and major approaches to career planning and development are examined in accordance with career planning and development approaches in organizations. Students use various self-assessment tools and diagnostic instruments to evaluate data on their own work histories, interests, skills, and values.

### **HROD 530, Labor Law and Negotiations for Human Resource Professionals, 3 Units**

This course provides a brief introduction to the pervasiveness and importance of labor law and negotiations. All human resources professionals must understand labor law and the rights given to employees pursuant to those laws, regardless of whether the employees are members of a union. Professionals must also be thoroughly versed in collective bargaining and the labor relations process in order to be prepared to work for companies whose employees are either represented by a union or are seeking to join a union. Course material equips students for these tasks, as well as for involvement in negotiating agreements and resolving conflicts, such as collective bargaining agreements, agreements with benefit plan providers, individual employee claims, and the terms of employment for new employees.

### **HROD 531, Designing and Managing Compensation and Benefit Systems, 3 Units**

This course provides a solid understanding of the art of compensation practice and its role in promoting companies' competitive advantages. Compensation systems in organizations must be linked to organizational objectives and strategies. Scholars and managers agree that the way compensation is allocated among employees sends a message about what management believes is important and the types of activities it encourages. With the responsibility of administering compensation expenditures wisely, HR professionals must balance the interests and costs of employers with the needs and expectations of employees.

### **HROD 532, Human Resource Law, 3 Units**

Human resources professionals are routinely called upon to navigate a number of legal issues. This course introduces the major laws governing human resource management in the work place beginning with the core skills it takes to safely interview job candidates, counsel employees, and mediate disputes. Students gain a thorough understanding of EEOC and ADA regulations and learn how to comply with the Family and Medical Leave Act. Emphasis is on the laws about unlawful discrimination, recruiting, hiring, promotions, harassment, and reasonable accommodation.

### **HROD 550, Instructional Design and Training Methods, 3 Units**

This course focuses on methods to assess an organization's training and development needs, and designing and implementing training programs to address those needs. Analysis and application of adult-learning theories in relation to program design are explored. Methods of instructional design and course development are emphasized.

### **HROD 575, Leveraging Diverse Community Partnerships, 3 Units**

Students gain an in-depth understanding of the recruitment and retention of diverse workforces. This course gives students practical methods for recruiting employees from diverse backgrounds through the development of culturally sensitive marketing and recruiting materials. It also addresses issues regarding the management, retention, and advancement of employees from diverse backgrounds.

### **HROD 576, Managing in a Multicultural Context, 3 Units**

This course focuses on developing an understanding of diversity and cultural difference. Students examine effective and ineffective management techniques and learn helpful approaches to conflict resolution in multicultural work environments.

### **HROD 577, Cultural Explorations in Global Business, 3 Units**

Future business leaders engage their own and others' cultures in the context of a global marketplace while understanding how those cultures may impact the bottom line. Students also investigate the complexities of company demands to increase compliance with international business standards.

### **HROD 578, Recruiting and Retaining a Diverse Workforce, 3 Units**

In leveraging diverse community partnerships, students learn practical methods for developing culturally sensitive marketing campaigns for the purpose of recruiting diverse employees into multiple areas of industry. Also, issues regarding management and retention of employees from diverse backgrounds are examined, including glass ceiling issues.

### **HROD 599, Readings in Human and Organizational Development, 1-3 Units**

Students may enroll in an independent study for unit credit. In this course, students investigate subjects and interests that lie beyond regular course offerings, explore topics in greater depth, and/or initiate individual projects. It provides an opportunity to identify and develop an area of study of particular concern to the individual learner. Readings are pursued in accordance with a study plan developed in consultation with a sponsoring faculty member and approved by the graduate programs chair and dean. Course requirements typically involve a literature review and submission of a paper. Unit credit varies depending on the scope of the study plan.

### **MGMT 120, Business Communications, 3 Units**

Students in this course explore communication technologies and strategies used in the modern marketplace to create and deliver audience-focused informative and persuasive messages based on credible research, impactful visuals, and professional vocal and physical techniques. Students are given scenario-based challenges often encountered in organizational settings and business situations, to help them with determining the extent of information needed in communications with key stakeholders, researching and utilizing credible support materials ethically, organizing information logically, and delivering messages through professional presentations using appropriate visual aids, graphics, posture, gesture, eye contact, and vocal expressiveness.

