

# USC Marshall School of Business

With its international student body, world-class faculty and strategic location at the gateway to the Pacific Rim, the USC Marshall School of Business offers an unparalleled, hands-on education in global business, providing course work in accounting, communication, business economics, entrepreneurship, finance, information systems, marketing, management, operations, real estate and statistics. USC Marshall fosters an understanding of the role and relevance of business in society, a core component of the school's vital mission.

Founded in 1920, USC Marshall is one of the nation's oldest and most prominent business schools. Through its broad range of academic offerings and the work of its Centers of Excellence, USC Marshall continues to set the standard in the 21st century for leadership and innovation in business education.

USC Marshall places strong emphasis on experiential learning. All graduate students are required to have international experience as part of their degree programs. Undergraduate students also have access to numerous overseas programs, including study abroad, international internships and week-long foreign travel experiences, combined with course work focused on the economy, business practices, culture and history of the host country.

USC Marshall trains professionals at every career level, in multiple locations and on a full-time, part-time or weekend schedule. The undergraduate program is ranked among the top in U.S. News & World Report. The Wall Street Journal puts its Executive MBA program, offered in Los Angeles, San Diego and Shanghai, number one for leadership and management and number four overall.

USC Marshall offers a complete array of degree options for every kind of student – and a dynamic academic environment that places it at the forefront of leading business schools around the world.

## Senior Administration

James G. Ellis, *Dean, Robert R. Dockson Dean's Chair in Business Administration*

Gareth James, Ph.D., *Vice Dean, Faculty and Academic Affairs*

Fernando Zapatero, Ph.D., *Vice Dean, Graduate Programs and Executive Education*

Sandra Chrystal, Ph.D., *Vice Dean, Online Programs and CIO*

Deborah MacInnis, Ph.D., *Vice Dean, Undergraduate Programs*

Gregg B. Goldman, MBA, *Senior Associate Dean, Finance and Administration and Chief Financial Officer*

Evie Lazzarino, B.A., *Associate Dean, Communications*

Matthew De Vecchi, Ed.M., *Associate Dean for External Relations*

## Academic Programs

Donna Bean, MBA, *Assistant Dean, Academic Programs*

## Finance and Administration

Denise Millard, MBA, *Director, Financial Planning and Management*

Steve Adcock, MBA, *Director, Human Resources*

## Undergraduate Programs Administration

Kim D. West, Ph.D., *Associate Dean, Undergraduate Programs*

Tiffani Frye, *Director, Undergraduate Admissions*

Maureen McHale, Ph.D., *Assistant Dean and Director, Undergraduate Advising*

Tyrone Callahan, Ph.D., *Academic Director, World Bachelor in Business Program*

## Graduate Programs Administration

Diane Badame, Ph.D., *Assistant Dean and Academic Director, Full-Time MBA Program*

Keith Vaughn, MBA, *Assistant Dean and Director, MBA Admissions*

Gary Fraser, Ed.D., *Assistant Dean and Executive Director, Full-Time MBA and MBA Career Services*

Dawn Porter, Ph.D., *Academic Director, MBA.PM Program*

Jeanette L. Christensen, M.A., *Director, MBA.PM Program*

Tim Campbell, Ph.D., *Academic Director, EMBA*

Brigitte M. Engel, B.S., *Director, EMBA Program*

Baizhu Chen, Ph.D., *Academic Director, GEMBA*

John D. Van Fleet, MBA, *Assistant Dean and Executive Director, GEMBA*

Fatemeh Nazarian, Ph.D., *Assistant Dean and Executive Director, IBEAR MBA Program*

Fujiko Terayama, B.A., *Director, IBEAR MBA Program*

Susan Hunt, M.A., Ph.D., *Assistant Dean, Graduate Programs*

Andrea Belz, Ph.D., *MBA, Academic Director, Master of Science in Entrepreneurship and Innovation*

James Cunningham, Ph.D., *MBA, Academic Director, Master of Science in Finance*

Ken Haycock, Ed.D., *Director, Master of Management in Library and Information Science*

Alexis Abad, M.A., *Coordinator - Student Services, Master of Management in Library and Information Science and Graduate Certificate in Library and Information Management*

Merle Hopkins, Ph.D., *Academic Director, Master of Medical Management*

John Lee, M.S., *Assistant Director, Master of Medical Management*

Adlai Wertman, MBA, *Academic Director, Master of Science in Social Entrepreneurship*

Jessica Levine, M.Ed., *Director, Master of Science in Social Entrepreneurship*

Robert Turrill, Ph.D., *Academic Director, Master of Business for Veterans*

Tara Wessel, *Program Specialist, Master of Business for Veterans*

Maeleine Mira, EML, *Interim Director, Executive Education*

Anakkarat Barth, M.A., *Director, Office of Global Programs and Partnerships*

## Ph.D. Program

K.R. Subramanyam, Ph.D., *Associate Dean, Ph.D. Program*

Michelle Silver Lee, M.S.Ed., Ed.D., *Associate Director, Ph.D. Program*

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## Administration

William W. Holder, DBA, CPA, *Dean, Alan Casden Dean's Chair at the Leventhal School of Accounting*

Mark L. DeFond, Ph.D., CPA, *Associate Dean, Academic Affairs*

Shirley Maxey, B.A.\*, *Associate Dean, Master's Programs*

Mildred G. Penner, M.A., *Assistant Dean, Undergraduate Programs*

## Faculty

*George Bozanic and Holman G. Hurt Chair in Sports and Entertainment Business:* S. Mark Young, Ph.D.\*

*Deloitte & Touche LLP Chair in Accountancy:* Kenneth A. Merchant, Ph.D., CPA

*A.N. Mosich Chair in Accounting:* Mark L. DeFond, Ph.D., CPA\*

*Accounting Circle Professor of Accounting:* Randolph Beatty, Ph.D.

*KPMG Foundation Professor of Accounting:* K.R. Subramanyam, Ph.D.

*Ernst & Young Professor of Accounting:* Sarah E. Bonner, Ph.D., CPA\*

*Arthur Andersen & Co. Alumni Associate Professor of Accounting:* Mark Soliman, Ph.D.\*

*Professors:* Randolph P. Beatty, Ph.D., CPA; Sarah E. Bonner, Ph.D., CPA\*; Mark L. DeFond, Ph.D., CPA\*; William W. Holder, DBA, CPA; Thomas W. Lin, Ph.D., CMA; Kenneth A. Merchant, Ph.D., CPA; Daniel E. O'Leary, Ph.D., CPA, CMA, CISA; K.R. Subramanyam, Ph.D.; Charles W. Swenson, Ph.D., CPA\*; S. Mark Young, Ph.D.\*

*Associate Professors:* John J. Barcal, J.D.\*, CPA; Mingyi Hung, Ph.D.\*; Mark Soliman, Ph.D.\*, CPA; Robert H. Trezevant, Ph.D.\*; Shiing-Wu Wang, Ph.D.\*

*Assistant Professors:* Eric Allen, Ph.D.; Elizabeth Chuk, Ph.D.; David Erkens, Ph.D.; Yuri Loktionov, Ph.D.; Maria Loumlioti, DBA; Maria Ogneva, Ph.D.; Marshall Vance, Ph.D.

*Professors of Clinical Accounting:* Ruben A. Davila, J.D., MBA, CPA; Chrislynn Freed, MBA, CPA\*; Merle Hopkins, Ph.D.\*; Cecil W. Jackson, CPA, Ph.D.; Joseph L. Keller, M.S., CPA; Rose M. Layton, M.Acc., CPA\*; Shirley Maxey, B.A.\*; Patricia Mills, J.D., LL.M.; Leslie R. Porter, Ph.D.\*; Robert S. Roussey, B.S., CPA; Kendall Simmonds, MBA, CPA\*

*Associate Professor of Clinical Accounting:* Robert Kiddoo, MBA, CPA

*Assistant Professors of Clinical Accounting:* Robert Shames, MBA, CPA; Lori Smith, B.S., CPA; Zivia Sweeney, MBA, CPA\*

*Professor of the Practice of Accounting:* Thomas P. Ryan, MBA

*Emeritus Professors:* Jerry L. Arnold, Ph.D., CPA; E. John Larsen, DBA, CPA; Theodore J. Mock, Ph.D.; Anelise N. Mosich, Ph.D., CPA; Zoe-Vonna Palmrose, Ph.D.; Rodolph H. Redmond, J.D.

\*Recipient of university-wide or school teaching award.

## Academic Departments

### Finance and Business Economics

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*Chair:* Anthony M. Marino, Ph.D.

### Faculty

*Charles E. Cook - Community Bank Chair of Finance:* Gordon Phillips, Ph.D.

*Ivadelle and Theodore Johnson Chair in Banking and Finance:* Wayne Ferson, Ph.D.

*Fred V. Keenan Chair in Finance:* Lawrence E. Harris, Ph.D.

*Kenneth King Stonier Chair in Business Administration:* Harry DeAngelo, Ph.D.

*Robert G. Kirby Chair in Behavioral Finance:* Fernando Zapatero, Ph.D.

*James McN. Stancill Chair in Business Administration:* Vincenzo Quadrini, Ph.D.

*Charles F. Sexton Chair in American Enterprise:* John G. Matsusaka, Ph.D.

*Kenneth L. Trefftz Chair in Finance:* Kevin J. Murphy, Ph.D.

*Provost Professor of Business, Law and Political Economy:* Mathew D. McCubbins, Ph.D.

*Charles B. Thornton Professor of Finance:* Randolph W. Westerfield, Ph.D.

*Professors:* Ty Callahan, Ph.D.; Tim Campbell, Ph.D.; Harry DeAngelo, Ph.D.\*; Wayne Ferson, Ph.D.; Lawrence Harris, Ph.D.; Ayse Imrohorglu, Ph.D.; Selahattin Imrohorglu, Ph.D.; Douglas H. Joines, Ph.D.; Anthony M. Marino, Ph.D.; John G. Matsusaka, Ph.D.; Mathew D. McCubbins, Ph.D.; Kevin J. Murphy, Ph.D.; Gordon Phillips, Ph.D.; Vincenzo Quadrini, Ph.D.; Randolph W. Westerfield, Ph.D.; Fernando Zapatero, Ph.D.

*Associate Professors:* J. Kimball Dietrich, Ph.D.; Richard V. Eastin, Ph.D.\*; Yasushi Hamao, Ph.D.; Christopher Jones, Ph.D.; Oguzhan Ozbas, Ph.D.; Aris Protopapadakis, Ph.D.; Mark I. Weinstein, Ph.D.

*Assistant Professors:* Kenneth Ahern, Ph.D., Elias Albagli, Ph.D.; Ricardo Alonso, Ph.D.; Odilon Camara, Ph.D.; Daniel Carvalho, Ph.D.; Tom Chang, Ph.D.; Juan Eberhard, Ph.D.; Cary Frydman, Ph.D.; Scott Joslin, Ph.D.; Michael Michaux, Ph.D.; Heikki Rantakari, Ph.D.; Lori Santikian, Ph.D.; David Solomon, Ph.D.; Andrea Stathopoulos, Ph.D.; Selale Tuzel, Ph.D.; Yongxiang Wang, Ph.D.; Yanhui Wu, Ph.D.

*Professors of Clinical Finance and Business Economics:* Tyrone Callahan, Ph.D.; Baizhu Chen, Ph.D.; C. Kerry Fields, J.D.\*; Suh-Pyng Ku, Ph.D.; Lloyd Levitin, J.D.

*Associate Professors of Clinical Finance and Business Economics:* Duke Bristow, Ph.D.\*; James Cunningham, Ph.D.\*; Mick Swartz, Ph.D.

*Assistant Professors of Clinical Finance and Business Economics:* Robert Bridges, MRED; Fatemeh Ibrahim-Nazarian, Ph.D.; Julia Plotts, MBA\*; Zekiye Selvili, Ph.D.\*

*Lecturers:* Richard Tontz, Nimfa Bemis, Ph.D., Kevin Fields, J.D.

*Emeritus Professors:* Guilford C. Babcock, Ph.D.; Henry R. Cheeseman, J.D.; Linda De Angelo, Ph.D.\*; Alan C. Shapiro, Ph.D.

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### Data Sciences and Operations

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*Chair:* Yehuda Bassok, Ph.D.\*

### Faculty

*USC Associates Chair in Business Administration:* Ann Majchrzak, Ph.D.

*Professors:* Yehuda Bassok, Ph.D.\*; Omar El Sawy, Ph.D.; Gareth James, Ph.D.\*; Ann Majchrzak, Ph.D.; Daniel E. O'Leary, Ph.D.; S. Rajagopalan, Ph.D.\*

*Associate Professors:* Sriram Dasu, Ph.D.\*; Mendel Fygenon, Ph.D.\*; Ramandeep Randhawa, Ph.D.; Paat Rusmevichientong, Ph.D.; Greys Sosic, Ph.D.; Amy Ward, Ph.D.; Jonathan S. Yormark, Ph.D.; Leon Zhu, Ph.D.

*Assistant Professors:* Yingying Fan, Ph.D.; Jinchi Lv, Ph.D.; Hamid Nazerzadeh, Ph.D.; Peter Radchenko, Ph.D.; Wenguang Sun, Ph.D.; Xin Tong, Ph.D.

*Professor of Clinical Data Sciences and Operations:* Douglas Shook, Ph.D.\*

*Associate Professors of Clinical Data Sciences and Operations:* Arif Ansari, Ph.D.\*; Dawn Porter, Ph.D.; Ashok Srinivasan, Ph.D.

*Assistant Professors of Clinical Data Sciences and Operations:* Murat Bayiz, Ph.D.; Robertas Gabrys, Ph.D.; Hiroshi Ochiuni, Ph.D.; Sharif, Abbass, Ph.D.

*Emeritus Professors:* Jack Borsting, Ph.D.; Richard B. Chase, Ph.D.; Delores Conway, Ph.D.\*; Richard McBride, Ph.D.; Bert M. Steece, Ph.D.\*

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### Library and Information Science

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*Director:* Ken Haycock, Ed.D.

### Management and Organization

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*Chair:* Thomas G. Cummings, Ph.D.

### Faculty

*Harold Quinton Chair in Business Policy:* Paul Adler, Ph.D.

*Capt. Henry W. Simonsen Chair in Strategic Entrepreneurship:* Nandini Rajagopalan, Ph.D.\*

*McAlister Associate Professor of Business Administration:* Paat Rusmevichientong, Ph.D.

*Distinguished Professor of Business:* Edward E. Lawler III, Ph.D.

*Professors:* Paul Adler, Ph.D.; Philip H. Birnbaum-More, Ph.D.; John W. Boudreau, Ph.D.; Peter J. Carnevale, Ph.D.; Thomas G. Cummings, Ph.D.; Edward E. Lawler, Ph.D.; Morgan W. McCall, Ph.D.; Nandini Rajagopalan, Ph.D.\*; Kathleen Reardon, Ph.D.

*Associate Professors:* Arvind Bhambri, DBA; Peer C. Fiss, Ph.D.\*; Peter H. Kim, Ph.D.; Kyle J. Mayer, Ph.D.\*

*Assistant Professors:* Victor M. Bennett, Ph.D.\*; Nathanael J. Fast, Ph.D.; Shon R. Hiatt, Ph.D.; Nan Jia, Ph.D.; Yongwook Paik, Ph.D.; Kelly Patterson, Ph.D.; Florenta Teodoridis, Ph.D.; Sarah S.M. Townsend, Ph.D.; Cheryl J. Wakslak, Ph.D.; Scott S. Wiltermuth, Ph.D.; Qingyuan Lori Yue, Ph.D.

*Research Professor:* Ken Haycock, Ed.D.

*Professors of Clinical Management and Organization:* Judith Blumenthal, Ph.D.; Thomas H. Olson, Ph.D.\*; Robert B. Turrill, Ph.D.; Carl W. Voigt, Ph.D.\*

*Associate Professors of Clinical Management and Organization:* David M. Carter, MBA; Michael Coombs, Ph.D.\*; Terance J. Wolfe, Ph.D.

*Assistant Professor of Clinical Management and Organization:* Katharine Harrington, Ph.D.

*Lecturers:* Christopher Bresnahan, Ph.D.\*; Trudi Ferguson, Ph.D.; Jody Tolan, MBA

*Emeritus Professors:* Robert Coffey, Ph.D.; Larry E. Greiner, DBA; Julia Liebeskind, Ph.D.

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### Marketing

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*Chair:* Gary Frazier, DBA

### Faculty

*Robert E. Brooker Chair of Marketing:* Valerie S. Folkes, Ph.D.

*Joseph A. DeBell Chair in Business Administration:* C.W. Park, Ph.D.

*Richard and Jarda Hurd Chair in Distribution Management:* Gary L. Frazier, DBA\*

*Jerry and Nancy Neely Chair in American Enterprise:* Gerard J. Tellis, Ph.D.

*Dave and Jeanne Tappan Chair in Marketing:* Shantanu Dutta, Ph.D.

*Charles L. and Ramona I. Hilliard Professor of Business Administration:* Deborah MacInnis, Ph.D.\*

*Provost Professor of Psychology and Business:* Wendy Wood, Ph.D.

*Professors:* Valerie S. Folkes, Ph.D.; Gary L. Frazier, DBA\*; Shantanu Dutta, Ph.D.; Deborah J. Macinnis, Ph.D.\*; Joseph C. Nunes, Ph.D.\*; C.W. Park, Ph.D.; Gerard Tellis, Ph.D.; Allen Weiss, Ph.D.; Wendy Wood, Ph.D.; Sha Yang, Ph.D.

*Associate Professors:* Kristin Diehl, Ph.D.; Anthony Dukes, Ph.D.; Dina Mayzlin, Ph.D.; Joseph C. Nunes, Ph.D.\*; Joseph Priester, Ph.D.\*; Sivaramkrishnan Siddarth, Ph.D.\*

*Assistant Professors:* Lisa Cavanaugh, Ph.D.; B. Kyu Kim, Ph.D.; Lan Luo, Ph.D.\*; Matthew Selove, Ph.D.; Gulden Ulkumen, Ph.D.; Botao Yang, Ph.D.

*Professors of Clinical Marketing:* Diane Badame, Ph.D.\*; James G. Ellis, MBA; Rex Kovacevich, MBA\*; Dennis Rook, Ph.D.

*Associate Professor of Clinical Marketing:* Dennis Schorr, Ph.D.

*Assistant Professors of Clinical Marketing:* Miriam Burgos, MBA; Ira Kalb, MBA\*; Lars Perner, Ph.D.; Therese Wilbur, MBA\*

#### Emeritus Faculty

*Emeritus Quinton Professor of Research:* Olaf K. Helmer, Ph.D.