### **MGMT 210, Principles of Management, 3 Units**

This course covers elements of planning, organizing, leading, and control, with emphasis given to organizing and actuating responsibility and authority, delegation, decentralization, the role of staff, line-staff relationship committees, boards of directors, and organization charting. This course will also explore formal and informal organization, communication, and reaction to change. Students will create and manage a business in an environment similar to today's economy. *Meets the General Education Requirement: Integrative and Applied Learning.*

### **MGMT 211, Organizational Leadership, 3 Units**

This course covers contemporary theories, principles, and practices of leadership within the context of managing businesses and organizations, introducing leadership topics such as change management, leadership development, and organizational communication. Students also explore the emerging concept of followership and the role it plays in organizational failures and successes. Significant attention is given to students' personal assessment and evaluation of their personality, strengths, leadership styles, and work, in order to establish a leadership and management identity. *Meets the General Education Requirement: Social Science.*

### **MGMT 212, Managing Diverse Teams and Groups, 3 Units**

This course covers essential theories and concepts for analyzing, understanding, and managing various groups and teams in the workplace. Students examine the components that comprise teams, develop skills in diagnosing opportunities and threats that teams face, and build teamwork expertise. Significant time is spent exploring interpersonal processes, conflict resolution, and the many characteristics that influence the effectiveness of a team. This course also gives students an understanding of team diversity, the differences between individual members that can exist in various areas such as age, nationality, religious background, functional background or task skills, sexual orientation, political preferences, and communication and decision-making styles, among others. *Meets the General Education Requirement: Social Science.*

### **MGMT 214, Project Management, 3 Units**

This course introduces the basic principles of modern project management (PM), including project initiating, planning, execution, monitoring, and closing, with a focus on the development of PM knowledge areas as defined by the Project Management Body of Knowledge. Students learn how to use Microsoft Project Professional and related software tools for managing and controlling the project life cycle. Course material helps students prepare for the Project Management Professional certification exam. *Meets the General Education Requirement: Integrative and Applied Learning.*

### **MGMT 335, Real Estate Management, 3 Units**

This course offers an introduction to real estate principles and practices, essential real estate law, practices incidental to ownership, real estate brokerage, and property evaluation.

### **MGMT 350, Business Management Internship, 3 Units**

This course gives students the opportunity to apply their knowledge of principle and theory, and practice their skills and abilities, in an actual business setting through an internship. Course format is similar to that of an independent study, combining in-class meetings, online lesson plans, and real-life work experience. *Meets the General Education Requirement: Integrative and Applied Learning.*

**Prerequisite:** Completion of 60 units, and instructor consent.

### **MGMT 410, Production Management, 3 Units**

This course focuses on decision making and allocation control regarding personnel, materials, and machine utilization in a manufacturing environment. Course material addresses handling and control of materials, inventory, purchasing, and quality control, and students also learn about setting standards and developing skills in estimating, forecasting, and scheduling.

**Prerequisite:** MGMT 210

### **MGMT 440, Business Process Management, 3 Units**

Business processes are the core of organizations, providing service to customers, impacting operations and cost structures, and defining enterprise software requirements. In this course, students explore what business processes are-how they are defined, documented, and managed. The course introduces the role of business architect as the initial developer of an enterprise software solution, and features real-world software tools, since software develops (and demands) a deeper understanding of the complexity and nuances associated with business process management. The course is suitable for all business students, since technology has become such a critical component of business.

**Prerequisite:** BUSI 240

### **MGMT 445, Human Resource Management, 3 Units**

Students in this course study the human factors in modern business, particularly how they affect and are influenced by labor-management interactions and personnel relations, techniques, and procedures.

**Prerequisite:** MGMT 210

### **MGMT 446, Introduction to Organizational Theory and Design, 3 Units**

This course introduces students to major perspectives in organizational theory and design and its impact on organizations and management. Course material gives students the fundamental knowledge base for understanding and exploring how organizations function, develop, and modify themselves to reflect the forces and needs of external and internal environments. Students examine organizational theory, which is the sociological study of formal and informal organizational structures such as businesses and bureaucracies and their interrelationship with the environment in which they operate. This course complements the studies of organizational behavior and human resources.

**Prerequisite:** MGMT 210

### **MGMT 448, Organizational and Administrative Behavior, 3 Units**

Organizational behavior is an interdisciplinary field drawing from psychology, sociology, economics, organization theory, statistics, and other areas. In this course, students gain an understanding of the field and the various research strategies involved as they examine human behavior in organizations, as well as individual, group, and organization-level processes that impact workplace behavior and organizational life. Students are exposed to organizational behavioral science theories and their applications in different management settings and types of organizations, and have an opportunity to engage in experiential and skill-building activities, applying conceptual frameworks in community settings and developing strategies for increasing stakeholder and civic participation. *Meets the General Education Requirement: Civic Knowledge and Engagement.*

**Prerequisite:** MGMT 210

### **MGMT 450, Strategic Management, 3 Units**

This course focuses on fundamental decisions in the life of a business: What is the business, and what should it be? What are the objectives? How are priorities set? How are strategic, long-range decisions to be handled? To grow or not to grow--and what is the right size for the business? *Meets the General Education Requirement: Integrative and Applied Learning.*

**Prerequisite:** MGMT 210; FIN 300 or FIN 320; MKTG 260; junior standing.

### **MGMT 467, Introduction to Organizational Development and Change, 3 Units**

This course comprises a broad survey of major topics in organizational development and change, including but not limited to organizational processes, organizational growth, and organizational climates and cultures. Course material covers historical and contemporary theories and methods of introducing change in organizations, leading change, and the ethical issues involved in organizational change. Students examine the complex issues involved in organizational development and change management, along with the strategies and techniques required to effectively lead change in an organization. Students also explore the role of leadership in change and how leaders effect change, and examine a number of organizational issues including the need for change, why organizations change or fail to change, the legal and regulatory issues associated with change, and how change helps organizations become more competitive and profitable.

**Prerequisite:** MGMT 210

### **MGMT 501, Managerial Communication, 3 Units**

Management, by definition, is achieving results with and through other people. Therefore, all of the technical and analytical skills in the world are useless unless you can communicate- that is, explain, persuade, and collaborate with others either by writing, interacting one-on-one, or presenting to a group. This course is aimed at equipping students with the necessary techniques and skills of research and communication used to inform others, inspire them and enlist their activity and willing cooperation.

### **MGMT 502, Developing Management Skills, 3 Units**

This course provides an introduction to management skills necessary for the twenty-first century characterized by chaotic, transformational, and rapid-fire change. Scientific evidence demonstrates how management skills are associated with personal and organizational successes. Although management skills are applicable in most areas of your life, this course will focus on work setting management skills to help students improve their own competency in a managerial role.

### **MGMT 503, Business Strategy: Theory and Practice, 3 Units**

This course provides a review of management as an area of theoretical development as well as a field of practice. It comprises classical management theories and modern approaches to organization and business. Main blocks of the course are functions of management, managerial processes and interaction between organizations and their environment. This course includes elements of organizational behavior. Business cases are used as application of theoretical concepts.

### **MGMT 510, Current Issues in Business and Management, 3 Units**

This course examines organizational and behavioral problems facing managers. Students develop an awareness of modern concepts, strategies, and techniques that can enhance organizational effectiveness. Among these subjects are organizational design, personal leadership and delegation, communication, conflict management, and interpersonal perception group dynamics.

### **MGMT 515, Applied Research and Analysis, 3 Units**

Students study research methodology as it relates to needs for research-derived information, with emphasis on the research process in the development of primary and secondary research information, conducting research related to given products or services, and the analysis and evaluation of actual business organizations.

### **MGMT 516, High-Performance People Management, 3 Units**

This course provides students with the social science tools needed to solve organizational problems and influence the actions of individuals, groups, and organizations. It prepares managers to understand how to best organize and motivate the human capital of the firm, manage social networks and alliances, and execute strategic change.

### **MGMT 517, Managing Human Capital, 3 Units**

Students study the establishment of human resource objectives and requirements in an organization. Emphasis is on executive decision making in dealing with formal employee-employer relationships. Collective bargaining, organization of employees, negotiation, and administration of collective bargaining agreements are covered.

**Prerequisite:** HROD 500 or GNRS 560

### **MGMT 521, Organizational Development and Change, 3 Units**

Students investigate the emerging field of organizational development (OD) - major theories, basic concepts, and primary intervention strategies. Emphasis is on diagnosing the relationship between an organization's mission and culture, and facilitating planned system-wide changes to improve organizational effectiveness.

### **MGMT 529, Ethical Decision Making, 3 Units**

This course raises students' moral recognition level, provides them with the apparatus to make moral decisions in a business context, and considers ethical problems in business according to Christian principles. Emphasis is placed on the role of the leader in organizations.