*Emeritus Professors:* Douglas Basil, Ph.D.; James D. Calderwood, Ph.D.; Ben M. Enis, Ph.D.; Warren Erickson, Ph.D.; John E. Fleming, DBA; William C. Himstreet, Ed.D.; John Jaeger, Ph.D.; Burt Nanus, Ph.D.; Rodolph H. Redmond, J.D.\*; Alan Rowe, Ph.D.; George Schick, Ph.D.; Norman Sigband, Ph.D.; James Stevenson, Ph.D.

*\*Recipient of university-wide or school teaching award.*

#### Academic Centers

##### Center for Management Communication

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*Director:* Lucy Lee, Ph.D.\*

#### Faculty

*Professors of Clinical Management Communication:* Jolanta Aritz, Ph.D.; Sandra Chrystal, Ph.D.\*; Ellen-Linnea Dipprey, MPW; James Gosline, MPW; Lucy Lee, Ph.D.\*; Greg Patton, Ph.D.\*

*Associate Professors of Clinical Management Communication:* Stephen Byars, Ph.D.; Pete Cardon, Ph.D.; Lee Cerling, Ph.D.; Stacy Geck, M.A.; Sharoni Little, Ph.D.\*; James Owens, M.A.; Marion Philadelphia, M.A.\*; Robyn Walker, Ph.D.; Naomi Warren, Ph.D.\*

*Assistant Professors of Clinical Management Communication:* Jerry Giaquinta, Ph.D.; Reginald Hubbard, Ph.D.; Yolanda Kirk, M.A.; Daylanne Markwardt, Ph.D.; Kirk Snyder, M.A.

*Emeritus Professor:* Paul Frommer, Ph.D.

*\*Recipient of university-wide or school teaching award.*

#### Lloyd Greif Center for Entrepreneurial Studies

**Bridge Hall 1**  
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marshall.usc.edu/entrepreneur

*Director:* Helena Yli-Renko, Sc.D.

#### Faculty

*Orfaea Director's Chair in Entrepreneurship:* Helena Yli-Renko, Sc.D.

*Capt. Henry W. Simonsen Chair in Strategic Entrepreneurship:* Nandini Rajagopalan, Ph.D.\*

*Professors of Clinical Entrepreneurship:* Kathleen R. Allen, Ph.D.\*; Gene Miller, J.D., MBA; Adlai Wertman, MBA

*Associate Professors of Clinical Entrepreneurship:* Elissa Grossman, Ph.D.; Helena Yli-Renko, Sc.D.

*Assistant Professors of Clinical Entrepreneurship:* Andrea Belz, Ph.D.; Patrick Henry, MBA\*; Thomas Knapp, MBA\*; Steve Mednick, J.D., MBA\*

*Lecturers in Entrepreneurship:* Andrea Belz, Ph.D.; Albert Napoli, MBA

*Emeritus Director:* Thomas J. O'Malia, MBA\*

*Emeritus Professor:* William H. Crookston, Ph.D.\*

*\*Recipient of university-wide or school teaching award.*

#### Research Centers and Institutes

##### Center for Effective Organizations

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ceo.usc.edu

*Director:* Edward Lawler, Ph.D.

##### Center for Global Innovation

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*Director:* Gerard Tellis, Ph.D.

##### Global Branding Center

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marshall.usc.edu/gbc

*Director:* C.W. Park, Ph.D.

##### Center for International Business Education and Research (CIBER)

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**FAX: (213) 740-8538**  
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marshall.usc.edu/CIBER

*Director:* Richard Drobnick, Ph.D.

##### Center for Investment Studies

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**FAX: (213) 740-6650**

*Director:* Suh-Pyng Ku, Ph.D.

##### Center for Technology Commercialization

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marshall.usc.edu/faculty/centers/ctc

*Director:* Kathleen Allen, Ph.D.

##### Initiative and Referendum Institute

**USC Gould School of Law**  
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*Executive Director:* John Matsusaka, Ph.D.

##### Institute for Communication Technology Management (CTM)

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##### SEC and Financial Reporting Institute

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*Director:* William Holder, DBA

##### Brittingham Social Enterprise Lab

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*Director:* Adlai Wertman, MBA

##### Sports Business Institute

**AT&T Center**  
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*Executive Director:* David Carter, MBA

##### USC Lusk Center for Real Estate

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*Director:* Richard Green, Ph.D.

## Undergraduate Degrees

### Bachelor of Science

The business administration major combines a strong grounding in business fundamentals and expertise in select functional areas with extensive exposure to the liberal arts. The curriculum is designed with significant flexibility so that students can complement their studies in business with a minor in a field outside business.

Marshall School programs lead to a Bachelor of Science degree; the most common major is Business Administration. Marshall students may major in Accounting through the Leventhal School of Accounting (part of the Marshall School).

The Marshall School offers two emphasis programs: the program with the School of Cinematic Arts leads to a B.S.

in Business Administration with an emphasis in Cinematic Arts; and the program with the School of International Relations leads to a B.S. in Business Administration with an emphasis in International Relations. The Marshall School and USC Viterbi School of Engineering offer a combined degree program leading to a B.S. in Business Administration/Computer Science; this degree is administered by the Viterbi School of Engineering. Students in the B.S. in Business Administration (World Program) earn bachelor's degrees from USC, Hong Kong University of Science and Technology (HKUST) and Bocconi University (Milan, Italy). The Marshall School also offers a variety of minors for non-business students.

### Admission

Students may be admitted to the program as incoming freshmen, as students transferring from another college or university, or as USC undergraduates transferring from another major. Admission to the Marshall School requires admission to the university and depends on academic performance, particularly in quantitative areas. USC students who have not been admitted to the major or a minor in the Marshall School may complete a maximum of 12 units from the Marshall School and/or the Leventhal School. Information and guidelines for students applying to USC Marshall as freshmen and those transferring to USC from another university are available at the USC Undergraduate Admission and USC Marshall Undergraduate Admissions Websites; information and guidelines for USC undergraduates who wish to transfer to Marshall from another major at USC can be found on the Marshall Undergraduate Advising Website.

### Degree Requirements

#### Educational Objectives

The undergraduate programs in business administration have three main goals: (1) graduates will have a grounding in skills and concepts that are fundamental to business; (2) graduates will have deep expertise in one or more specific areas of business, selected according to the student's personal and professional goals and objectives; and (3) graduates will have extensive exposure to the liberal arts, usually with a formal minor in a field outside business.

#### USC Core Requirements

All undergraduates take the USC Core, comprising general education, the writing program and the diversity requirement. The general education program requires four courses in different categories. The writing program requires two courses, WRIT 150 and WRIT 340. The diversity requirement is met by passing any course with the "m" designation. See The USC Core page and the General Education Program page for more information.

#### Business Core Requirements

Business Administration majors must complete the business core. The business core contains foundational courses that provide analytical skills and theoretical knowledge in math, statistics, accounting and business economics as well as communication skills pertinent to the business field; functional courses in business disciplines such as finance, marketing, organizational behavior and operations; and integrative courses in strategy and data analysis.

BUSINESS CORE COURSES		UNITS
BUAD 285ab	Accounting Fundamentals, Financial and Managerial Accounting (4-2), or	6
BUAD 286ab	Accounting Fundamentals, Managerial and Financial Accounting (4-2)	
BUAD 302	Communication Strategy in Business	4

BUAD 304	Organizational Behavior and Leadership	4
BUAD 306	Business Finance	4
BUAD 307	Marketing Fundamentals	4
BUAD 310	Applied Business Statistics	4
BUAD 311	Operations Management	4
BUAD 425	Data Analysis for Decision Making	2
BUAD 497	Strategic Management	4
ECON 351X	Microeconomics for Business	4
ECON 352X	Macroeconomics for Business	4
MATH 118x*	Fundamental Principles of the Calculus, or	4
MATH 125**	Calculus I	

\* Placement into MATH 118x is contingent on successful completion of MATH 117 or obtaining an acceptable score on the math placement exam or AP calculus or IB mathematics exam. The MATH 118x requirement may be waived with an AP Calculus AB or BC score of 4 or higher or an IB math score of 5 or higher.

\*\* A-level mathematics examination scores of A or B may receive subject credit for MATH 125. Eligible students should speak with their academic advisers for additional information.

#### Business Electives Requirement

In addition to business core courses, students are required to gain a deeper understanding of a specific aspect of business in which they have an interest. Business administration majors must complete 12 units of upper-division elective courses (typically three 4-unit courses) offered by the Marshall School, specifically 300- or 400-level courses with a prefix ACCT, BAEP, BUCO, FBE, FIM, IOM or DSO, MKT or MOR. Students can also satisfy the business electives requirement through participation in a Marshall School sponsored international exchange program. FIM courses are open to students in the non-degree FIM certificate program.

Electives should be selected based on a student's personal and professional goals and in consultation with an academic adviser. The Marshall School's academic departments and centers can also help students select courses that are particularly useful for careers in fields covered by the department or center. Electives are normally clustered in a particular field, but may be spread across different fields.

#### Additional Requirements

Sixty units of non-business course work are required for any of the undergraduate degrees conferred by the Marshall School of Business.

A maximum of 24 units of undergraduate course work may be taken pass/no pass and used toward the B.S. degree in Business Administration. However, MATH 118x, WRIT 150, WRIT 340, ECON 351x, ECON 352x and all courses required for the major must be taken for a letter grade.

In addition to meeting university GPA requirements, a minimum overall/cumulative grade point average of 2.0 (A = 4.0) in upper-division business courses is required for graduation.

#### Free Electives

The business curriculum allows for 32 units of free electives. Students are strongly encouraged to pursue a minor, study a language and/or take advantage of the university's many opportunities to study abroad.

#### Minors

USC offers more than 150 minors, spanning a wide variety of fields. The business curriculum is designed to allow every student enough flexibility to pursue a minor outside of business, in the belief that a strong undergraduate education must be well-rounded and incorporate the liberal arts as well as business classes. Minors allow students to gain substantial expertise in a field outside of business by taking classes in another of USC's top-ranked departments and schools. Students with an officially declared minor may apply for the honor of being named a Renaissance Scholar if they meet the other program conditions.

Because some classes required for particular minors may have limited availability, students are encouraged to work closely with their academic advisers to develop plans for their minors. The Marshall Office of Undergraduate Advising can help plan for minors and provide information on the various minors offered throughout the university and how they complement different business tracks.

#### Marshall School Academic Departments and Centers

The Marshall School's academic departments and centers listed and described below can help students select courses that are particularly useful for careers in the fields covered by the department or center.

#### Center for Management Communication

The center offers classes in a variety of topics relating to communication in organizations, ethics, business presentations, business writing, interpersonal interactions, group processes and teamwork, persuasion and leadership. The importance of effective communication to the success of business leaders and organizations has increased exponentially in the age of globalization, the Internet and instant media reporting that takes business news to the world in seconds. Communication theory, practice and skills will help students advance themselves and their organizations regardless of their positions or industries. Business leaders at all levels need the ability to communicate strategically in times of crisis or calm.

#### Department of Finance and Business Economics

The department offers classes in the fields of finance, business economics, business law and real estate. Subjects include microeconomics, macroeconomics, economic forecasting, corporate finance, investments and valuation, financial institutions and markets, risk management, and real estate finance, among others. These subjects are important for business planning and consulting, evaluation of capital investments and corporate strategies, and securities investment analysis, advising and trading.

#### Department of Data Sciences and Operations

The department offers classes in operations management, statistics and information systems. These three areas are critical to the success of any firm in a globalized economy: technology and information management, gathering and understanding data, and effective management of day-to-day operations. Students learn to leverage technology and information systems to gather critical market data on a global basis; use statistics

to turn this data into critical forecasts and competitive analysis; and manage projects with international teams, develop innovative products, and skillfully manage the creation and delivery of goods and services to anywhere on the globe. Career opportunities in these areas include consulting, product development, supply chain management, global marketing and manufacturing. Course work in this department is especially important to students interested in entering technology fields.

#### *Department of Management and Organization*

The department offers classes in human resources, negotiations, organizational behavior and management strategy. The management function is concerned with setting corporate strategy to gain competitive advantage in a dynamic, global environment; designing the organization to implement the strategy; and leading organizational members to achieve strategic objectives. In carrying out their responsibilities, managers must balance the demands of the competitive environment with the resources and capabilities inside the organization. The department's classes help students learn how to be effective managers by developing skills in team building, decision-making, strategy formulation, organizational design, motivating employees and human resource development.

#### *Department of Marketing*

Marketing is the process of planning and executing the conception, pricing, promotion and distribution of ideas, goods and services to create exchanges that satisfy individual and organizational objectives. Modern marketing stresses research and analysis to understand consumer behavior and to identify customer needs, new product research and development, competitive pricing, coordinated promotional or sales programs, and efficient logistics and distribution. Students interested in careers in marketing management, logistics management, retailing or wholesaling, sales program administration, advertising or marketing research will find courses in marketing valuable.

#### *Lloyd Greif Center for Entrepreneurial Studies*

The Greif Center offers a wide range of courses in entrepreneurship and a multiclass Entrepreneur Program designed for students who want to start or own a high-growth business, join an emerging business or participate in an entrepreneurial venture in a mature corporation (intrapreneurship). The goals of the program are for students to develop an entrepreneurial mindset, to gain confidence that they can be successful entrepreneurs, to learn about the entrepreneurial process and to enhance their conceptual and practical skills to pursue new business opportunities. Wide exposure is given to all types of entrepreneurs and industries. The highly experiential program spans the entrepreneurial process from opportunity discovery to venture initiation, growth and exit, and is designed to teach relevant frameworks and theory as well as to develop an entrepreneurial mindset and skills through hands-on application. The program actively provides contact with and support to its alumni.

#### *Leventhal School of Accounting*

The Leventhal School offers classes in accounting information systems, financial accounting, managerial accounting and tax accounting. The Leventhal School also offers a Bachelor of Science degree in Accounting. See the Leventhal School pages for a complete listing of information regarding courses, programs and requirements.

#### **International Studies**

The Marshall School offers students a variety of opportunities to cultivate a global mind. Classes like

international trade and commercial policy, financial management of multinational corporations, international finance, multinational marketing, and international management practices and negotiation broaden students' understanding of managing a global business. Opportunities to travel and study outside the United States allow students to develop skills for functioning in different cultures, societies and economic environments, and to understand a wide variety of international business practices. Contact the offices of Undergraduate Student Services or Undergraduate Advising for information about international study opportunities at Marshall, including:

#### *GLP/LINC/TIE*

Students are encouraged to enroll in one of Marshall's international experiential learning programs. GLP or LINC. Each includes a 10-day faculty-led trip to a city outside the United States, where students meet with business, political and civic leaders. The Learning about International Commerce (LINC) Program is a 2-unit class open to freshman students who apply. The Global Leadership Program (GLP) is a two-course sequence open by invitation to select first-year students in the incoming freshman class. GLP invitations are extended by the USC Marshall Undergraduate Admissions Office. The Transfer International Experience (TIE) Program is a 2-unit class open to transfer students who apply.

#### *International Exchange Program*

The international exchange program is a one-semester exchange program with a host institution in Asia, Australia, South America or Europe during either the fall or spring semester. Exposure to international cultures and practices in business and non-business settings provides another level of understanding of international business. Students complete between four to eight courses at the host institution (15-18 USC units). All instruction is in English, so foreign language proficiency is not required. Courses completed at the host school are graded credit/no credit on the student's USC transcript. The courses are selected from a list approved by the Marshall School of Business and satisfy the business elective requirement.

#### *International Summer Program*

The Marshall School offers unpaid international internship programs in London, Madrid, Dublin, Sydney, Hong Kong, Milan and Singapore during the summer session. The program provides students with theoretical and practical experiences working and navigating within the international global environment. The program consists of an eight-week internship abroad. In addition, unpaid social entrepreneurship internships are offered in Kenya, South Africa, Rwanda and Ghana. Funded internships in Bangkok and Jakarta are also offered.

#### **Research Opportunities for Undergraduates**

BUAD 490x Directed Research provides an opportunity to pursue research above and beyond the normal course offerings. This course is open to juniors and seniors with a 3.0 or better grade point average who have obtained approval from a faculty sponsor, the department chair and the Office of Academic Advising by the semester prior to enrollment. Units are assigned on a variable basis with a maximum of 12 units toward an undergraduate degree, 4 units per semester. Students may also work with faculty as research assistants.

#### **Marshall Honors**

Marshall Honors, available upon graduation to majors in business administration or accounting, provides a special designation of departmental honors on a student's transcript. Acceptance to the program requires completion of at least 64 units of course work (including

transfer units), a GPA of 3.5 or higher in course work to be applied to the major, an application, and a successful interview with the director of the program. Achievement of Marshall Honors requires completion of BUAD 493 Marshall Honors Research Seminar (4 units) prior to the senior year, a thesis (research project and paper) conducted under the guidance of a Marshall faculty member during the senior year, and a minimum GPA of at least 3.5 in upper-division Marshall School and Leventhal School courses applied to the major. For additional information, contact the Office of Undergraduate Advising, BRI 104, (213) 740-0690 or the program director.

#### **Marshall Undergraduate Academic Advising**

*Academic advisement is provided through the Office of Undergraduate Advising located in Bridge Hall 104, (213) 740-0690 or undergrad.advising@marshall.usc.edu.* Incoming freshman and new transfer students are required to meet with an academic adviser before registering, and this requirement is in effect until 24 USC units are completed. All students are encouraged to see an academic adviser on a regular basis, and continuing USC students may schedule appointments throughout the year.

The Marshall Connections Program (MCP) helps first-year students develop strong connections to the university and the Marshall school. MCP promotes student engagement and success through its co-curricular events, advisement programs and faculty mentors. Free tutoring and a variety of academic support programs and workshops are also offered to all undergraduates.

#### **Registration**

Students may register for business courses directly using the Web registration system, according to their scheduled appointment times. Appointment times are based on number of units completed. For example, seniors have the first opportunity to register for a course. It is important to register as soon as one's appointment allows or priority standing will be lost.

#### **Marshall Undergraduate Student Services**

The Marshall School recognizes the importance of integrating education with experience. The Undergraduate Student Services Office, in cooperation with the USC Career Center, assists business school undergraduates with securing externships, internships and full time positions. Moreover, this office provides students with career support and access to alumni. Students who actively participate in these programs maximize their opportunities for professional development and employment after graduation.

Students are also encouraged to participate in student organizations to build leadership, teamwork and networking skills. The Marshall School has more than 40 student organizations.