### **MGMT 540, Diversity for Strategic Advantage, 3 Units**

This course introduces the major goals, principles, and concepts of multiculturalism with particular emphasis on its impact on organizational effectiveness. It explores the cultural, linguistic, and socioeconomic factors influencing the workplace. This course offers concepts to improve learning and working environments and interaction among employees, businesses, and communities.

### **MGMT 541, Global Business Management, 3 Units**

This course focuses on the environmental and functional differences between U.S. and international business, including exporting, balance payments, strategic planning, organization of multinational firms, international financial planning and cash management, foreign exchange planning, comparative management philosophies, international marketing strategies, incorporation for international operations and external relations of the multinational corporation.

### **MGMT 551, Leadership in Organizations, 3 Units**

This course introduces current literature and theories of leadership. Leadership within organizational settings is examined. Leadership dilemmas and issues are analyzed (e.g., ethics, decision making, power and authority, conflict management). Emphasis is placed on identifying and enhancing leadership in organizational settings.

### **MGMT 561, Managing Teams and Conflict, 3 Units**

This course helps the student understand small-group behavior. It uses experience-based methods, cases, reading material, and simulation, and examines role behavior, group dynamics, conflict control, leadership, and group development. It also addresses motivation and problem solving as essential elements of organizational behavior.

### **MGMT 570, Organizational Performance Improvement, 3 Units**

This course provides an introduction to fundamental concepts and methods of quality and productivity improvement and examination of the OD professional's role in designing and implementing programs to improve quality of products and services. Particular emphasis is placed on understanding the forces that make quality and productivity critical organizational issues.

### **MGMT 577, Global Field Study, 0 Units**

This course provides the framework for graduate students to register for and complete a global field study in various countries around the world. During the course, students conduct corporate visits to business firms locally and around the globe to discuss how they apply and practice the business management principles, concepts and theories covered in the graduate curriculum.

### **MGMT 578, Strategic Management, 3 Units**

Taken in a student's last semester, this course explores how to convert executive vision into definitive plans that can be operationally implemented, and provides opportunity for practice and experimentation in strategy formulation and change management. Students use strategy support systems to transition from a change-resistant operational approach to a future-oriented approach characteristic of strategic thinking. Case- and project-based.

### **MGMT 581, Ethical Leadership, 3 Units**

This course provides a foundation for two integrative themes: leadership and ethics. Leadership is examined from theoretical and practical perspectives, with an emphasis on servant leadership. An ethical framework for management decision-making is also established and used. Students learn to apply their spiritual gifts, strengths, personality traits, and leadership styles to their leadership contexts.

### **MGMT 582, Strategic Management in Not-for-Profit, 3 Units**

This course offers a study of the strategic management issues which are unique to government and other not-for-profit organizations. Included are: defining characteristics of different types of not-for-profit organizations; convergence of environmental demands on not-for-profit organizations and business firms; power in not-for-profit organizations; multiple stakeholder and stakeholder power; formulation of legitimacy strategy; and success measurement in not-for-profit organizations.

**Prerequisite:** BUSI 450 or equivalent

### **MGMT 583, Global Strategic Management, 3 Units**

The course explores the main issues that companies and their managers confront when they 'go global' or 'manage globally'. Students gain both theoretical and practical insight into the management of a global organization to appreciate the opportunities, problems (both worldwide and local), and alternative strategies for globalization or localization.

### **MGMT 595, Special Topics in Management, 1-3 Units**

This course presents timely and new topics in management. Different material is covered each time the course is offered. The course may be repeated for credit. Some topics require prerequisites, which vary according to the topic.

### **MGMT 597, Master's Project in Management, 3 Units**

This capstone course involves the implementation and application of management theory. Students participate in a service-learning project for a community-based organization, applying management methodology. Students are expected to complete a master's level research project demonstrating competency in management theory, the individual area of emphasis, as well as faith integration.