The Student Services Office also offers over 32 international exchange programs in Asia, Australia, South America and Europe. Through these programs, students spend a semester overseas and fulfill business elective requirements. The office also coordinates international summer internship programs and week-long international travel opportunities in Africa, Asia, South America and Europe.

#### **Honor Societies**

Beta Gamma Sigma is the national honor society for business students. The Marshall School of Business chapter has been active since 1923. Juniors in the top 10 percent of the class and seniors in the top 10 percent of the class are invited to join. For further information, contact the Office of Undergraduate Advising.

## Transferring College Credit

### Community College Courses

USC has established articulation agreements with most community colleges in California. Most academic courses are acceptable for transfer credit from a two-year school, but students will not receive credit for remedial course work. Courses that do not appear on the articulation agreement are not transferable. A maximum of 64 semester units may be transferred. There are university restrictions that apply to transferring course work from other institutions that may affect the above rule. Check with the Degree Progress Department (JHH 010) for information about transferable courses. Prospective freshman or transfer students should contact the USC Admissions Office. Continuing USC students should speak with an adviser in the Marshall Office of Undergraduate Advising.

Official transcripts of college work taken elsewhere must be submitted at the time of application to the USC Office of Admission. All business courses completed at a two year college, if transferable, will be considered elective credit. There is one exception to this policy: Students may transfer two semesters of introductory accounting and receive credit equivalent to one semester of introductory accounting at USC. Then students can register for BUAD 305 Abridged Core Concepts of Accounting Information.

### Four Year Colleges

Most courses of an academic nature are acceptable for unit credit from all fully accredited four year institutions. If they do not satisfy specific subject requirements at USC, they will usually be accepted for elective course credit.

Students are urged to complete all their required business courses at USC. ECON 351x and ECON 352x must be completed at USC. All business courses from four year institutions, if transferable, will be considered elective credit unless a challenge examination is passed. All upper division core classes, with the exception of BUAD 497 Strategic Management and BUAD 425 Data Analysis for Decision Making, may be challenged. Students should consult with their academic advisers to initiate the challenge examination process.

## Bachelor of Science in Business Administration (World Program)

The World Bachelor in Business (WBB) Program offers students the opportunity for immersive study at three highly regarded business schools, one in each of the major economic/cultural zones of the world: the Americas, Asia and Europe. The program is designed and offered in cooperation with the Hong Kong University of Science and Technology (HKUST) and Bocconi University. Students spend at least one year at each campus and receive a degree from each university. The program is available to entering freshmen only. Prospective students should consult with the USC Marshall Undergraduate Admissions office for program and admissions information.

### Requirements for Completion

To complete the program and receive a degree from each university, students must satisfy the degree requirements of each institution, which include language requirements. The USC degree requirements are those of the USC Marshall Bachelor of Science in Business Administration program, with the exception that WBB students do not need to complete 60 units of non-business course work. Students should consult with the WBB program academic adviser at each university. Specific courses completed at each university are used to fulfill specific requirements at the other universities.

Students should note the following USC degree requirements for the WBB program:

- A minimum of 32 units must be taken in residence at USC. The units applied toward this requirement must be taken for a letter grade and cannot be taken on a P/NP or CR/NC basis.
- In addition to meeting university GPA requirements, a minimum grade of C- must be earned on all upper division course work taken at USC and required for the major.
- A minimum grade of C- for course work completed at HKUST and Bocconi University must be earned for the course credits to transfer to USC.
- USC GPA calculations will be based on course work completed at USC.

### Sample Program

WBB students spend the first year taking classes in Los Angeles at USC, the second year taking classes in Hong Kong at HKUST and the third year taking classes in Milan at Bocconi University. In the final year, students choose their location of study in consultation with the program directors. Each year includes at least one cohort class designed specifically for the WBB program.

The following sample program does not represent a required sequence of study; rather, it serves as a guideline. Students will meet with a WBB program academic adviser at each location to ensure that each student's program of study will fulfill WBB program requirements.

YEAR ONE — USC		UNITS
<i>Semester one</i>		
BUAD 304	Organizational Behavior and Leadership	4
GE VI*	Social Issues	4
MATH 118x	Fundamental Principles of the Calculus	4
WRIT 150	Writing and Critical Reasoning — Thematic Approaches	4
<i>Semester two</i>		
BUAD 104X	Learning About International Commerce	2
ECON 351X	Microeconomics for Business	4
GE IV	Science and Its Significance	4
GE V	Arts and Letters	4
WRIT 340	Advanced Writing	4
Total		34

\* Students should choose an 'm' designated class for GE VI to fulfill the diversity requirement.

YEAR TWO — HKUST		UNITS
<i>Semester one</i>		
ECON 2123	Macroeconomics	3
ECON 2174	Mathematics for Economists	4
HLTH 1010	Healthy Lifestyle	0
USC GE III	Scientific Inquiry [HKUST: Science and Technology]	3
Chinese Communications		3
Understanding Business in Asia		2
<i>Semester two</i>		
ACCT 2010	Principles of Accounting I	3
ISOM 2010	Introduction to Information Systems	3
ISOM 2500	Business Statistics	3
ISOM 2700	Operations Management	3
USC GE II	Global Cultures and Traditions [HKUST: Humanities]	3

Seminars in Asia's Business		1
Total		31
<b>YEAR THREE — BOCCONI</b>		
<i>Semester one</i>		
30006	Financial Markets and Institutions	3
30015	Marketing	3
30017	Corporate Finance	3
30047	Introduction to the Legal System I	3
30152	Public Management	3
<i>Semester two</i>		
30007	Managerial Accounting	3
30048	Introduction to the Legal System II	3
30056	European Economic Policy	3
USC GE I	Western Cultures and Traditions [Bocconi Economic History requirement]	3
Doing Business in Europe		1
Language 2		3
Total		31
<b>YEAR FOUR, OPTION ONE — USC</b>		
<i>Semester one</i>		
BUAD 302	Communication Strategy in Business	4
BUAD 497	Strategic Management	4
MOR 421	Social and Ethical Issues in Business	4
Free electives		4
<i>Semester two</i>		
BUAD 425	Data Analysis for Decision Making	2
BUAD 490x	Directed Research	2
FBE 403	Introduction to the Legal Environment of Business	4
Free electives		8
Total		32
<b>YEAR FOUR, OPTION TWO — HKUST</b>		
<i>Semester one</i>		
MGMT 4110	Business Ethics and Policy	4
MGMT 4210	Corporate Strategy	4
Best Practices in Corporate Communication		3
Free electives		6
<i>Semester two</i>		
ACCT 3610	Functions of Law in Society and Business	3
Capstone project		4
Free electives		8
Total		32
<b>YEAR FOUR, OPTION THREE — BOCCONI</b>		
<i>Semester one</i>		
30012	Business Strategy	4
30223	Marketing Communication	3
Free electives		9
<i>Semester two</i>		
30058	Comparative Business and European Law	4
30216	Social Responsibility in Business, Government and Non-Profit	3
Final report		2
Free electives		7
Total		32
Total units: 128		

## Bachelor of Science in Business Administration (Cinematic Arts)

This program consists of courses offered by both the Marshall School and the School of Cinematic Arts. Students completing the program receive a Bachelor of Science in Business Administration with an emphasis in Cinematic Arts. The program is available to entering freshmen only.

### Requirements for Completion

To complete the program, students must satisfy all requirements for the Bachelor of Science degree in business as well as an additional 24 units in cinematic arts, which specifically address the business side of the industry.

Business requirements	Units	
BUAD 285ab	Accounting Fundamentals, Financial and Managerial Accounting (4-2), or	6
BUAD 286ab	Accounting Fundamentals, Managerial and Financial Accounting (4-2)	6
BUAD 302	Communication Strategy in Business	4
BUAD 304	Organizational Behavior and Leadership	4
BUAD 306	Business Finance	4
BUAD 307	Marketing Fundamentals	4
BUAD 310	Applied Business Statistics	4
BUAD 311	Operations Management	4
BUAD 425	Data Analysis for Decision Making	2
BUAD 497	Strategic Management	4
ECON 351x	Microeconomics for Business	4
ECON 352x	Macroeconomics for Business	4
MATH 118x*	Fundamental Principles of the Calculus, or	4
MATH 125**	Calculus I	4
Electives	Business 300- or 400-level ACCT, BAEP, non-core BUAD, BUCO, FBE, IOM or DSO, MKT or MOR	12
Total business units		60

\* Placement into MATH 118x is contingent on successful completion of MATH 117 or obtaining an acceptable score on the math placement exam or AP calculus or IB mathematics exam. The MATH 118x requirement may be waived with an AP Calculus AB or BC score of 4 or higher, or an IB math score of 5 or higher.

\*\* A-level mathematics examination scores of A or B may receive subject credit for MATH 125. Eligible students should speak with their academic adviser for additional information.

Cinematic Arts requirements	Units	
CNTV 463	Television: Integrating Creative and Business Objectives	2
CNTV 467	The Future of Digital Media and the Entertainment Industry	2
CNTV 495	Internship in Cinematic Arts	2
CTCS 190	Introduction to Cinema	4
CTCS 191	Introduction to Television and Video	4
CTIN 458	Business and Management of Games	2
CTPR 385	Colloquium: Motion Picture Production Techniques	4
CTPR 410	The Movie Business: From Story Concept to Exhibition	2
CTPR 460	Film Business Procedures and Distribution	2
Total cinematic arts units		24

Total program units: 84

### Bachelor of Science in Business Administration (Real Estate Finance)

#### Requirements for Completion

To complete the program, students must satisfy all requirements for the Bachelor of Science degree in business including 16 units in real estate finance.

Business Core Courses	Units	
BUAD 285ab	Accounting Fundamentals, Financial and Managerial Accounting (4-2), or	6
BUAD 286ab	Accounting Fundamentals, Managerial and Financial Accounting (4-2)	6
BUAD 302	Communication Strategy in Business	4
BUAD 304	Organizational Behavior and Leadership	4
BUAD 306	Business Finance	4
BUAD 307	Marketing Fundamentals	4
BUAD 310	Applied Business Statistics	4
BUAD 311	Operations Management	4
BUAD 425	Data Analysis for Decision Making	2
BUAD 497	Strategic Management	4
ECON 351x	Microeconomics for Business	4
ECON 352x	Macroeconomics for Business	4
MATH 118x*	Fundamental Principles of the Calculus, or	4
MATH 125**	Calculus I	4

\* Placement into MATH 118x is contingent on successful completion of MATH 117 or obtaining an acceptable score on the math placement exam or AP calculus or IB mathematics exam. The MATH 118x requirement may be waived with an AP Calculus AB or BC score of 4 or higher or an IB math score of 5 or higher.

\*\* A-level mathematics examination scores of A or B may receive subject credit for MATH 125. Eligible students should speak with their academic advisers for additional information.

REAL ESTATE FINANCE REQUIREMENTS	UNITS	
FBE 391	Real Estate Finance and Investment	4
FBE 427	Real Estate Law	4
FBE 470	Advanced Real Estate Analysis	4
FBE 466	Management of Real Estate Development: Feasibility Studies, or	4
FBE 489	Real Estate Capital Markets	4

### Bachelor of Science in Computer Science/Business Administration

This combined program offers qualified students the opportunity to gain an educational foundation in both computer science and business administration. Students must meet the admission requirements for both programs. The degree is administered by the USC Viterbi School of Engineering; see Computer Science for complete degree requirements.

### Bachelor of Science in Business Administration (International Relations)

This program consists of courses offered by both the Marshall School of Business and the School of International Relations. Students completing the program receive a Bachelor of Science in Business Administration with an emphasis in International Relations.

#### Requirements for Completion

To complete the program, students must satisfy all requirements for the Bachelor of Science degree in business as well as an additional 24 units in international relations from the courses listed below.

Business requirements	Units	
BUAD 285ab	Accounting Fundamentals, Financial and Managerial Accounting (4-2), or	6
BUAD 286ab	Accounting Fundamentals, Managerial and Financial Accounting (4-2)	6
BUAD 302	Communication Strategy in Business	4
BUAD 304	Organizational Behavior and Leadership	4
BUAD 306	Business Finance	4
BUAD 307	Marketing Fundamentals	4
BUAD 310	Applied Business Statistics	4
BUAD 311	Operations Management	4
BUAD 425	Data Analysis for Decision Making	2
BUAD 497	Strategic Management	4
ECON 351x	Microeconomics for Business	4
ECON 352x	Macroeconomics for Business	4
MATH 118x*	Fundamental Principles of the Calculus, or	4
MATH 125**	Calculus I	4
Electives	300- or 400-level ACCT, BAEP, non-core BUAD, BUCO, FBE, IOM or DSO, MKT or MOR	12
Total business units		60

\* Placement into MATH 118x is contingent on successful completion of MATH 117 or obtaining an acceptable score on the math placement exam or AP calculus or IB mathematics exam. The MATH 118x requirement may be waived with an AP Calculus AB or BC score of 4 or higher, or an IB math score of 5 or higher.

\*\* A-level mathematics examination scores of A or B may receive subject credit for MATH 125. Eligible students should speak with their academic adviser for additional information.

international relations requirements	units	
IR 210	International Relations: Introductory Analysis	4

### International Political Economy Courses (4 units)

#### Choose one:

IR 324	Multinational Enterprises and World Politics	4
IR 325	Rich and Poor States in the World Political Economy	4
IR 326	U.S. Foreign Economic Policy	4
IR 330	Politics of the World Economy	4

### International Relations Regional Courses (8 units)

#### Choose two:

IR 333	China in International Affairs	4
IR 345	Russian and Soviet Foreign Policy	4
IR 360	International Relations of the Pacific Rim	4
IR 361	South and Southeast Asia in International Affairs	4
IR 362	The International Relations of the Contemporary Middle East	4
IR 363	Middle East Political Economy	4
IR 364	The Political Economy of Latin American Development	4
IR 365	Politics and Democracy in Latin America	4
IR 367	Africa in International Affairs	4
IR 369	Post-War European Relations	4
IR 383	Third World Negotiations	4
IR 385	European Foreign Policy and Security Issues	4
IR 439	Political Economy of Russia and Eurasia	4
IR 442	Japanese Foreign Policy	4
IR 465	Contemporary Issues in United States-Latin American Relations	4

IR 468 European Integration 4

### International Relations Electives (8 units)

Choose two from the list below or the two lists immediately above:

IR 305	Managing New Global Challenges	4
IR 306	International Organizations	4
IR 310	Peace and Conflict Studies	4
IR 315	Ethnicity and Nationalism in World Politics	4
IR 316	Gender and Global Issues	4
IR 323	Politics of Global Environment	4
IR 327	International Negotiation	4
IR 341	Foreign Policy Analysis	4
IR 344	Developing Countries in World Politics	4
IR 381	Introduction to International Security	4
IR 382	Order and Disorder in Global Affairs	4
IR 402	Theories of War	4
IR 427	Seminar on Economics and Security	4
IR 444	Issues and Theories in Global Society	4
IR 483	War and Diplomacy: The U.S. in World Affairs	4

Total international relations units 24

Total program units: 84

### Food Industry Management Concentrated Program

#### Certificate Program

The Food Industry Management Concentrated Program offers undergraduate and graduate courses emphasizing marketing, retailing, financial and management aspects of the food industry. Completion of the program is acknowledged by a Food Industry Management Certificate.

To qualify for admission and a scholarship grant for the undergraduate food industry management concentrated program, students must be currently employed in a management position in the food retailing, wholesaling or manufacturing industry; be recommended by their employer; and be in their junior or senior year with an academic standing adequate for admission to USC.

To receive a certificate, students must complete 16 units during the one-semester program. Students must take all required FIM courses for the time they are in the program.

SPRING SEMESTER		UNITS
FIM 420	Food Retailing Management	4
FIM 480	Food Industry Financial Accounting and Analysis	4
FIM 481	Food Marketing Research	4
FIM 582	Food Industry Decision-Making	4
		16

### Minor Programs

#### Minor in Business

A minor in business is available to students in all schools and departments except the Marshall School of Business and the Leventhal School of Accounting. The minor provides the opportunity for students to gain understanding of key concepts and tools of business. To enroll in the business minor, students must have completed a minimum of 32 units of college-level courses and attained a minimum overall GPA of 2.75. Successful completion of the business minor requires at least 16 units of upper division course work with a minimum cumulative GPA of 2.0 in the courses applied to the minor:

Minor course requirements		units
Choose one of the following five options:		2-8
BUAD 200X*	Economic Foundations for Business (2), or	
BUAD 201X	Introduction to Business for Non-Majors (4), or	
ECON 203	Principles of Microeconomics (4), and	
ECON 205	Principles of Macroeconomics (4), or	
ECON 303	Intermediate Microeconomic Theory (4), and	
ECON 305	Intermediate Macroeconomic Theory (4), or	
ECON 351X	Microeconomics for Business (4), and	
ECON 352X	Macroeconomics for Business (4)	
Required:		
ACCT 410X	Foundations of Accounting, or	
BUAD 285a	Accounting Fundamentals, Financial and Managerial Accounting, or	
BUAD 305	Abridged Core Concepts of Accounting Information	4
BUAD 215X**	Foundations of Business Finance, or	
BUAD 306	Business Finance	4
BUAD 302	Communication Strategy in Business	4
BUAD 304	Organizational Behavior and Leadership	4
BUAD 307	Marketing Fundamentals, or	
MKT 385X	Marketing of Creative Disruption and Innovation	4
BUAD 315X	Basics of Project and Operations Management for Non-Majors (2), or	
BUAD 311	Operations Management (4)	2-4

\* Students who have earned scores of 4 or 5 on both the AP Microeconomics and the AP Macroeconomics exams will be waived out of the first requirement (BUAD 200X, BUAD 201X or ECON).

\*\* ACCT 410X or BUAD 285a or BUAD 305 must be taken before BUAD 215X.

#### Minor in Accounting

A minor in accounting is available to students in all schools and departments except the Marshall School of Business. See here for program requirements.

#### Minor in Advertising

The Marshall School and the School of Journalism jointly offer a 24-unit advertising minor for students interested in building a career in or developing a better understanding of the field of advertising. Through this program of study, students explore the key role played by advertising in today's global economy. At no time has advertising been more successful or more controversial than it is today, and this program will explore both the positives and the negatives.

Emphasis is placed on both the practical skills required to meet the demands of the marketplace and the theoretical underpinnings of those practices. Program content includes: the history of advertising; creation of written and visual advertising elements; the measurement, selection and analysis of media; the concept of "branding"; the role of advertising in creating and maintaining successful brands; the analysis of advertising campaign case studies; and the creation of integrated marketing communication campaigns. See the School of Journalism for course requirements.

#### Minor in Biotechnology

The Marshall School and the departments of biological sciences and chemistry in the USC Dornsife College of Letters, Arts and Sciences jointly offer the minor in biotechnology. This minor brings essential knowledge in the basic sciences together with the corporate skills needed in a rapidly growing industry. The minor is especially well suited for the business, biology, chemistry or engineering student seeking a career in business and/or the biomedical/bio-technical sciences. Refer to Biological Sciences for a list of required courses.

#### Minor in Business Economics

This minor is available to students of all majors except business, accounting and economics. This minor teaches students to think strategically about business. It integrates economic ideas with practical applications in the real world. Students who minor in business economics learn to think like leaders in business firms. This minor approaches problems conceptually, proceeding from the general economic theories to specific real world applications. This gives students a higher level of understanding of business opportunities and problems.

Many students in disciplines other than business need economic skills that focus on business. This minor teaches a combination of the ideas, skill sets and methodological approaches used in business economics. Students develop economic reasoning skills related to real-world problems and opportunities.

To enroll, students must have completed a minimum of 32 units of college-level course work and have a minimum overall GPA of at least 2.75. Completion of this minor requires a minimum GPA of 2.0 for the 20 units applied to the minor.

REQUIRED COURSES (12 units)		UNITS
MATH 118X	Fundamental Principles of the Calculus	4
ECON 351X	Microeconomics for Business	4
ECON 352X	Macroeconomics for Business	4

#### Electives

Choose two from the list below:		
FBE 324	The Financial System	4
FBE 402	Government and Business	4
FBE 416*	Managerial Economics	4
FBE 443*	Introduction to Forecasting and Risk Analysis	4
FBE 445	Topics in Economic Analysis of Business Strategy and Policy	4
FBE 462	International Trade, Finance and Commercial Policy	4

\* Prerequisite required

#### Minor in Business Finance

The minor in business finance offers non-business/non-accounting majors an opportunity to expand their career opportunities by gaining a background in financial concepts, valuation and financial strategy. It provides students with the necessary tools to measure benefits and related costs that will enable them to make better business decisions. Problem-solving and quantitative skills that are widely used in business will enable students to work on special projects or management teams – opportunities that might not have been available had it not been for this minor. Eighteen units are required.

To enroll students must have completed a minimum of 32 units of college-level course work and have a minimum overall GPA of at least 2.75. Completion of this minor requires a minimum of 16 upper-division units in the minor



and a GPA of 2.00 for the 18 units applied to the minor. Individuals in some majors who take 200-level courses to satisfy major requirements may be required to take additional electives to achieve the 16-unit upper-division minimum.

REQUIRED COURSES	UNITS
<b>Economics</b>	
Choose one of the following five options:	2-8
BUAD 200x* Economic Foundations for Business (2), or	
BUAD 201x Introduction to Business for Non-Majors (4), or	
ECON 203 Principles of Microeconomics (4), and	
ECON 205 Principles of Macroeconomics (4), or	
ECON 303 Intermediate Microeconomic Theory (4), and	
ECON 305 Intermediate Macroeconomic Theory (4), or	
ECON 351x Microeconomics for Business (4), and	
ECON 352x Macroeconomics for Business (4)	

Accounting	Units
Choose one course (4 units):	
ACCT 410x** Foundations of Accounting	4
BUAD 285a Accounting Fundamentals, Financial and Managerial Accounting	4
BUAD 305 Abridged Core Concepts of Accounting Information	4

Finance	Units
Choose one course (4 units):	
BUAD 215x Foundations of Business Finance	4
BUAD 306** Business Finance	4

Electives	Units
Choose two from the list below:	
FBE 421 Financial Analysis and Valuation	4
FBE 423 Introduction to Venture Capital and Private Equity	4
FBE 425 Management of Financial Institutions	4
FBE 431 Financial Policies and Corporate Governance	4
FBE 432 Corporate Financial Strategy	4
FBE 433 Corporate Governance and CEO Pay	4
FBE 435 Applied Finance in Fixed Income Securities	4
FBE 436 Financial Management of Multinational Corporations	4
FBE 437 Entrepreneurial Finance: Financial Management for Developing Firms	4
FBE 440 Trading and Exchanges	4
FBE 441 Investments	4
FBE 458 Law, Finance and Ethics	4
FBE 459 Financial Derivatives	4
FBE 460 Mergers, Acquisitions and Restructuring	4
FBE 462** International Trade, Finance and Commercial Policy	4

\* Students who have earned scores of 4 or 5 on both the AP Microeconomics and the AP Macroeconomics exams will be waived out of the first requirement (BUAD 200x, BUAD 201x or ECON).

\*\* Prerequisite or corequisite required

#### Minor in Business Law

A minor in business law is available to students in all schools and departments except business majors. The minor in business law will provide students with practical legal knowledge of substantive business law topics and current legal issues. The minor provides skill sets to identify and manage issues encountered within personal and business contexts including litigation, contract law, employment and human resources, real and personal property law. This minor exposes students to such topics as: commercial transactions, constitutional law, Internet and online commerce; intellectual property and entertainment law; bankruptcy and securities law; law of business and non-profit organizations; and international law. It also prepares students for career opportunities in management, technology and politics. The minor is an excellent preparation for further legal education. To enroll, students must have completed a minimum of 32 units of college-level course work and have a minimum overall GPA of at least 2.75.

Required courses	Units
FBE 403 Introduction to the Legal Environment of Business	4
FBE 458 Law, Finance and Ethics	4

Choose two of the following:	Units
FBE 427 Real Estate Law	4
FBE 428 Principles of Employment Law	4
FBE 429 International Business Law	4
FBE 430 Online Commerce and Intellectual Property	4

#### Minor in Business Technology Fusion

The minor in business technology fusion is available to students in all schools and departments except business majors. This minor requires 20 units to complete. To enroll, students must have completed a minimum of 32 units of college-level course work and have a minimum overall GPA of at least 2.75.

COURSE REQUIREMENTS	UNITS
DSO 431 Foundations of Digital Business Innovation	4
DSO 433 Business Process Design	4
DSO 435 Enterprise Data Architecture	4

Electives	Units
Choose from the following to achieve a total of at least 8 units:	
DSO 401 Business Information Systems — Spreadsheet Applications	2
DSO 402 Business Information Systems — Database Applications	2
DSO 443 The Business of Digital Entertainment	4
DSO 455 Project Management	4
DSO 462 Managing a Small Business on the Internet	2

#### Minor in Consumer Behavior

This interdisciplinary minor explores consumer thinking from the perspectives of psychology, marketing, economics, anthropology, sociology and other departments interested in popular culture. Why do people form the attitudes and impressions they do? How do individual factors, culture, mass media, economics and social trends influence people's decisions?

As with all minors, students must include at least four upper-division courses and four courses dedicated exclusively to this minor (which may be the same four courses). Finally, students must select four courses outside their major department. Psychology majors must choose four courses outside of psychology; business

majors must choose four courses outside of the Marshall School of Business. To enroll in this minor, students must have completed a minimum of 32 units of college-level courses and have a minimum overall GPA of 2.75.

Requirements	Units
Choose one of the following courses (4 units):	
BUAD 307 Marketing Fundamentals, or	
MKT 385x Marketing of Creative Disruption and Innovation	4
PSYC 100 Introduction to Psychology	4

Choose one of the following courses (4 units):	Units
MKT 450 Consumer Behavior and Marketing	4
PSYC 355* Social Psychology	4
SOCI 320 Social Psychology	4

Choose two of the following courses (8 units):	Units
ANTH 460 Economic Anthropology	4
COMM 302 Persuasion	4
ECON 432* Economics of Happiness	4
MKT 405* Advertising and Promotion Management	4
MKT 410* Professional Selling	4
PSYC 451* Formation and Change of Attitudes	4
PSYC 454* Social Cognition	4

Choose one of the following courses (4 units):	Units
COLT 365 Literature and Popular Culture	4
COMM 384 Interpreting Popular Culture	4
ENGL 392 Visual and Popular Culture	4
HIST 380 American Popular Culture	4
MKT 402* Research Skills for Marketing Insights	4
PSYC 490X Directed Research	4
Total requirements: five courses	20

\* Prerequisites required

(Please note that prerequisites will not be waived for upper-division courses; students must complete the introductory classes they will need.)

#### Minor in Entrepreneurship

The minor in entrepreneurship is available to students in all schools and departments except business majors. It provides an understanding of entrepreneurship and the entrepreneurial mindset. To enroll in this minor, students must have completed a minimum of 32 units of college-level course work and have a minimum overall GPA of 2.75. The minor requires a minimum of 17 units to complete.

Course Requirements	Units
BAEP 451 The Management of New Enterprises, or	4
BUAD 301 Technical Entrepreneurship	3
BAEP 452 Feasibility Analysis	4
BAEP 453 Venture Management, or	
BAEP 454 Venture Initiation: Launching and Scaling Your Startup	4

Electives	Units
Choose from the following to achieve a total of at least 17 units for the minor:	
BAEP 460 Seminar in Entrepreneurship, or	
BAEP 470 The Entrepreneurial Mindset - Taking the Leap	2
BAEP 465 Digital Playbook for Entrepreneurs: Creating a Tech Startup	2
BAEP 495 Practicum in Business Issues (Internship)	1

BAEP 499	Special Topics	2-4
BUAD 302	Communication Strategy in Business	4
BUAD 304	Organizational Behavior and Leadership	4
BUAD 307	Marketing Fundamentals, or	
MKT 385X	Marketing of Creative Disruption and Innovation	4
BUAD 315X	Basics of Project and Operations Management for Non-Majors	2
FBE 400X	Introduction to Real Estate Finance and Development	4
FBE 403	Introduction to the Legal Environment of Business	4

### Minor in Human Resource Management

The minor in human resource management is available to students in all schools and departments except business majors. It is appropriate for students pursuing careers in human resource management, as well as for students pursuing management positions where they will be interfacing with or relying on the human resource function for support. To enroll in this minor, students must have completed a minimum of 32 units of college-level courses and have a minimum overall GPA of 2.75. Completion of the human resource management minor requires a minimum GPA of 2.0 in the following business minor courses:

Minor Course Requirements		Units
BUAD 304	Organizational Behavior and Leadership	4
MOR 471	Managing and Developing People	4
Electives		Units
Choose three courses from the following (12 units):		
FBE 428	Principles of Employment Law	4
FBE 433*	Corporate Governance and CEO Pay	4
MOR 421	Social and Ethical Issues in Business	4
MOR 431	Interpersonal Competence and Development	4
MOR 461	Design of Effective Organizations	4
MOR 463	Organization Change and Development	4
MOR 469	Negotiation and Persuasion	4
MOR 472	Power, Politics and Influence	4
MOR 473	Designing and Leading Teams	4

\* Prerequisite that is not part of this minor required

### Minor in Innovation: The Digital Entrepreneur

The Minor in Innovation: The Digital Entrepreneur is jointly sponsored by the Lloyd Greif Center for Entrepreneurial Studies in the Marshall School of Business and the Information Technology Program of the USC Viterbi School of Engineering. The minor is designed for students from a wide range of backgrounds who are interested in starting their own digital ventures, working for start-up companies or consulting firms that advise in the field, or pursuing traditional jobs with large corporations that may be launching new digital business units. Students will learn all major elements of launching a digital venture including ideation, feasibility analysis, high-tech product management, online customer acquisition, technology implementation, online business models and monetization. Students will work on launching a digital venture in a team-based environment in the capstone class. The minor is available to business majors. For more details, see Information Technology Program.

### Minor in Managing Human Relations

This interdisciplinary minor is for students in all schools with an interest in human relations as a subject of study or professional goal. In addition to course work in organizational behavior, social psychology and management, this minor includes attention to questions of ethics and leadership. See Sociology for course requirements.

### Minor in Management Consulting

The minor in management consulting is available to students in all schools and departments except business majors. The minor develops skills used by professional consultants to assist organizations and businesses in identifying and addressing their issues and problems.

To enroll, students must have completed a minimum of 32 units of college-level courses and have a minimum overall GPA of 2.75. Completion of this minor requires a minimum GPA of 2.0 in the following courses:

Course Requirements		Units
BUAD 304	Organizational Behavior and Leadership	4
MOR 462	Management Consulting	4

Electives		Units
Choose three courses from the following (12 units):		
DSO 455	Project Management	4
MOR 421	Social and Ethical Issues in Business	4
MOR 461	Design of Effective Organizations	4
MOR 463	Organization Change and Development	4
MOR 465	Advanced Methods in Strategy Analysis	4
MOR 469	Negotiation and Persuasion	4
MOR 473	Designing and Leading Teams	4

### Minor in Marketing

The minor in marketing is available to students in all schools and departments except business majors. Marketing studies processes that organizations use to identify and serve the needs of customers.

The marketing minor provides a business-related education that will supplement many undergraduate majors, and enhance the career prospects for students whose majors could incorporate a marketing dimension or application. This minor should appeal to any student interested in an early marketing career, which includes, but is not limited to, professional sales, retailing, marketing research, product management and advertising.

Eligible students must have completed a minimum of 32 units of college-level course work and have a minimum GPA of 2.75. Students take four elective courses offered in the marketing department to satisfy this minor.

### Minor in Mathematical Finance

This interdisciplinary minor was created for students in business, economics and mathematics, whose majors already require some of the introductory course work. Students in other programs are welcome but should expect the minor to require more units than it does for students in those programs. See Mathematics for course requirements.

### Minor in Operations and Supply Chain Management

The minor in operations and supply chain management is available to students in all schools and departments except business majors. This minor requires 20 units to complete. To enroll, students must have completed a minimum of 32 units of college-level course work and have a minimum overall GPA of at least 2.75.

MINOR COURSE REQUIREMENTS		Units
BUAD 311	Operations Management	4
DSO 482	Supply Chain Management	4
DSO 483	Operations Consulting	4

Electives		Units
Choose from the following to achieve a total of at least 8 units:		
DSO 401	Business Information Systems — Spreadsheet Applications	2
DSO 427	Designing Spreadsheet-Based Business Models	4
DSO 433	Business Process Design	4
DSO 441	Service Operations	4
DSO 455	Project Management	4

### Minor in Organizational Leadership and Management

The minor in organizational leadership and management is available to students in all schools and departments except business majors. Students in the minor learn about personal and organizational leadership, ethics of the workplace, leading in a global context and organizing and planning for effective personal and organizational performance. To enroll, students must have completed a minimum of 32 units of college-level courses and have a minimum overall GPA of 2.75. Completion of this minor requires a minimum GPA of 2.0 in the following courses:

Course Requirements		Units
BUAD 304	Organizational Behavior and Leadership	4
MOR 470	Global Leadership	4

Electives		Units
Choose three courses from the following (12 units):		
MOR 421	Social and Ethical Issues in Business	4
MOR 431	Interpersonal Competence and Development	4
MOR 469	Negotiation and Persuasion	4
MOR 471	Managing and Developing People	4
MOR 472	Power, Politics and Influence	4
MOR 473	Designing and Leading Teams	4
MDA 365	The Art and Adventure of Leadership	4

### Minor in Real Estate Finance

The minor in real estate finance is available to all majors except business. It provides students with training in the areas of business, finance, real estate law, design, and urban economics. It provides an opportunity for students to gain thorough exposure to the topics of real estate investing, finance and development. Upon successful completion of this minor, students will have achieved a basic understanding of the interplay of the various disciplines involved in contemporary real estate ownership and investment and how they impact the areas of the student's specific interests and expertise.

Those completing this minor will master techniques in valuing income-producing properties, analyze financial instruments such as mortgages and loans, understand the roles of debt and equity, gain insights into the processes of design and construction, as well as understand the

dynamics of how real estate markets affect the underlying values of real property assets, as well as the role real estate markets play in the overall economy.

To enroll, students must have completed a minimum of 32 units of college-level course work and attained a minimum overall GPA of at least 2.75. Successful completion of this minor requires a minimum of 16 upper-division units in the minor and a cumulative GPA of 2.0 for the 24 units.

REQUIRED COURSES (16 units)		UNITS
<i>Accounting</i>		
Choose one option from the following:		4-6
ACCT 410x*	Foundations of Accounting (4), or	
BUAD 280	Accounting I (4), or	
BUAD 285a	Accounting Fundamentals, Financial and Managerial Accounting (4), or	
BUAD 286ab	Accounting Fundamentals, Managerial and Financial Accounting (4-2), or	
BUAD 305	Abridged Core Concepts of Accounting Information (4)	
<i>Business Finance</i>		
BUAD 215x*	Foundations of Business Finance, or	
BUAD 306**	Business Finance	4

Real Estate Finance		Units
FBE 391	Real Estate Finance and Investment, or	
FBE 400X	Introduction to Real Estate Finance and Development	4

Real Estate Law		Units
FBE 427	Real Estate Law	4

Electives		Units
Choose two courses (8 units) from the following:		
FBE 466	Management of Real Estate Development: Feasibility Studies	4
FBE 470	Advanced Real Estate Analysis	4
FBE 489	Real Estate Capital Markets	4

\* ACCT 410x or BUAD 280 or BUAD 305 must be taken before BUAD 215x.

\*\* Requires prerequisite of ECON 251 or ECON 351 and corequisites of ECON 252 or ECON 352 and BUAD 310 or EE 364

### Minor in Social Entrepreneurship

The minor in social entrepreneurship provides students from all undergraduate majors with a foundation in the context and practice of social entrepreneurship, nationally and internationally. The minor provides an understanding of social entrepreneurship and its relationship to government and public policy as well as an understanding of management skills specific to starting and maintaining a social enterprise. The curriculum includes options allowing the student to tailor course work to his or her individual academic interests and professional aspirations.

To enroll in this minor, students must have completed 48 units of college level courses with a cumulative USC GPA of at least 2.75.

Course Requirements (14 units)		Units
BAEP 451	The Management of New Enterprises	4
BAEP 497	Introduction to Social	4

491	Entrepreneurship	
BAEP 460	Field Project in Entrepreneurship, or	
BAEP 470	Seminar in Entrepreneurship, or	
BAEP 470	The Entrepreneurial Mindset — Taking the Leap	2
PPD 371	The Nonprofit Sector and the Public Interest	4

Electives		Units
Complete at least 7 units from the following:		
BAEP 452*	Feasibility Analysis	4
BUCO 485	Business Communication Management for Nonprofits	4
CE 469	Sustainable Design and Construction	3
COMM 402	Public Communication Campaigns	4
IR 305	Managing New Global Challenges	4
IR 308	Globalization: Issues and Controversies	4
PPD 478	Social Innovations	4
PSYC 456**	Conservation Psychology	4
SOCI 360	Social Inequality: Class, Status, and Power	4

\* Prerequisite: BAEP 450 or BAEP 451 or BUAD 301

\*\* Prerequisite: PSYC 100

### Minor in Technology Commercialization

This interdisciplinary minor includes courses from both the business and engineering schools and provides education in the economic, technological and entrepreneurial aspects of commercializing new technologies. The minor is designed for students from a range of backgrounds (e.g., majors in engineering, life sciences or business) who are interested in starting their own technology-based ventures, working for technology-based start-up companies or pursuing corporate careers that may involve the commercialization of new technologies. In the minor, students learn about conceptualizing, developing and managing new, technology-based ventures and projects.