**Prerequisite:** MGMT 521; final semester of MAM program

### **PRBA 110, Business and Entrepreneurship, 3 Units**

This course introduces students to the role of business in society and the impact of the social environment on the firm. It acquaints students with the basic functional areas of business, including management, human resources, marketing, finance, and production. Students produce a comprehensive business plan incorporating the functions of business and examining the effect of the business on society. *Meets the General Education Requirement: Civic Knowledge and Engagement.*

### **PRBA 111, Business Statistics, 3 Units**

Students in this course learn basic statistical concepts and methods of collecting, summarizing, presenting, and interpreting data for the business context. Among the topics covered are differentiation, population, sample, descriptive statistics, variation and skewness, exploratory data analysis with visuals, probability, random variable, sampling distribution, central limit theorem, discrete distributions (binomial, Poisson), continuous distributions (normal, t, exponential, chi-square), confidence interval estimation, hypothesis testing, correlation, regression, and the analysis of variance (ANOVA), to be applied in real-world business situations. *Meets the General Education Requirement: Quantitative Literacy (Math).*

**Prerequisite:** MATH 90 or an appropriate score on the APU mathematics placement assessment.

### **PRBA 120, Principles of Accounting I, 3 Units**

This course introduces the financial accounting model and application of fundamental accounting principles. The corporate form of business serves as the primary model to demonstrate accounting principles for cash, accounts receivable, inventories, operational assets, liabilities and stockholders' equity.

### **PRBA 121, Principles of Accounting II, 3 Units**

This course introduces basic managerial accounting concepts and emphasizes the use of accounting data in decision making. Topics covered include cost accumulation models, cost behavior, break-even analysis, variable costing, budgeting, differential analysis, product pricing, capital expenditure analysis, and financial statement analysis.

**Prerequisite:** PRBA 120

## **PRBA 125, Business Communications, 3 Units**

Students in this course explore current communication technologies and strategies in the modern marketplace to create and deliver audience-focused informative and persuasive messages using credible research, impactful visuals, and professional vocal and physical techniques delivered orally. Students are given scenario-based challenges often encountered in organizational settings and business situations, to help them determine the extent of information needed when communicating with key stakeholders, researching and utilizing credible support materials ethically, organizing information logically, and delivering messages through professional presentations using appropriate visual aids, graphics, posture, gesture, eye contact, and vocal expressiveness. *Meets the General Education Requirement: Oral Communication.*

## **PRBA 200, Survey of Economics, 3 Units**

This course covers the concepts and tools of economic analysis for microeconomics and macroeconomics. Students study the basics of interactions between firms and consumers: consumer demands, firm costs, price determination under various market structures, and the role of government in a market economy. Students also study the fundamentals of national income and economic growth, interest rates, unemployment, and government fiscal and monetary policies. *Meets the General Education Requirement: Social Science.*

## **PRBA 210, Principles of Management, 3 Units**

Elements of planning, organizing, leading, and control are covered. Particular emphasis is given to organizing and actuating responsibility and authority, delegation, decentralization, the role of staff, line-staff relationship committees, board of directors, organization charting, formal and informal organization, communication, and reaction to change.

## **PRBA 211, Organizational Leadership, 3 Units**

This course covers contemporary theories, principles, and practices of leadership within the context of managing businesses and organizations, introducing leadership topics such as change management, leadership development, and organizational communication. Students also explore the emerging concept of followership and the role it plays in organizational failures and successes. Significant attention is given to students' personal assessment and evaluation of their personality, strengths, leadership styles, and work, in order to establish a leadership and management identity. *Meets the General Education Requirement: Social Science.*

## **PRBA 212, Managing Diverse Teams and Groups, 3 Units**

This course covers essential theories and concepts for analyzing, understanding, and managing various groups and teams in the workplace. Students examine the components that comprise teams, develop skills in diagnosing opportunities and threats that teams face, and build teamwork expertise. Significant time is spent exploring interpersonal processes, conflict resolution, and the many characteristics that influence the effectiveness of a team. This course also gives students an understanding of team diversity - the differences that can exist between individual members, in various areas such as age, nationality, religious background, functional background or task skills, sexual orientation, political preferences, and communication and decision-making styles, among others. *Meets the General Education Requirement: Social Science.*

**Prerequisite:** PRBA 210

## **PRBA 213, Negotiation Strategies and Skills, 3 Units**

Students in this course learn the basics of negotiation, then research and explore additional techniques that help them establish alternative criteria to expand and build upon their bargaining style. Each student is assessed on negotiating style, role playing, principled negotiation, and information gathering. Emphasis is on topics related to negotiations in a business context.

## **PRBA 240, Introduction to Information Systems and Business Applications, 3 Units**

This course covers the fundamentals of business information systems, methods, equipment, processes, computer characteristics, and concepts. Students also examine the ethical use of information, information systems, and business applications, and learn to use business applications Formstack, QuickBooks, and Salesforce, with opportunities to earn an Expert Badge in Formstack and ProAdvisor Badge in QuickBooks.