To enroll, students must have completed a minimum of 32 units of college-level course work and have a minimum overall GPA of 2.75. To complete the minor, students are required to complete the two required courses (7 units) and enough elective courses to achieve a total of 16 units outside of their major. Business majors thus require 23 total units and other majors 16 total units to complete the minor.

REQUIRED COURSES		UNITS
BAEP 452	Feasibility Analysis	4
BUAD 301	Technical Entrepreneurship	3

Electives		Units
ACCT 410x	Foundations of Accounting	4
BAEP 454	Venture Initiation: Launching and Scaling Your Startup	4
BAEP 460	Seminar in Entrepreneurship	2-4
BAEP 470	The Entrepreneurial Mindset — Taking the Leap	2
BME 416	Development and Regulation of Medical Products	3
BUAD 307	Marketing Fundamentals, or	
MKT 385x	Marketing of Creative Disruption	4

CE 473	Engineering Law, Finance and Ethics, or	
ENGR 509	Patent Law for Scientists and Engineers	3
ENGR 493x	Dean's Seminar in Entrepreneurship	2
ISE 344	Engineering Team Management	3
ISE 440	Work, Technology, and Organization	3
ISE 460	Engineering Economy	3
ITP 310x	Design for User Experience	2
ITP 466	Building the High Tech Startup	4
ITP 476	Technologies for Interactive Marketing	4
MKT 445	New Product Development and Branding	4

## Graduate Degree Overview

The Marshall School of Business prepares men and women to become leaders at every level of management. Today's successful businesses demand flexibility, innovation, creativity, teamwork and leadership from their employees. The Marshall School's goal is to help students meet those demands through a rigorous grounding in all functional areas of business and the honing of analytical and interpersonal skills required to address real business problems.

The more than 185 faculty members at the school include authorities recognized around the world for their contributions to business theory and practice. They are also distinguished by their dedication to teaching excellence.

The Marshall School of Business offers seven graduate degrees: The Master of Business Administration (MBA), the Master of Science (M.S.) in Business Administration, Business Analytics, Entrepreneurship and Innovation, Finance, Global Supply Chain Management and Social Entrepreneurship, the Master of Business for Veterans (MBV), the Master of Management in Library and Information Science (MMLIS), the Master of Management Studies (MMS), the Master of Medical Management (MMM) and the Doctor of Philosophy (Ph.D.). The Marshall School jointly sponsors a Master of Long Term Care Administration. Graduate certificates in supply chain management, financial analysis and valuation, technology commercialization, management studies, business fundamentals for non-business professionals, library and information management and sustainability and business are also offered.

### Master of Business Administration (MBA)

MBA students gain an understanding of the forces confronting business around the world and are encouraged to take an active role in making a difference – to seek out opportunities for personal and professional growth and to empower others in the pursuit of shared goals. The Master of Business Administration is offered through five distinct programs.

While the five programs are designed to meet the needs of different types of students, all programs have the same goals: providing students with the skills and knowledge necessary to become effective leaders; developing a thorough understanding of business fundamentals such as economics, accounting, finance, marketing and operations; and refining basic skills, such as use of information systems and statistical analysis. Each student is challenged to develop self-understanding and an appreciation for the complexities of organizations.

### Full-time MBA Program

The Marshall MBA program is designed for individuals who can leave the world of work and immerse themselves "full time" in two years of graduate education. It provides a foundation for success that balances theory with real-world application.

During the first year, a "hands-on" approach to leadership and business education combines case analysis, management simulations, executive seminars and international travel with traditional methods for establishing a conceptual understanding of the general management role in a global context. Elective options in the second semester allow students to complement the core curriculum with individualized interests. Summer internships help students apply their knowledge in practice and prepare for the job market.

In year two, students continue to chart their own course of study. A wide array of elective courses offers students immersion in specific functional areas, disciplines and industries. The selection allows students to gain an in-depth understanding of a particular subject or to continue to pursue a broad-based management education. See here.

#### *Part-time MBA Program for Professionals and Managers*

The MBA Program for Professionals and Managers (MBA.PM) allows fully employed individuals to pursue an MBA degree while continuing their career development. Students can pursue the first year of study at the University Park Campus or at the USC Orange County Center in Irvine. Elective course work is completed on the University Park Campus. The curriculum, offered in the evening, is similar to the curriculum offered to full-time MBA students but is modified to allow completion of the program in 33 months. See here.

#### *Executive MBA Program*

The Executive MBA program provides those with significant work experience, particularly mid- to senior-level professionals who have high potential as business and industry leaders, a chance to complete an MBA on Fridays and Saturdays over a two-year period without interrupting their careers. The program is offered on the University Park Campus in downtown Los Angeles as well as in San Diego.

This program uses a non-traditional, interdisciplinary approach to executive and management education through "themes" that integrate various functional areas and address classic, yet dynamic business issues.

Through the integrated curriculum, participants develop a complete understanding of decision-making, a focus on the future and the international context of business as well as strong interpersonal, leadership and analytical skills. More specifically, participants achieve advanced skills in corporate and international finance, marketing, environmental and strategic analysis, information technology, organizational leadership, managerial communication and corporate relations.

Core faculty include the school's most senior, experienced members as well as nationally renowned academic and business specialists. The program includes three residential off-site experiences - two domestic and one international. See here.

#### *International MBA Program (IBEAR MBA)*

The IBEAR MBA is a mid-career international MBA emphasizing trade and investment in and between the Americas and Asia in particular. Participants complete the equivalent of two years of intensive MBA study and return to their careers in 12 months.

In addition to an internationalized set of core courses, the program includes elective course offerings on international management, international financial management, global e-business, global marketing strategy, international trade, politics for global management and global strategy.

The program features a two-term international business consulting project, a cross-cultural team-building retreat, a visiting international expert speaker series and participation in Marshall's annual Asia/Pacific Business Outlook Conference.

IBEAR MBA graduates join a network of well-placed alumni in more than 50 nations. See here.

#### *Global Executive MBA Program (GEMBA)*

The Global Executive MBA program (GEMBA) in Shanghai is designed for rising business leaders throughout East Asia and the Pacific Rim who seek a U.S.-style business education with a global perspective. GEMBA provides a unique opportunity for networking and personal development within the framework of an increasingly competitive Asian market.

GEMBA mirrors the long-standing Marshall Executive MBA program, employing a nontraditional, interdisciplinary and integrated approach to executive and management education through "themes" that integrate various functional areas and address classic, yet dynamic business issues.

Core faculty include the school's most senior, experienced members as well as renowned academic and business specialists.

Through the integrated curriculum, participants develop a complete understanding of decision-making, a focus on the future and the international context of business as well as strong interpersonal, leadership and analytical skills. More specifically, participants achieve advanced skills in corporate and international finance, marketing, environmental and strategic analysis, information technology, organizational leadership, managerial communication and corporate relations.

USC Marshall offers GEMBA in partnership with the Antai College of Economics and Management at Shanghai Jiao Tong University in China. Because classes meet in both Shanghai and Los Angeles, students must be able to participate fully in the travel requirements of the program. Classes are taught in English.

#### **Dual MBA Degree Programs**

Dual degree programs offer graduate students the opportunity to complete concurrently the requirements for two degrees. The Marshall School offers the MBA in conjunction with a number of other programs at USC:

- Juris Doctor/Master of Business Administration (J.D./MBA)
- Master of Business Administration/Master of Arts in East Asian Area Studies (MBA/M.A.)
- Master of Business Administration/Master of Planning (MBA/MPI)
- Master of Business Administration/Master of Real Estate Development (MBA/MRED)
- Master of Business Administration/Master of Science in Gerontology (MBA/M.S.)
- Master of Business Administration/Master of Science in Industrial and Systems Engineering (MBA/M.S.)

- Master of Business Administration/Doctor of Education (MBA/Ed.D.)
- Master of Business Administration/Doctor of Medicine (MBA/M.D.)
- Master of Business Administration/Doctor of Pharmacy (MBA/Pharm.D.)
- Master of Business Administration/Master of Arts in Jewish Nonprofit Management (MBA/M.A.)
- Master of Business Administration/Master of Social Work (MBA/MSW)

#### **Master of Management Studies (MMS)**

The Master of Management Studies is designed to provide students who have completed graduate business course work equivalent to the first year of a traditional two-year MBA program with an opportunity to pursue further studies at the USC Marshall School of Business. The program is especially valuable for those who have completed the first year of a traditional MBA at another institution and those who completed one-year MBA programs and wish to enhance their knowledge in specialized areas of business. The degree can be completed on either a full- or part-time basis, and classes are available during both daytime and evening hours. See here.

#### **Master of Science in Business Administration (M.S.)**

The Master of Science in Business Administration is designed to provide students with an opportunity to pursue an area of specialization subsequent to successfully completing the Master of Business Administration (MBA). The program is especially valuable for those who wish to enhance their knowledge base in a specialized area of business. In cooperation with a faculty member, the student in this program designs a course of study to meet his or her individual needs. The degree can be completed on either a full- or part-time basis, and classes are available during both daytime and evening hours. See here.

#### **Master of Science in Business Research (M.S.)**

The Master of Science in Business Research is designed to provide an alternative for Marshall Ph.D. students. Marshall does not accept applications for admission to this program. See here.

#### **Master of Science in Business Analytics**

The Master of Science in Business Analytics is designed for managers who want to develop their analytical skills and recent college graduates with strong analytical skills who are interested in pursuing a career in business analytics. The program provides students with tools, ideas and frameworks that will aid them in making business decisions in a scientific manner, based on actual data, to improve the performance of their organization.

#### **Master of Medical Management (MMM)**

This program is designed for physicians in the medical field who wish to gain formal business knowledge and develop critical thinking skills. Significant project and course work is completed primarily through distance learning venues. The program consists of four one-week intensive residential sessions. See here.

#### **Master of Long Term Care Administration**

This program is designed to prepare competent individuals to administer the long term needs of America's elderly population. It is jointly offered by the USC Davis

School of Gerontology, the Marshall School of Business, and the USC Price School of Public Policy. For information, see the Davis School of Gerontology.

#### **Master of Science in Entrepreneurship and Innovation (M.S.)**

The Master of Science in Entrepreneurship and Innovation is designed to develop the entrepreneurial knowledge, skill sets, and decision-making frameworks required to recognize and evaluate business opportunities and to create and guide a new entrepreneurial entity either individually or within a larger organization. The program is intended for students seeking to pursue careers in entrepreneurship, corporate venturing and innovation, or technology commercialization. The degree can be completed on either a full-time basis in one year or on a part-time basis over two years, and classes are offered primarily at night to accommodate the needs of working professionals.

#### **Master of Science in Finance (M.S.)**

The Master of Science in Finance is designed to provide individuals with the necessary skills and knowledge to become experts in finance and thus advance their careers in business. The program is exceptionally well suited to individuals completing a bachelor's degree who are seeking an opportunity to continue their studies at USC for one year and earn a master's degree in finance before entering the work force. It is also well suited to those who have earned or soon will earn a master's degree and wish to earn a second master's degree.

#### **Master of Science in Global Supply Chain Management (M.S.)**

The Marshall School of Business offers individuals across the U.S. and around the world an opportunity to expand their knowledge of management of the ever-changing world of global supply chains. The program provides managers with tools, ideas and frameworks that will aid them in improving the performance of the global supply chains that they manage. Courses are broadcast via distance learning technologies so that, with the exception of two international travel experiences, the degree can be completed through the internet. Additional in-person instructional activities are provided at partner institutions. Two international travel experiences to global distribution hubs are included in the program. In-person midterms and final exams may be required for some courses, in which case they will be administered in cities near student population concentrations. See here.

#### **Master of Science in Global Supply Chain Management (On-Campus)**

The Marshall School of Business, jointly with the Viterbi School of Engineering, offers individuals an opportunity to expand their knowledge of the management of global supply chains. The program focuses on teaching the necessary knowledge and skills in areas like inventory management; sustainable supply chains; strategic procurement; outsourcing; logistics and distribution; information technology and its role in managing global supply chains; and supply chain optimization. This 27-unit on-campus program can be completed on a full-time basis in one calendar year. See here.

#### **Master of Science in Social Entrepreneurship (M.S.)**

The Master of Science in Social Entrepreneurship gives students the opportunity to learn business and entrepreneurship skills within a framework of combining both financial and social missions. The program can be completed in one year (full time students) or two or more

years (part time students). Courses are offered on the University Park Campus in downtown Los Angeles in the evenings.

#### **Master of Business for Veterans (MBV)**

This program is designed for veterans who wish to gain formal business knowledge and develop critical thinking skills to manage or grow a business. Significant project and course work is completed during the two-semester program. Class sessions meet over 16 full-day sessions each semester, offered on the University Park Campus in downtown Los Angeles. See here.

#### **Master of Management in Library and Information Science (MMLIS)**

The Master of Management in Library and Information Science program is designed to educate professional librarians for leadership from every level of the organization in academic, urban and corporate environments. Graduates will identify and analyze critical issues and leverage resources and expertise to build community assets. The program is taught entirely online. See here.

#### **Graduate Certificate in Business Fundamentals for Non-Business Professionals**

The Graduate Certificate in Business Fundamentals for Non-Business Professionals is designed for individuals who hold undergraduate degrees in non-business fields and seek core business knowledge to support management responsibilities or relationships with business professionals but who are not likely to pursue an MBA. It is best suited to mid- and senior-level managers, professional and technical specialists assuming management responsibilities, those seeking improved career mobility, individuals returning to the work force and small business owners. The program provides a basic introduction to the major disciplines within the field of business, common business practices and effective business communication. Classes are offered primarily at night to accommodate the needs of working professionals. See here for course requirements.

#### **Graduate Certificate in Financial Analysis and Valuation**

The Graduate Certificate in Financial Analysis and Valuation is designed to offer students the intensive instruction and training needed to successfully compete in rapidly developing global financial markets. Course work in the fundamental theories and practice of financial accounting, financial analysis, valuation, credit analysis, and financial instruments and markets expands analytical capacities to better understand and develop strategic financial decisions. See here for course requirements.

#### **Graduate Certificate Program in Library and Information Management**

The online Graduate Certificate in Library and Information Management is uniquely designed to serve both those who are looking to explore library and information management without committing to an entire degree and those who currently hold the equivalent MLIS degree looking to specialize in a specific aspect of the field.

#### **Graduate Certificate in Management Studies**

The Graduate Certificate in Management Studies is designed to provide students who have completed graduate business course work equivalent to the first year of a traditional two-year MBA program with an opportunity to pursue further studies at the USC Marshall School of Business. The program is especially valuable for those who have completed the first year of a traditional

MBA at another institution and those who completed a one-year MBA program and wish to enhance their knowledge in specialized areas of business. The certificate can be completed on either a full- or part-time basis, and classes are available during both daytime and evening hours.

#### **Graduate Certificate in Marketing**

The Graduate Certificate in Marketing is designed for individuals who want to develop the analytical and technical skills needed to work with today's complex marketing issues in the support of effective business decision-making. The certificate can be completed on either a full- or part-time basis, and classes are available during both daytime and evening hours.

#### **Graduate Certificate in Optimization and Supply Chain Management**

The Optimization and Supply Chain Management Program is offered by the Marshall School of Business in partnership with the Viterbi School of Engineering. The program offers individuals opportunities to expand their knowledge of the rapidly expanding uses of technology in the management of global supply chains. The certificate may be completed on either a full- or part-time basis. Most classes applicable to the program are offered during both daytime and evening hours. Many of the ISE courses included in the curricula are available online.

#### **Graduate Certificate in Sustainability and Business**

The Graduate Certificate in Sustainability and Business is designed to offer individuals the instruction and training they need to help shape solutions to social and environmental sustainability challenges, both from within and from outside the business sector. Course work includes sustainability strategies and practices, business law and ethics, and sourcing management. The program is suited to students coming from a broad range of backgrounds. Applicants do not need to be matriculated USC students to undertake the program. Anyone who holds a four-year bachelor's degree is welcome to apply.

#### **Graduate Certificate in Technology Commercialization**

The Graduate Certificate in Technology Commercialization, offered through the Lloyd Greif Center for Entrepreneurial Studies, provides technology commercialization skills in an academic/real world environment that combines theory and practice. Through a living laboratory academic program, students experience the entire spectrum of the commercialization process: invention, product development, technical and market feasibility analysis, intellectual property acquisition, business development and venture funding. Working with USC scientists and engineers, students have the potential to become stakeholders in a new technology venture. They are also eligible to apply for summer internships sponsored by industry partners to give them additional experience in taking a new technology to market. The program is particularly well suited to those in science, engineering and business. See here for course requirements.

#### **Doctor of Philosophy (Ph.D.)**

The Doctor of Philosophy program in business administration is designed to produce research-oriented graduates who, from positions in academia, can advance business practice and enhance the contributions that businesses make to the larger community. These goals can be advanced through research contributions in theory,

concepts, methods and practices, and education of the next generation of business leaders.

## Master's Degree and Graduate Certificate Programs

### Admission Requirements

A bachelor's degree equivalent to a four-year U.S. undergraduate degree from an accredited institution (regardless of field or major) is required for admission to any master's degree program at the Marshall School of Business.

Successful performance in Marshall master's programs requires computer proficiency in word processing, database management, electronic spreadsheets and business graphics. Following admission, Marshall Instructional Technology Services is available for additional preparation. Knowledge of calculus is a prerequisite to some of the courses offered by the Marshall School of Business.

All applicants are required to submit the following documents: (1) completed application form; (2) a nonrefundable application fee; (3) responses to required essay questions; (4) history of full- and part-time work experience or resume; (5) one official transcript from the registrar of each college or university attended (undergraduate and postgraduate, if applicable) whether the degree was completed or not. If all college or postgraduate work has not been completed, transcripts must be sent again when work in progress is completed and the degree posted. Transcripts written in languages other than English must be accompanied by a certified English translation; if transcripts do not include a degree conferral date, degrees must be verified through WES or IERF; and (6) letters of recommendation. (7) Most programs require Graduate Management Admission Test (GMAT) or Graduate Record Examination (GRE) scores. Applicants must have taken the examination prior to submitting an application. It is recommended that unofficial copies of test scores be submitted as uploaded documents with the application in addition to having official scores sent to USC. (8) All international students who did not earn a bachelor's degree from a college or university in the United States, Canada, the United Kingdom, Ireland, Australia or New Zealand must submit recent scores from the Test of English as a Foreign Language (TOEFL), the International English Language Testing System (IELTS) or the Pearson Test of English Academic (PTE). Official test scores are sent by the testing services directly to USC, and unofficial copies can be uploaded as attachments to the application. Additionally, proof of financial support is required of admitted international applicants.