## **PRBA 244, Data Analytics, Spreadsheets, and Data Visualization, 3 Units**

Integrating knowledge gained in PRBA 240, students gain hands-on experience in analyzing, managing, and reporting data in the business world, and use advanced statistical tools to frame business decisions for operations, finance, forecasting, etc. Students learn data applications of Microsoft Excel, Data Studio, and Tableau, and also have the opportunity to earn an Expert Badge in Excel.

**Prerequisite:** PRBA 240

## **PRBA 250, Principles of Macroeconomics, 3 Units**

This course introduces concepts and tools of economic analysis for macroeconomics. Students study national income and economic growth, interest rates, unemployment, and government fiscal and monetary policies. *Meets the General Education Requirement: Social Science.*

**Prerequisite:** C- or better in PRMA 110 or 60 or higher on ALEKS math placement assessment.

## **PRBA 251, Principles of Microeconomics, 3 Units**

This course provides an introduction to concepts and tools of economic analysis for microeconomics. Students study the interactions of firms and consumers: consumer demands, firm costs, price determination under various market structures, and the role of government in a market economy.

**Prerequisite:** C- or better in PRMA 110

## **PRBA 260, Marketing Principles, 3 Units**

This course provides an introduction to the theory and practical application of marketing principles by examining concepts related to understanding, reaching, and responding to customers.



### **PRBA 296, Business Law, 3 Units**

The course introduces the laws affecting business transactions. Included is an overview of the legal system as it relates to business and in-depth study of contracts, sales and commercial transactions, and secured transactions.

### **PRBA 300, Business Finance for Managers, 3 Units**

This course provides an introduction to concepts and tools of business finance for managers. Students study financial statements and their interpretation, business performance measures, the management of cash and the short term financial needs of the organization, and how to make good capital budgeting decisions.

**Prerequisite:** PRBA 120, BBA Majors only

### **PRBA 305, Operations Management, 3 Units**

In this course, students learn about operations and productivity, operations strategy in a global environment, project management, forecasting, design of goods and services, quality management, process strategy, location strategies, layout strategies, job design and work management, supply chain management, inventory management, aggregate planning, materials requirements planning, scheduling, lean operations, and maintenance and reliability.

### **PRBA 313, Introduction to Supply Chain Management and Logistics, 3 Units**

This course covers the formulation and implementation of logistics and supply chain strategy for competitive advantage, including analysis of logistics capabilities, enhancement of strategy-supportive capabilities, and integration with strategically chosen supply chain partners.

**Prerequisite:** PRBA 305

### **PRBA 314, Supply Chain Sourcing [Proposed], 3 Units**

This course introduces students to supply chain sourcing. Students learn how to build and manage supply chains including leveraging supply chains to ensure a steady flow of inputs and supplies to the organization. Course projects include managing supply chains, building alternatives for resilience, and strategic sourcing and procurement.

### **PRBA 315, Business System Analytics, 3 Units**

This course introduces fundamental concepts and methods of business analysis (or analytics) and examines the role of managers in qualitative and quantitative analysis designed to foster efficient and effective operations of an organization. Emphasis is on understanding the tools and techniques needed for a successful manager in a global organization in the 21st century.

### **PRBA 317, Quality Management, 3 Units**

This course introduces fundamental concepts and methods of quality management and productivity improvement, and examines the role of managers in designing and implementing programs to improve quality of products and services. Emphasis is on understanding the forces that make quality and productivity critical organizational issues. Student ability to implement quality-management tools, techniques, and processes is demonstrated.

### **PRBA 320, Intermediate Accounting I, 3 Units**

This course offers an intensive study of the accounting theory and principles underlying financial accounting. Emphasis is placed on the theoretical and conceptual framework of the financial reporting process, including the role and authority of official accounting pronouncements and the responsibilities of professional accountants. This course begins with a review of the accounting model and covers accounting theory as it relates to revenue recognition, current assets including cash, accounts receivable, inventories, and current liabilities.

**Prerequisite:** PRBA 121

### **PRBA 321, Intermediate Accounting II, 3 Units**

This course offers an intensive study of the accounting theory and principles underlying financial accounting. Emphasis is placed on the theoretical and conceptual framework of the financial reporting process, including the role and authority of official accounting pronouncements and the responsibilities of professional accountants. This course begins with a review of the accounting model and covers accounting theory as it relates to current assets including cash, accounts receivable, inventories, and current liabilities.