To ensure a place in a program and adequate time to receive an admission decision, it is important to send completed application materials well in advance of the semester for which the applicant wishes to register. For the non-traditional student, if work is still in progress to complete a bachelor's degree, the applicant must state specifically what courses are in progress, what must be done to finish and the estimated date of completion. Admission is contingent upon official verification of a bachelor's degree.

In their review of applications, admissions committees consider all of the applicant's completed academic work, test score, evidence of leadership and motivation, letters of recommendation, level of job responsibility and work history, and unique talents and contributions. Applicants are reviewed on their potential for successful performance

in graduate business studies and their competitiveness within the current applicant pool.

Additional program-specific admission criteria are detailed below and available on each program's Website. Links are available at [marshall.usc.edu/masters](http://marshall.usc.edu/masters)

### Full-time MBA Program

The Marshall full-time MBA curriculum is a comprehensive two-year (63-unit) learning experience designed to develop outstanding leaders who act with positive impact and character in a rapidly changing economic, social and political world.

A core of 10 essential courses is designed to build the foundation of skills required of all leading executives, develop collaborative talent, cultivate innovation and expand the student's vision with a global perspective. An individualized program of study, which begins in the second semester of the first year, allows students to acquire knowledge and skills in specialized functions within specific industries.

Recognizing that success in business requires more than a thorough knowledge of the vernacular of business, the full-time MBA curriculum is both broad and deep, offering students an opportunity to learn about business from varying perspectives. Full-time MBA students develop:

- a strategic perspective that understands the global dynamics of worldwide industries and new markets;
- an ability to integrate decisions and solutions across disciplines in complex decision-making environments;
- a world view that understands and appreciates different cultures and economies;
- a clear framework for ethical and values-based, decision-making supported by unyielding personal integrity and the confidence to act accordingly;
- a professional presence and the ability to articulate a vision needed to motivate others and lead diverse teams of people.

Full-time MBA graduates are collaborative by nature, innovative in spirit and global in perspective.

### The Faculty

Instructors in the full-time MBA program are an inspired group of teachers who are passionate about nurturing the development of their students and are committed to the program and to innovative implementation. Scholars bring their latest thinking into the classroom and convey it so that students embrace ideas and learning with excitement and a willingness to demonstrate that learning and enthusiasm in their careers.

Recognized experts, academic specialists and industry leaders are actively involved in the program. Faculty known for their work in Marshall research centers offer industry collaboration. Many faculty connect with other schools in the university, tap into the strengths of innovative Southern California industries and engage our alumni across industries and globally. The valuable contributions of experience and expertise from individuals and organizations outside Marshall weave theory with practice.

### An Advanced Learning Environment

The educational approach of the full-time MBA is a careful balance of case learning along with course work, lectures, experiential exercises and field studies. Students

are members of supportive and challenging learning communities. The experience is hands-on and teamwork based, with extensive opportunities to work with real companies and managers on real projects.

Classes are taught in state-of-the-art case rooms featuring network access for every student. The Experiential Learning Center offers students opportunities for experimentation, video practice, simulation exercises and group preparation.

The full-time program is rigorous, intellectually demanding and time-intensive. Students typically spend 60-80 hours per week on course work and projects.

### Application

*Applicants should have significant full-time work experience. Letters of recommendation submitted with the application should relate to the applicant's work experience. For more information, contact the Marshall MBA Admission Office in Popovich Hall (JKP) 308; (213) 740-7846; Fax (213) 749-8520; [marshall.usc.edu](http://marshall.usc.edu). Apply online at [marshall.usc.edu/admissions/applyonline](http://marshall.usc.edu/admissions/applyonline).*

### Application Deadlines

*Admission decisions for the full-time program are made within four admission rounds. Applicants who submit completed applications (including test scores) to the Admission Office by the December, January, February and April dates listed on [marshall.usc.edu/admissions/applyonline](http://marshall.usc.edu/admissions/applyonline) will receive notification in approximately six weeks. Applicants are urged to file a completed application as early as possible, as the applicant pool is extremely competitive. The final deadline to apply for the full-time program is April 1.*

### Summer Preparation

The average full-time MBA student is returning to school after completing five years of full-time employment. To help students prepare for their return to academia and refresh their knowledge of business fundamentals, Marshall provides non-credit tutorials and workshops via online/distance formats. Students complete the summer preparation materials and master the information before arriving on campus.

Orientation programs take place during the latter half of July.

### Early Start to First Year

The academic program begins the first week of August with a three-week intensive term that includes workshops in leadership and ethics and graded course work in management communication, strategy, statistics and financial accounting. The fall semester academic program continues with classes, workshops and study sessions meeting Monday through Friday.

### Focus on Collaboration

The ability to work in and manage teams is becoming increasingly important in business practice. Building these skills during the program is a key part of each student's leadership growth.

Students are assigned to small teams for the first semester of study. These teams are composed of students with diverse backgrounds and experiences to enhance the overall learning experience for each team member. Teamwork is crucial to success in a variety of settings including group projects, study groups and competitive assignments. A greater understanding of teams is bolstered through formal discussions and presentations throughout the year.

In addition to formal team projects, a strong community of mutual support develops from the important role informal study groups play in the school's academic culture.

### The Core: An Integrated Program of Study

Although the curriculum lists a series of required courses to be taken during the first year of the full-time MBA program, students are, in many ways, pursuing one nine-month course because the individual courses and materials covered are highly integrated.

The first-year teaching team develops and evaluates selected assignments jointly, linking concepts across courses, and occasionally team teaching, examining complex business programs from multiple perspectives.

### Management Communication for Leaders

Management Communication for Leaders is a business communication course comprising class sessions, tailored workshops and ongoing individual and group coaching. First-year students are immersed in developing their presentation skills, interpersonal communication skills and emotional intelligence – the ability to understand and respond to the human side of business – all skills required of successful leaders.

### PRIME

The global vision generated during the first year of the MBA culminates with PRIME. The final component of the Global Context of Business course, PRIME takes on-campus classroom study abroad for nine days. Integrating the classroom and international travel components of the course, students conduct research on industry- and company-specific business issues and report their findings in major presentations. Recent PRIME locations include Buenos Aires, Argentina/Lima, Peru; Taipei, Taiwan/Shanghai, China; Seoul, South Korea/Beijing, China; Hong Kong/Guangdong, China; Osaka/Tokyo, Japan; and Hanoi, Vietnam/Bangkok, Thailand.

### Internships

Practical experience is critical to success in business. Marshall has developed an extensive network of prospective employers who offer internships during the summer between their first and second year. Successful internships often lead to job offers.

### International Exchange Program

The Marshall School offers a range of international semester-long exchange programs in cooperation with leading business schools around the world. Since many of the programs are taught in English, language proficiency is not a requirement for all countries. Students must complete the MBA core courses and maintain a 3.0 GPA in order to participate in the exchange program. This program is open to full-time MBA and MBA.PM students.

### Program Structure

A total of 63 units is required. The following outlines the typical full-time student's schedule:

first year "core" required courses — first semester	Units
GSBA 502 Management Communication for Leaders	3
GSBA 504a Operations Management	1.5
GSBA 509a Marketing Management	1.5
GSBA 510 Accounting Concepts and Financial Reporting	2
GSBA 511 Microeconomics for Management	2
GSBA 521a Corporate Finance	1.5
GSBA 524 Managerial Statistics	2
GSBA 533 Organizational Behavior and Leadership	1.5

GSBA 540 Contemporary Issues in Competitive Strategy	1.5
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Select 2 of the following	Units
GSBA 504b Operations Management	1.5
GSBA 509b Marketing Management	1.5
GSBA 521b Corporate Finance	1.5
	19.5

SECOND SEMESTER	UNITS
GSBA 580 The Global Context of Business	4.5
Graduate business electives (500-level ACCT, BAEP, BUCO, FBE, IOM or DSO, MKT, or MOR)	12
	16.5

SECOND YEAR	UNITS
Graduate business electives (500-level ACCT, BAEP, BUCO, FBE, IOM or DSO, MKT, or MOR)	27
Total units required for degree	63

*Note: USC reserves the right to change, add or delete its course offerings and programs without notice.*

### MBA Program for Professionals and Managers

The MBA Program for Professionals and Managers (MBA.PM) is a part-time, comprehensive MBA program that allows fully employed individuals to pursue their MBA degree. The program offers flexibility and a rich array of elective courses. Students in the MBA.PM program complete the degree in 33 months attending classes in fall and spring semesters and summer sessions.

The MBA.PM offers the following advantages:

- the scheduling design allows students to complete the degree in a timely way, while continuing to work full time;
- program flexibility allows students to tailor their selection of elective courses to their individual interests;
- PM.GLOBE, a course which includes an international trip, gives all MBA.PM students first-hand exposure to international markets;
- a cohesive group of student colleagues proceeds through the core together, providing opportunities for building relationships with other talented and ambitious individuals;
- special academic and social activities enhance the richness of the MBA experience; and
- interaction between faculty and students enhances the overall learning experience.

The first year of the MBA.PM program is also offered at the Orange County Center in Irvine. All students take their elective courses at the University Park Campus in Los Angeles.

Students attend core classes two nights per week for 12 months. Students must complete the core courses in the prescribed sequence and within the prescribed time frame. Elective courses are offered on a semester basis

during the remaining portion of the program, including summer session.

During the elective portion of the program, MBA students are encouraged to pursue a course of study that meets their professional goals. Students design their course of study by taking electives offered in the Marshall School and by sometimes taking courses in other areas of the university. Up to 9 units of graduate-level electives may be taken at USC outside the Marshall School of Business for elective credit provided the student shows sufficient reason why a selected course is relevant to the Marshall School of Business program. Permission to take courses outside the Marshall School must be requested via petition to the MBA.PM Program Office in Popovich Hall 106.

### International Exchange Program

The Marshall School offers a range of international semester-long and summer exchange programs in cooperation with leading business schools around the world. Since many of the exchange programs are taught in English, language proficiency is not a requirement for all countries. Students must complete the MBA core courses and maintain a 3.0 GPA in order to participate in the exchange program. This program is open to full-time MBA and MBA.PM students.

### Application

Applicants should have significant full-time work experience. Letters of recommendation submitted with the application should relate to the student's work performance (résumé).

*The program enrolls students one time per year in the fall. For more information, contact the Marshall MBA Admission Office in Popovich Hall (JKP) 308; (213) 740-7846; Fax (213) 749-8520; marshall.usc.edu. Apply online at marshall.usc.edu/admissions/applyonline.*

### Sample Program

A total of 63 units is required for the program. The following outlines the typical MBA.PM student's schedule:

First Year "Core" Required Courses — Fall term	Units
GSBA 510 Accounting Concepts and Financial Reporting	3
GSBA 511 Managerial Economics	3
GSBA 519a Strategic Formulation for Competitive Advantage	1.5
GSBA 542 Communication for Management	1.5
	9

Winter term A&B	Units
GSBA 506ab Applied Managerial Statistics	3
GSBA 522ab Managerial Perspectives	3
GSBA 581ab Information Management	1.5
	7.5

Spring term	Units
GSBA 528 Marketing Management	3
GSBA 544 The Firm in the National Economy	1.5
GSBA 548 Corporate Finance	3

Summer Session		Units
GSBA 518	Accounting Control Systems	3
GSBA 519b	Strategic Formulation for Competitive Advantage	1.5
GSBA 534	Operations Management	3
		7.5

Second Year — Fall Semester		Units
GSBA 586	Current Trends in Business	1.5
Graduate business electives (2)		6
(500-level ACCT, BAEP, BUCO, FBE, IOM or DSO, MKT or MOR)		7.5

Spring Semester		Units
GSBA 582	Business Environment and Management Practices in the Pacific Rim	3
Graduate business elective		3
(500-level ACCT, BAEP, BUCO, FBE, IOM or DSO, MKT or MOR)		6

Summer Session		Units
Graduate business electives (2)		6
(500-level ACCT, BAEP, BUCO, FBE, IOM or DSO, MKT or MOR)		

Third Year — Fall Semester		Units
Graduate business electives (2)		6
(500-level ACCT, BAEP, BUCO, FBE, IOM or DSO, MKT or MOR)		

Spring Semester		Units
Graduate business electives (2)		6
(500-level ACCT, BAEP, BUCO, FBE, IOM or DSO, MKT or MOR)		
Total units required for degree: 63		

Note: USC reserves the right to change, add or delete its course offerings and programs without notice.

## Executive MBA Program

The Executive MBA program is structured for mid-career to upper-career professionals who are fully employed. Rather than a program of traditional course disciplines (e.g., accounting, marketing, finance) the EMBA program offers a more thematic approach – integrating the material and often delivering it with faculty from different disciplines teaching in a team format. Core faculty include the school's most senior, experienced members as well as nationally renowned academic and business specialists. This program is delivered on Fridays and Saturdays (full days) for a two-year period at either the USC campus in downtown Los Angeles or in San Diego. As with the other USC Marshall MBA programs, an extensive international trip is integrated into the program.

### Application

Application to the EMBA program does not require GMAT or GRE scores. In addition to the other general admission requirements, applicants should have 10 years of work experience that includes substantial managerial responsibilities. The Executive MBA Admissions office may

be contacted at (213) 740-7846; Fax (213) 749-8520; or email: [uscemba@marshall.usc.edu](mailto:uscemba@marshall.usc.edu). Apply online at [marshall.usc.edu/admissions/applyonline](http://marshall.usc.edu/admissions/applyonline).

### Program Structure

This program uses a non-traditional interdisciplinary approach to executive and managerial education through “themes” that integrate various functional areas and address classic, yet dynamic, business issues.

The program begins with a six-day domestic residential session. Thereafter, the 21-month MBA program meets Fridays and Saturdays throughout the year with a short summer break. An eight-day international trip is scheduled during the first theme of the program's second year.

Year 1		Units
<i>Theme I</i>		
GSBA 560	The Perspective of Top Management	2
<i>Theme II</i>		
GSBA 561	Evaluating Market Performance	9
<i>Theme III</i>		
GSBA 562	Management of Operations	11
or		
GSBA 562ab		
<i>Theme IV</i>		
GSBA 563	Technology and Information Systems	6
or		
GSBA 563ab	Management	
<i>Theme V</i>		
GSBA 564	Functional Strategies and Implementation	2
<i>Year 2</i>		
<i>Theme VI</i>		
GSBA 570	The Role of the Senior Executive	2
<i>Theme VII</i>		
GSBA 571	Environmental Analysis: Establishing Competitive Advantage	9
<i>Theme VIII</i>		
GSBA 572	Strategic Planning for Growth	11
or		
GSBA 572ab		
<i>Theme IX</i>		
GSBA 573	Managing Strategic Change and Implementation	6
or		
GSBA 573ab		
<i>Theme X</i>		
GSBA 574	The Executive of the Future	2
Total units required for degree		60

## International MBA Program (IBEAR MBA)

The IBEAR MBA program is an accelerated global MBA for experienced managers and professionals. The curriculum contains internationalized core courses in its first three terms and selected international business electives thereafter. It concludes with a challenging consulting project in terms four and five.

### Application

In addition to the general admission requirements, applicants should have a minimum of six years work and/or graduate study experience. Current participants average 11 years of experience and are 34 years of age.

Scholarships are available to domestic and international students.

For more information, contact the IBEAR MBA Program; (213) 740-7140; Fax (213) 740-7559; or [ibearmba@marshall.usc.edu](mailto:ibearmba@marshall.usc.edu); [marshall.usc.edu](http://marshall.usc.edu). Apply online at [marshall.usc.edu/admissions/applyonline](http://marshall.usc.edu/admissions/applyonline).

### Program Structure

This intensive full-time program begins in early August and ends in mid-July each year. It begins with a three-week transition program to assist international and domestic participants in adjusting to life in the U.S.

August Session		Units
GSBA 523	Communication for Management	3
<i>Term 1 — FALL</i>		
GSBA 510	Accounting Concepts and Financial Reporting	3
GSBA 511	Managerial Economics	3
GSBA 524	Managerial Statistics	3
GSBA 529	Strategic Formulation for Competitive Advantage	3
		12
<i>Term 2 — FALL</i>		
GSBA 518	Accounting Control Systems	3
GSBA 528	Marketing Management	3
GSBA 548	Corporate Finance	3
GSBA 549	The Firm in the National and International Economy	3
		12
<i>Term 3 — SPRING</i>		
GSBA 534	Operations Management	3
GSBA 543	Managerial Perspectives	3
IBEAR designated international business electives		6
		12
<i>Term 4 — SPRING</i>		
GSBA 584a	International Business Consulting Project	3
IBEAR designated international business electives		6
		9
<i>Term 5 — SUMMER</i>		
GSBA 584b	International Business Consulting Project	2
IBEAR designated international business electives		6
		8

Total units required for degree: 56

## Global Executive MBA Program

The Global Executive MBA program (GEMBA) in Shanghai offers a thematic approach – integrating the material and delivering it with faculty from different disciplines teaching in a team format. GEMBA is delivered over a 21-month period in 13 modules, featuring 10 five-day modules in Shanghai spanning weekends (Thursday through Monday), two eight-day modules at the Marshall School of Business in Los Angeles, and a study trip to another Asian country, plus assignments and examinations to be completed between classroom sessions. Shanghai sessions are taught at the Antai College of Economics and Management, Shanghai Jiao Tong University.

### Application



Applicants should have a minimum of 10 years of work experience, of which six should be in a management role. General admission requirements apply except that in lieu of the TOEFL or IELTS score, prospective applicants are pre-screened by the GEMBA office in Shanghai. Contact the Shanghai Global Executive MBA office by phone at +86-21-6293-2707, by fax at +86-21-6293-2713 or by email at uscgemba@sjtu.edu.cn. Contact the L.A. Global Executive MBA office by phone at (213) 740-8243, by fax at (213) 740-7559 or by email at gemba@marshall.usc.edu. To apply online, visit [marshall.usc.edu/admissions/applyonline](http://marshall.usc.edu/admissions/applyonline).

### Program Structure

GEMBA employs a nontraditional, interdisciplinary and integrated approach to executive and management education through focus on real-world “themes” that integrate various functional areas and address classic, yet dynamic business issues.

Classes begin in May at the Antai College of Economics and Management at Shanghai Jiao Tong University in China. Thereafter, the program continues in a series of theme-specific modules during the five-day sessions, held every six weeks, primarily at the Antai College. Students take an in-depth study trip to another Asian country in the second year.

The program concludes with a nine-day capstone module held at the USC Marshall School of Business in Los Angeles and the commencement celebration.

Year 1, summer		Units
<i>Theme I</i>		
GSBA 560	The Perspective of Top Management	2
<i>Theme II</i>		
GSBA 561	Evaluating Market Performance	9

Year 1, fall		Units
<i>Theme III</i>		
GSBA 562	Management of Operations	11

Year 1, spring		Units
<i>Theme IV</i>		
GSBA 563	Technology and Information Systems Management	6

Year 2, summer		Units
<i>Theme V</i>		
GSBA 564	Functional Strategies and Implementation	2
<i>Theme VI</i>		
GSBA 570	The Role of the Senior Executive	2

YEAR 2, Fall		Units
<i>Theme VII</i>		
GSBA 571	Environmental Analysis: Establishing Competitive Advantage	9
<i>Theme VIII</i>		
GSBA 572	Strategic Planning for Growth	11

Year 2, spring		Units
<i>Theme IX</i>		
GSBA 573	Managing Strategic Change and Implementation	6
<i>Theme X</i>		
GSBA 574	The Executive of the Future	2

Total units required for degree: 60

## Dual MBA Degree Programs

Students may complete dual degrees in conjunction with the Marshall MBA, MBA.PM or IBEAR MBA programs.

Admission criteria for applicants to dual degree programs co-sponsored by the Marshall School of Business are the same as Master of Business Administration program admission criteria.

Students interested in dual degree programs should apply to the specific MBA program suited to the individual's needs.

### Juris Doctor/Master of Business Administration (J.D./MBA)

The Marshall School of Business in conjunction with the USC Gould School of Law offers a program leading to the degrees of Juris Doctor/Master of Business Administration.

#### Application

Applicants to this program must apply to both schools individually and take both the Graduate Management Admission Test (GMAT) or the Graduate Record Examinations (GRE) and the Law School Admission Test (LSAT). Applicants should apply either simultaneously to both programs or during the first year in the USC Gould School of Law. Certification for eligibility for the dual degree program must be provided by the Law School prior to admission to the dual degree program by the Marshall School of Business.

#### Program Requirements

The total number of units required for the MBA portion of the program is 48. Dual degree program students may not count courses taken outside the Marshall School of Business toward the 48 units.

To earn the J.D., all students (including dual degree program students) must complete 35 numerically graded law units at USC after the first year. The associate dean may make exceptions to this rule for students enrolled in Law School Honors Programs.

*First Year:* Required Law School courses (33 units).

*Second Year:* Required MBA courses and graduate business electives.

*Third and Fourth Years:* 43 units of law courses and graduate business electives sufficient to bring the total units completed in the Marshall School of Business to at least 48.

The J.D. and MBA degrees are awarded simultaneously upon completion of all program requirements.

### Master of Business Administration/Master of Arts in East Asian Area Studies (MBA/M.A.)

The Marshall School of Business in conjunction with the East Asian Studies Center (USC Dornsife College of Letters, Arts and Sciences) offers a joint MBA/M.A. degree program that combines graduate business education with training in the cultures and societies of East Asia. Students may complete the degree on a full- or part-time basis.

#### Application

Students must apply to both the Marshall School of Business and the USC Dornsife College of Letters, Arts and Sciences. GRE scores are not required for admission to the dual degree program, but may be submitted in lieu of GMAT scores.

#### Program Requirements

*Students enrolled in the program are required to complete a minimum of 72 units. All students must complete 48 units in the Marshall School of Business. In East Asian Area Studies (EASC), students have the option of taking five courses and writing a thesis (for a total of 24 units) or taking six courses and passing a comprehensive examination (for a total of 24 units).*

Required courses that must be taken in the Marshall School of Business include: all required courses in an MBA program and graduate business electives sufficient to bring the total units completed in the Marshall School of Business to at least 48. Dual degree program students may not count courses taken outside the Marshall School of Business toward the 48 units.

**See** East Asian Area Studies in the USC Dornsife College of Letters, Arts and Sciences for East Asian Area Studies course requirements and the foreign language requirement.

The MBA and M.A. degrees are awarded simultaneously upon completion of all program requirements.

### Master of Business Administration/Master of Planning (MBA/MPI)

The Marshall School of Business in conjunction with the USC Price School of Public Policy offers a program leading to the degrees of Master of Business Administration and Master of Planning.

The Master of Business Administration/Master of Planning dual degree program enables students to understand the conduct and requirements of business, accounting, corporate and strategic planning, real estate marketing and finance. Students also gain expertise in public policy, city planning and the interpretation of government regulations. Exposure to both fields becomes an educational as well as professional asset for careers in either public service or private enterprise.

#### Application

Applicants to this program should apply to both schools simultaneously.

#### Program Requirements

A total of 84 units is required for the dual degree: 48 units of work in the Marshall School of Business and 36 units from the USC Price School of Public Policy. Students can complete the program on either a full- or part-time basis. The program normally requires five semesters of full-time study in residence.

Required courses that must be taken in the Marshall School of Business include: all required courses in an MBA program and graduate business electives sufficient to bring the total units completed in the Marshall School of Business to at least 48. Dual degree program students may not count courses taken outside the Marshall School of Business toward the 48 units.

See the USC Price School of Public Policy for Master of Planning course requirements.

The MBA and MPI degrees are awarded simultaneously upon completion of all program requirements.

### Master of Business Administration/Master of Real Estate Development (MBA/MRED)

The Master of Business Administration/Master of Real Estate Development dual degree program enables students to expand their skills in planning, land development, marketing, decision sciences, accounting, management, finance and economics. A more sophisticated real estate market makes this diversity of training essential for many students pursuing careers in real estate finance and development.

Completion of the MRED portion of the program requires that students have use of an approved laptop computer and demonstrate calculator and spreadsheet skills; a calculator and/or spreadsheet class is offered online.

#### Application

Students must apply to both the Marshall School of Business and the USC Price School of Public Policy. Please consult the Admission section of each school for specific requirements.

#### Program Requirements

This program normally requires two years (including summer) of full-time study in residence to complete.

A total of 82 units is required. Required courses include:

- all required courses in an MBA program;
- FBE 565 Economics of Urban Land Use: Feasibility Studies;
- FBE 588 Advanced Real Estate Law;
- additional graduate business electives sufficient to bring the total units completed in the Marshall School of Business to at least 48; and
- policy, planning, and development courses (34 units).

Dual degree program students may not count courses taken outside the Marshall School of Business toward the 48 units.

**Comprehensive Examination:** Students are required to complete a comprehensive examination administered by faculty members from both the Marshall School of Business and the USC Price School of Public Policy.

**See** here for MRED course requirements.

The MBA and the MRED degrees are awarded simultaneously upon completion of all program requirements.

#### Master of Business Administration/Master of Science in Gerontology (MBA/M.S.)

The MBA/M.S. dual degree program combines knowledge of the older population with the skills of business management. The program prepares graduates for a number of roles in both public and private sector organizations including the marketing of products or services to seniors, human resource development with older workers and retirement benefits.

#### Application

Applicants to the MBA/M.S. in Gerontology should apply to both schools simultaneously.

#### Gerontology Requirements

The Master of Science in Gerontology requires 30 units of course and fieldwork, which cover the core content of the M.S. program. See the USC Davis School of Gerontology page for course requirements.

#### Business Administration Requirements

The Master of Business Administration component requires 48 units of credit. Required courses include:

- all required courses in an MBA program;
- MOR 548 Competitive Advantage Through People;
- one of the following marketing electives: MKT 512 Marketing and Consumer Research, MKT 525 Consumer Behavior, MKT 560 Marketing Strategy and Policy;
- additional graduate business electives sufficient to bring the total units completed in the Marshall School of Business to at least 48.

Dual degree candidates may not count courses taken outside the Marshall School of Business for the 48 units.

The MBA and M.S. degrees are awarded simultaneously upon completion of all program requirements.

#### Master of Business Administration/Master of Science in Industrial and Systems Engineering (MBA/M.S.)

The Marshall School of Business in conjunction with the Daniel J. Epstein Department of Industrial and Systems Engineering offers a program leading to the degrees of Master of Business Administration/Master of Science in Industrial and Systems Engineering.

#### Application

Applicants to the MBA/M.S., Industrial and Systems Engineering program should apply to both schools simultaneously.

#### Program Requirements

This alternative requires 66 units for graduates of industrial and systems engineering undergraduate curricula and leads to both a Master of Science in Industrial and Systems Engineering and the Master of Business Administration.

The total number of units required for the MBA portion of the program is 48.

Required business courses include all required courses in an MBA program and graduate business electives sufficient to bring the total units completed in the Marshall School of Business to at least 48.

Dual degree program students may not count courses taken outside the USC Marshall School of Business toward the 48 units.

**See** here for industrial and systems engineering course requirements.

The MBA and the M.S. degrees are awarded simultaneously upon completion of all program requirements.

#### Master of Business Administration/Doctor of Education (MBA/Ed.D.)

The Marshall School of Business in conjunction with the USC Rossier School of Education offers a program leading to the degrees of Master of Business Administration and Doctor of Education.

The program emphasizes educational leadership and management competencies across the wide variety of education-related organizations in the public, non-profit and for-profit sectors and is designed to prepare students to assume executive leadership positions in these organizations, including schools, universities, educating

businesses, regional, state and federal education agencies, education research institutions and private foundations with education missions. MBA/Ed.D. graduates will be prepared to improve the scope and quality of educational services to target populations through the application of management skills to the field of education and of education principles to business enterprises.

#### Application

Applicants to this program must apply to both schools individually and may choose to submit scores for both the Graduate Management Admission Test (GMAT) and the GRE.

#### Program Requirements

The program may be completed on a full-time or part-time basis. Full-time students should be able to complete the program in approximately four years.

The MBA portion of the degree program requires that the student complete the required courses in an MBA program and graduate business electives sufficient to bring the total units completed in the Marshall School of Business to 48. Dual degree program students may not count courses taken outside the Marshall School of Business toward the 48 units.

**See the** Rossier School of Education page for Ed.D. degree requirements.

The MBA and Ed.D. degrees are awarded simultaneously upon completion of all program requirements for both degrees.

#### Master of Business Administration/Doctor of Medicine (MBA/M.D.)

In response to the ongoing reorganization of health care delivery systems and the growing awareness of the impact of business decisions on health care, the Keck School of Medicine of USC and the Marshall School of Business jointly offer an innovative program for individuals seeking knowledge in both medicine and business administration. The program is designed to prepare its graduates to assume leadership in the design and management of health care systems.

Completion of the MBA/M.D. program spans five years. Interested students apply during their second or third year of medical school and begin required MBA courses following successful completion of the first two or three years of medical school. The remaining time is devoted to the clinical clerkships of the Keck School of Medicine and completion of elective courses in the Marshall School.

#### Application

MBA/M.D. students should apply during their second or third year of medical school in the Keck School of Medicine. Application to the MBA/M.D. does not require GMAT or GRE scores. All other requirements for admission to the Marshall MBA program must be fulfilled by the medical student for admission to the Marshall School. Only students who have successfully completed at least two years in the Keck School of Medicine will be considered for admission to the Marshall School of Business.

#### Program Requirements

At the conclusion of the program, students will have completed 48 units in the Marshall School of Business,

including required and elective courses, and four years of courses in the Keck School of Medicine.

*First and Second Years:* Required medicine courses.

*Third or Fourth Year:* Required MBA courses and graduate business electives.

*Remaining Years:* Keck School of Medicine core, selective and elective clerkships, and graduate business elective courses sufficient to bring the total units completed in the Marshall School of Business to at least 48. Dual degree program students may not count courses taken outside the Marshall School of Business toward the 48 units.

The M.D. and the MBA degrees are awarded simultaneously upon completion of all program requirements.

### Master of Business Administration/Doctor of Pharmacy (MBA/Pharm.D.)

Responding to the growing demand on pharmacists to be knowledgeable in both science and business administration, the USC School of Pharmacy and the Marshall School of Business offer the MBA/Pharm.D. dual degree program.

The program involves completion of the first year in the School of Pharmacy, the second in the Marshall School of Business and completion of the balance of the dual degree program over the final three years.

#### Admission Requirements

Applicants to this program should apply during the first year of pharmacy studies. Only students who have successfully completed one year in the School of Pharmacy will be considered for admission to the Marshall School of Business.

#### Program Requirements

A total of 48 units of business course work is required. Dual degree program students may not count courses taken outside the Marshall School of Business toward the 48 units.

*First Year:* Required Pharmacy School courses.

*Second Year:* Required MBA courses and graduate business electives.

*Third to Fifth Years:* 108 units of Pharmacy courses and graduate business electives sufficient to bring the total units completed in the Marshall School of Business to at least 48.

The MBA/Pharm.D. degrees are awarded simultaneously upon completion of the School of Pharmacy and the Marshall School of Business requirements.

### Master of Business Administration/Master of Arts in Jewish Nonprofit Management (MBA/M.A.)

In cooperation with Hebrew Union College-Jewish Institute of Religion's School of Jewish Nonprofit Management (formerly the HUC-JIR School of Jewish Communal Service), the Marshall School of Business offers the dual degree program Master of Business Administration/Master of Arts in Jewish Nonprofit Management. This degree program prepares students to apply business and management concepts to the non-profit sector.

#### Application

Applicants to the MBA/Master of Arts in Jewish Nonprofit Management program should apply to the Marshall School of Business and to the School of Jewish Nonprofit Management at the Hebrew Union College-Jewish Institute of Religion concurrently.

#### Degree Requirements

For the Marshall School portion of the dual degree program: all courses required in an MBA program and graduate business electives sufficient to bring the total units completed in the Marshall School of Business to at least 48. Dual degree program students may not count courses taken outside the Marshall School of Business toward the 48 units.

Students must also complete 47 units in the HUC-JIR School of Jewish Nonprofit Management to complete the M.A. in Jewish Nonprofit Management.

#### Sample Student Program

Summer I, Fall, Spring: Hebrew Union College-required and elective courses

Summer II, Fall, Spring: Hebrew Union College-required and elective courses

Fall, Spring: Marshall School-required and elective courses

Fall: Marshall School-graduate business electives

The MBA and the M.A. degrees are awarded simultaneously upon completion of their respective degree requirements.

### Master of Business Administration/Master of Social Work (MBA/MSW)

The Master of Business Administration/Master of Social Work dual degree program develops knowledge and skills in working with individuals, families and groups, as well as organizational dynamics, marketing, decision sciences, accounting and human relations. Students interested in working in the management of human services and not-for-profit organizations will develop knowledge of human resources, philanthropic and corporate social responsibility, organizational development and information management.

#### Application

Prospective students must apply to both the Marshall School of Business and the USC School of Social Work.

#### Program Requirements

The MBA/MSW degree program requires completion of a total of 96 units (48 in the Marshall School of Business and 48 in the School of Social Work) and is typically completed in a three-year period, including summers.

Students in this dual degree program must select the World of Work concentration in the second year of their social work program and enroll in three required World of Work concentration courses (9 units), and 686ab Field Practicum (8 units). Course requirements in the Marshall School of Business include all courses required for an MBA program and graduate business electives sufficient to bring the total units completed in the Marshall School of Business to at least 48. Dual degree program students may not count courses taken outside the Marshall School of Business toward the 48 units. See the School of Social Work pages for MSW course requirements.

The MBA and the MSW degrees are awarded simultaneously upon completion of all program requirements.

### Master of Management Studies

The Master of Management Studies (MMS) is designed to provide those who have already completed the equivalent of the first year of an accredited traditional two-year MBA with an opportunity to pursue further study in an area of specialization currently available to Marshall graduate students.

Completion of the Master of Management Studies degree requires a minimum of 26 graduate units for all candidates – up to 24 units of course work and 2-5 units of Field Research (592), Independent Research (593), and/or Consulting Project in Business (597).

Classes applicable to the degree are offered during both daytime and evening hours. The degree may be completed on either a full- or part-time basis. International students should expect to complete the program within two semesters or one calendar year.

Prospective applicants are encouraged to visit the Master of Management Studies Website at [marshall.usc.edu/mms](http://marshall.usc.edu/mms) for more information about this very flexible curriculum. Applicants interested in accounting or taxation should apply for admission to the Master of Accounting or the Master of Business Taxation program offered by the Leventhal School of Accounting. Information about the areas of concentration offered to Marshall graduate students is available at [marshall.usc.edu/ecg](http://marshall.usc.edu/ecg).

#### Admission Requirements

Applicants may apply for admission to begin the program in the summer term or the fall or spring semesters. Application deadlines vary by semester, citizenship and registration goals. Details are available under the Dates and Deadlines tab at [marshall.usc.edu/mms](http://marshall.usc.edu/mms).

The equivalent of a four-year bachelor's degree is required for admission. Additionally, applicants must have completed the equivalent of the first year of a traditional two-year MBA accredited by the AACSB, EQUIS, ACBSP, AOCTE, IACBE or AMBA. Successful applicants should have earned a GPA of 3.3 or greater in their graduate business course work and scored in at least the 80th percentile on the GMAT or the GRE.

#### Application Procedure

Submit an online application to the MMS program through the Marshall School of Business Admissions Website ([app.applyyourself.com/?id=USC-MBA](http://app.applyyourself.com/?id=USC-MBA)). International applicants are advised to see the instructions for international students published in the USC Graduate Admissions Application ([usc.edu/admission/graduate/international/application.html](http://usc.edu/admission/graduate/international/application.html)).

For additional information, visit [marshall.usc.edu/mms](http://marshall.usc.edu/mms).

#### Program Structure and Unit Requirements

Master of Management Studies applicants are urged to consider areas of specialization available to Marshall graduate students published at [marshall.usc.edu/ecg](http://marshall.usc.edu/ecg). The applicant is asked to identify areas of interest as part of the application process, but is free to choose course work from the full range of graduate electives offered by Marshall.

An evaluation of work previously completed determines if specific content areas are missing. If it is

determined that preliminary courses are needed, the number of units needed to complete the Master of Management Studies degree will increase.

Completion of the Master of Management Studies degree requires a minimum of 26 graduate units for all candidates – up to 24 units of course work and 2-5 units of Field Research (592), Independent Research (593) or Consulting Project in Business (597).