**Prerequisite:** PRBA 320

### **PRBA 361, Integrated Marketing Communications, 3 Units**

Students explore the variety of strategic approaches organizations use in the digital age to connect with consumers and promote ideas, products, or services. Grounded in advertising and public relations communication, course material covers marketing campaigns and practices that have shaped our history, and how today's organizations build value by using branding, storytelling, publicity, medium utilization, and data analytics to create authentic messaging for specific target audiences. Students in this course will have the opportunity to earn an Integrated Marketing Communication Expertise micro-credential badge.

**Prerequisite:** PRBA 260 or MKTG 260, or approval of department chair

### **PRBA 364, Sales and Sales Management, 3 Units**

In this course, consideration is given to personal sales strategies and practices, including relationship management, negotiation, consultative selling, and key account management. The sales management function, including recruiting and selecting salespeople, motivation and training, compensation plans and quotas, supervising, sales forecasting and budgeting, salesforce evaluation, and the ethics in selling and sales management is covered.

**Prerequisite:** PRBA 260 or instructor consent

### **PRBA 368, Retail Management, 3 Units**

Students explore the roles and scope of retailing business, characteristics of retailers and consumers, and strategies for managing operations. Course material emphasizes retailing characteristics and activities, multichannel opportunities, retail communication mix, consumer buying behavior, retail market strategy (including location and site strategy), product mix, store layout, merchandising, competition, pricing, and promotion. This course also introduces students to procurement and supply chain logistics, customer relationship management, operations, and employee management. Students in this course have the opportunity to earn a retail management microcredential.

**Prerequisite:** PRBA 260

### **PRBA 370, International Business, 3 Units**

This course presents a survey of issues in international business, with focus on managing in an international environment, understanding the global monetary system, and developing an international perspective on business operations including production, marketing, finance, and human resources.

*Meets the General Education Requirement: Intercultural Competence.*

**Prerequisite:** PRBA 210

### **PRBA 445, Human Resource Management, 3 Units**

Students study the human factors in modern business as they are influenced by and effect labor-management interactions, personnel relations, techniques, and procedures.

**Prerequisite:** Acceptance into the School of Business and Management.

### **PRBA 448, Organization and Administrative Behavior, 3 Units**

Organizational behavior is an interdisciplinary field drawing from psychology, sociology, economics, organization theory, statistics, and other areas. In this course, students gain an understanding of the field and the various research strategies involved as they examine human behavior in organizations, as well as individual, group, and organization-level processes that impact workplace behavior and organizational life. Students are exposed to organizational behavioral science theories and their applications in different management settings and types of organizations, and have an opportunity to engage in experiential and skill-building activities, apply conceptual frameworks in community settings, and develop strategies for increasing stakeholder and civic participation. *Meets the General Education Requirement: Civic Knowledge and Engagement.*

**Prerequisite:** PRBA 210

### **PRBA 450, Strategic Management, 3 Units**

This course focuses on fundamental decisions in the life of a business: What is the business, and what should it be? What are the objectives? How are priorities set? How are strategic, long-range decisions to be handled? To grow or not to grow-and what is the right size for the business? *Meets the General Education Requirement: Integrative and Applied Learning.*

**Prerequisite:** PRBA 210, PRBA 300, and Senior Status.

### **PRBA 466, Digital Marketing, 3 Units**

This course helps students understand the latest concepts in digital marketing to apply to organizations. Upon completion of the course, students earn two certifications from Hootsuite, a global leader in social media management - Social Media Marketing and Fundamentals (Analytics) - and students' names are added to a global database of certified specialists.

**Prerequisite:** PRBA 260

### **PRBA 495, Writing 3: Business Ethics, 3 Units**

This course focuses on the integration of Christian faith, ethical issues, and professional concerns that confront business professionals in the workplace, with particular regard to leadership and transitions. Students in this course explore biblical and moral principles as related to real-life case studies, and have the opportunity to complete in-depth study in a business-related area to further prepare them as effective participants and leaders in the workplace. *Meets the General Education Requirement: Writing 3: Writing in the Disciplines.*

**Prerequisite:** PRWR 261 and senior Standing

### **PRBA 497, Readings, 1-4 Units**

This is a program of study concentrating on assigned readings, discussions, and writing arranged between, and designed, by a student of upper-division standing and a full-time professor. An independent study fee is assessed for each enrollment in this class.