None of the GSBA-prefixed classes required for completion of a Marshall MBA program may be applied toward the Master of Management Studies unless they are required to update prior work and are added to the 26-unit total.

No courses numbered lower than 500 may be included in this program. No more than two courses or eight units may be taken in graduate course work outside the Marshall School of Business.

A minimum of two units of Field Research (592), Independent Research (593) or Consulting Project in Business (597) must be included in the proposed program. The project is intended to provide a capstone experience culminating in a report in the area of specialization. The project will be conducted under the direction of an individual faculty member from the department offering the student's area of specialization.

## Master of Science in Business Administration

The Master of Science in Business Administration (M.S.) is designed to provide those who have already completed an MBA with an opportunity to pursue further study in an area of specialization currently available to Marshall MBA students. The degree is available only to those holding MBA degrees from institutions accredited by the Association to Advance Collegiate Schools of Business (AACSB). It may be completed on either a full- or part-time basis. Classes applicable to the degree are offered during both daytime and evening hours.

*Prospective applicants are encouraged to visit the M.S. in Business Administration Website at [marshall.usc.edu/msba](http://marshall.usc.edu/msba) for more information about this very flexible curriculum.*

### Admission Requirements

*Applicants may apply for admission to begin the program in the summer term or the fall or spring semesters. Application deadlines vary by semester, citizenship and registration goals. Details are available under the Calendar tab at [marshall.usc.edu/msba](http://marshall.usc.edu/msba).*

Successful applicants should have earned a GPA of 3.3 or greater in their MBA course work, scored at least as well as an average Marshall MBA student on the GMAT or the GRE and have significant full-time work experience.

### Application Procedure

*Submit an online application to the M.S. program through the Marshall School of Business Admissions Website ([app.applyyourself.com/?id=USC-MBA](http://app.applyyourself.com/?id=USC-MBA)). International applicants are advised to see the instructions for international students published in the USC Graduate Admissions Application ([usc.edu/grad](http://usc.edu/grad)).*

- Current USC students and USC MBA alumni are not required to submit an application fee, new test scores or transcripts to verify degrees earned prior to their attendance at USC.
- Applicants who completed the MBA at an institution other than USC must submit all application documentation identified in the online application

instructions including the application fee, official GMAT or GRE scores and transcripts.

*For additional information, visit [marshall.usc.edu/msba](http://marshall.usc.edu/msba).*

### Program Structure and Unit Requirements

M.S. in Business Administration applicants are invited to consider areas of specialization available to Marshall MBA students. While the student identifies an area of interest as part of the application process, final determination of course work requirements is made under the guidance of and subject to approval by a faculty adviser. The academic department reviewing the application recommends a faculty adviser for the new student, but applicants may request a specific faculty adviser from among the faculty of the Marshall School of Business.

Together the student and the faculty adviser determine which courses the student must complete. An evaluation of work previously completed determines if prior work needs updating to prepare for new course work. If it is determined that preliminary courses are needed, the number of units needed to complete the Master of Science degree will increase. The student's program is then documented on an official program of study and filed with the M.S. program adviser.

Completion of the Master of Science degree requires a minimum of 26 graduate units for all candidates – up to 24 units of course work in the area of specialization and a minimum of 2 units of Directed Research, Field Research, Independent Research or Consulting Project.

None of the GSBA prefixed classes required for completion of a Marshall MBA program may be applied toward the Master of Science in Business Administration unless they are required to update prior work and are added to the 26-unit total.

No courses numbered lower than 500 may be included in this program. No more than two courses or 8 units may be taken in graduate course work outside the Marshall School of Business.

A minimum of two units of Directed Research (590), Field Research (592), Independent Research (593) or Consulting Project (597) supervised by a Marshall faculty member must be included in the proposed program. The project is intended to provide a capstone experience culminating in a report in the area of specialization. The project will be conducted under the direction of an individual faculty member from the Marshall department in which the area of specialization is taken.

## Master of Science in Business Research

The Master of Science in Business Research is an alternative available only to Marshall Ph.D. students.

The curriculum involves a flexible program of study and research guided by faculty of the Marshall School culminating in the completion of a research project and publishable paper in an area of specialization.

### Admission

Marshall does not accept applications for admission to this program. A student admitted to the Marshall Ph.D. program may later request conversion or be invited by the faculty to complete the master's degree in lieu of the Ph.D. Requests for conversion are subject to approval by the Marshall vice dean who oversees the Ph.D. program.

For more information, contact the Ph.D. program office for a referral to the MSBR adviser.

## Program Requirements

The degree requires a minimum of 33 graduate units for all candidates – 30 units of course work and 3 units of Directed Research or GSBA 610 Seminar in Business Research.

Upon admission to the Ph.D. program, the student works with a faculty adviser who oversees the selection of course work, taking into account the student's prior academic preparation. The curriculum requires completion of Ph.D. program core courses focusing on research methods and theory in an area of specialization. Methods course work completed at USC must include at least one course in microeconomics or behavioral science, one course in statistics and one course in research design. Additional courses are drawn from the Marshall School of Business and other participating departments including economics, psychology, mathematics, sociology, engineering, communication and others.

Three units of Directed Research (590) or GSBA 610 Seminar in Business Research are required to provide a capstone experience culminating in a research report of publishable quality in the area of specialization. The research will be conducted under the direction of an individual faculty member from the department in which the area of specialization is taken.

No courses numbered lower than 500 may be applied in this program. All courses applied to the first 30 units must be letter-graded and completed in residence at USC. No transfer units or graduate units from a degree previously completed at USC can be applied to the M.S. in Business Research.

## Master of Science in Business Analytics

The Master of Science in Business Analytics provides students with the skill and knowledge to become experts in business analytics and to advance their careers in the area of data analytics. Students in the program acquire the statistical and optimization tools necessary to analyze large and unstructured data sets and make optimal decisions to improve the performance of their organization. In addition, students develop the ability to effectively present complex data to high-level decision-makers. This program concentrates on business applications across different industries and functions including marketing, finance, operations management, retail, manufacturing, banking and health care.

### Admission Requirements

Applicants must satisfy most of the admission requirements for all Marshall master's degree programs. A few years of work experience is preferred, but not required. GMAT or GRE scores are required.

### Application Procedure

*Prospective students may apply to begin the program in the fall semester only. Applications are submitted online through the Marshall School of Business Admissions Website at [app.applyyourself.com/?id=usc-mba](http://app.applyyourself.com/?id=usc-mba). International applicants are advised to see the instructions for international students published in the USC Graduate Admissions Application Booklet.*

A complete application includes the online application form, an application fee, test scores, responses to several short-answer questions, two letters of recommendation and transcripts from all institutions attended since the applicant last applied to USC.

- Current USC students and USC alumni are not required to submit an application fee, new test scores (if

previously submitted) or transcripts to verify degrees earned prior to their attendance at USC.

- All other applicants must submit all documentation identified in the online application instructions.

For additional information, visit

[www.marshall.usc.edu/msanalytics](http://www.marshall.usc.edu/msanalytics), write to [MS.Analytics@marshall.usc.edu](mailto:MS.Analytics@marshall.usc.edu) or call (213) 891-1140.

### Degree Requirements

The Master of Science in Business Analytics degree requires 27 units including 21 units of required course work plus 6 units of course work chosen from a list of electives. The program may be completed on a full-time (3 or 4 courses per semester) or part-time. All students must take GSBA 524 and DSO 510 in the first semester.

Students who have taken one or more of the required courses elsewhere may petition to replace these courses with the third elective and/or appropriately related courses offered by the Marshall School of Business or the Viterbi School of Engineering. Such a replacement must be approved by the program director prior to registration for the course.

REQUIRED COURSES	UNITS
<i>Core Courses (must be completed first)</i>	
DSO Business Analytics	3
510	
GSBA Managerial Statistics	3
524	
<i>Additional Required Courses</i>	
DSO Applied Modern Statistical Learning	3
530 Methods	
DSO Statistical Computing and Data	3
545 Visualization	
DSO The Analytics Edge: Data, Models, and	3
570 Effective Decisions	
DSO Data Analytics Driven Dynamic	3
573 Strategy and Execution	
INF 551 Foundations of Data Management	3
<b>ELECTIVES</b>	
Select 6 units from the following:	
CSCI Database Systems	3
585	
DSO Data Warehousing, Business	3
528 Intelligence, and Data Mining	
INF 520 Foundations of Information Security	3
Total Units:	27

### Master of Medical Management

This program is designed for physicians, three-five years out of residency, who are currently employed in the health care industry. Its structure includes intensive residential periods with significant project work required between residential periods. Non-residential instruction is supported via distance-learning tools.

Applications are due by November 30 for a program start date in late January. The application is available online at [app.applyyourself.com/?id=USC-MBA](http://app.applyyourself.com/?id=USC-MBA). For additional information, contact the Office of Executive Education at (213) 740-8990 or by email at [mmm@marshall.usc.edu](mailto:mmm@marshall.usc.edu).

This program requires 33 units that will be taken in lockstep fashion. These courses are thematic semesters that are interdisciplinary in nature.

GSBA 561	Evaluating Market Performance	9
<b>Summer</b>		
GSBA 562	Management of Operations	11
<b>Fall</b>		
GSBA 572	Strategic Planning for Growth	11
<b>Spring</b>		
BAEP 549	The Entrepreneurial Journey	2

Total units: 33

### Master of Science in Entrepreneurship and Innovation (M.S.)

The Master of Science in Entrepreneurship and Innovation is designed to develop the entrepreneurial knowledge, skill sets and decision-making frameworks required to recognize and evaluate business opportunities and to create and guide a new entrepreneurial entity either individually or within a larger organization. The curriculum focuses on topics such as entrepreneurial decision-making, business model formulation, feasibility analysis, leading innovation and change, and how to access and deploy capital and other resources for the successful launch of a new venture. The degree can be completed on either a full- or part-time basis, and classes are offered primarily at night to accommodate the needs of working professionals.

#### Admission Requirements

To qualify for admission to the MSEI program, prospective students must hold a four-year bachelor's degree, or equivalent. Applicants in the process of finishing an undergraduate degree may apply, with acceptance contingent on finishing the undergraduate degree. GMAT or GRE scores are required for application/admission to this program. Admission decisions are based on consideration of the applicant's previous academic record, test scores, résumé, letters of recommendation, and responses to several essay questions. Full-time work experience is encouraged but not required. International applicants are required to submit TOEFL, IELTS or PTE scores. This requirement is waived for students who have completed their entire bachelor's degree program at a regionally accredited university located in the United States or officially recognized university in another country where English is both the language of instruction and the only officially recognized language of the country. Proof of financial support is required of admitted international applicants.

#### Application Procedure

Applications are accepted for fall semester enrollment only. Submit an online application to the program through the USC Marshall graduate admissions Web site [here](#) or [here](#). International applicants are advised to view the information for international students published [here](#).

A complete application includes the online application form, test scores, responses to several questions, an application fee, two letters of recommendation and copies of transcripts from all institutions attended.

- Current USC students and USC alumni are not required to submit an application fee or transcripts to verify degrees earned prior to their attendance at USC.

- All other applicants must submit all documentation identified in the online application instructions.

For additional detailed information visit [marshall.usc.edu/MSEI](http://marshall.usc.edu/MSEI) or write to [MS.El@marshall.usc.edu](mailto:MS.El@marshall.usc.edu) or call (213) 821-0877.

### Degree Requirements

The Master of Science in Entrepreneurship and Innovation requires 26 units

REQUIRED COURSES	UNITS	
BAEP 549	The Entrepreneurial Journey	2
BAEP 552	Cases in Feasibility Analysis, or	
BAEP 556	Technology Feasibility	3
BAEP 554	Venture Initiation	3
BAEP 563	Corporate Entrepreneurship	3
MKT 525	Consumer Behavior	3
MOR 554	Leading Innovation and Change	3
<b>ELECTIVE COURSES</b>		
Select 9 units from the following:		
BAEP 553	Cases in New Venture Management	3
BAEP 557	Technology Commercialization	3
BAEP 558	The Entrepreneurial Advisor: Problem Solving for Early-Stage Companies	3
BAEP 559	Investing in New Ventures	3
BAEP 591	Social Entrepreneurship	3
DSO 547	Designing Spreadsheet-Based Business Models	3
ISE 545	Technology Development and Implementation	3
ISE 555	Invention and Technology Development	3
MKT 528	Sales Management: The Art and Science of Sales	3
MKT 530	New Product Development	3
MOR 565	Alliances and Cooperative Strategy	3
MOR 567	Interpersonal Influence and Power, or	
MOR 570	Leading Effective Teams	3
Total units:		26

### Master of Science in Finance

The Master of Science in Finance (M.S.) is designed to provide individuals with the necessary skills and knowledge to become experts in finance and thus advance their careers. The program provides individuals with tools, ideas and frameworks that will aid them in applying finance principles to businesses.

The program lays the groundwork with core courses in accounting, economics, finance, and statistics. The foundation is supplemented with courses on the role of finance in corporations, investment analysis and portfolio theory, and forecasting and risk. In addition, students personalizing their degree with a choice of elective courses covering topics like real estate, mergers and acquisitions, and international trade.

#### Admission Requirements

Applicants must satisfy most, but not all of the general admission requirements for Marshall graduate programs. GMAT or GRE scores are recommended, but not required. Full-time work experience is not required for admission to the M.S., Finance.

**Spring** **Units**

Admission decisions are based on consideration of the applicant's previous academic record, resume, test scores (if provided), letters of recommendation and responses to several questions included in the application. Individuals who are admitted must have completed the equivalent of a four-year U.S. bachelor's degree prior to the start of summer classes.

### Application Procedure

Prospective students apply to begin the program in the summer term. Applications are submitted online through the Marshall School of Business Admissions Website at [app.applyyourself.com/?id=USC-MBA](http://app.applyyourself.com/?id=USC-MBA). International applicants are advised to see the instructions for international students published in the USC Graduate Admissions Application Booklet.

A complete application includes the online application form, an application fee, responses to several questions, test scores (if applicable), two letters of recommendation, and transcripts from all institutions attended since the applicant last applied to USC. (Current USC students and USC alumni are not required to submit an application fee or transcripts from institutions attended prior to USC. Applicants who have never applied for admission to USC must submit official transcripts from all institutions of higher education attended.) For additional information, including application deadlines, visit [marshall.usc.edu/MSF](http://marshall.usc.edu/MSF).

### Degree Requirements and Sample Schedule

The Master of Science in Finance degree requires 36 units including nine required courses (27 units) plus 9 units of course work chosen from a list of electives. The schedule is designed so that the program is completed in one calendar year.

Students who have taken (at USC or elsewhere) one or more of the required GSBA core courses (at the graduate/post-baccalaureate level) may petition to waive out of the duplicate courses. It is expected that individuals holding accredited graduate degrees in related fields may be able to waive out of some or all four required courses, reducing the total number of units required to earn the degree to as few as 24. Waivers must be requested in an attachment to the application for admission and approved by the program director prior to the start of summer classes.

A cumulative GPA of at least 3.0 for all course work applied to the degree and an overall graduate GPA at USC of at least 3.0 are required for graduation.

\* Class schedules may vary depending on scheduling considerations.

SUMMER CORE		UNITS
GSBA 510	Accounting Concepts and Financial Reporting	3
GSBA 511	Microeconomics for Management	3
GSBA 524	Managerial Statistics	3
GSBA 548	Corporate Finance	3
FALL SEMESTER*		UNITS
FBE 531	Corporate Financial Policy and Corporate Governance	3
FBE 543	Forecasting and Risk Analysis	3
FBE 555	Investment Analysis and Portfolio Management	3
Elective	Select one course from the electives list below.	
SPRING SEMESTER*		UNITS
FBE 524	Money and Capital Markets	3
FBE 529	Financial Analysis and Valuation	3
Electives	Select two courses from the	6

electives list below.		
Total Units		36
ELECTIVES		UNITS
FBE 523	Venture Capital and Private Equity	3
FBE 527	Entrepreneurial Finance: Financial Management for Developing Firms	3
FBE 532	Corporate Financial Strategy	3
FBE 533	CEO Pay, Corporate Governance, and the Politics of Finance	3
FBE 535	Applied Finance in Fixed Income Securities	3
FBE 540	Hedge Funds	3
FBE 554	Trading and Exchanges	3
FBE 557	Business Law and Ethics	3
FBE 558	Legal Environment of Business and Corporate Governance	3
FBE 559	Management of Financial Risk	3
FBE 560	Mergers and Acquisitions	3
FBE 562	Current Issues in International Finance	3
FBE 563	Theory of International Trade	3
FBE 565	Economics of Urban Land Use: Feasibility Studies	3
FBE 571	Introduction to Financial Analysis: Practicum	3
FBE 589	Mortgages and Mortgage-Backed Securities and Markets	3
FBE 591	Real Estate Finance and Investment	3

### Master of Science in Global Supply Chain Management

The Master of Science in Global Supply Chain Management program is designed to facilitate the needs of professionals in the U.S. and around the world who wish to expand their knowledge of the rapidly-changing world of global supply chain management.

Courses are transmitted from studio classrooms via an extensive internet-delivery system to enable the students to access their classes anytime, from anywhere. Lectures are made accessible for the entire semester, allowing students to review a complex lesson or prepare for exams. All classes are taught in English. Using the internet, students are required to work in teams and are encouraged to interact with the instructors and their classmates.

Two international travel experiences to global distribution hubs are included in the program. Participation in both trips is required for graduation. Some courses may require in-person midterm and final examinations. These exams will be administered in cities near student population concentrations, requiring that students travel to reach these locations.

### Admission Requirements

In addition to the general admission requirements, applicants should have at least three years of full-time work experience. Admission decisions are based on consideration of the applicant's previous academic record, resume, letters of recommendation, responses to several essay questions and an interview. TOEFL or PTE scores and GMAT or GRE test scores are not required, but are recommended, for this program. Applicants will be interviewed as needed to ensure sufficient English language capabilities.

### Application Procedure

Applications are due by April 1 for fall semester enrollment.

Submit an online application to the program through the USC Marshall graduate admissions Website at [app.applyyourself.com/?id=usc-mba](http://app.applyyourself.com/?id=usc-mba) or

[marshall.usc.edu/admissions/applyonline](http://marshall.usc.edu/admissions/applyonline). International applicants are advised to view the information for international students published at [usc.edu/admission/graduate](http://usc.edu/admission/graduate).

A complete application includes the online application form, an application fee, responses to several questions, three letters of recommendation, and copies of transcripts from all institutions attended since the applicant last applied to USC.

- Current USC students and USC alumni are not required to submit an application fee or transcripts to verify degrees earned prior to their attendance at USC.
- All other applicants must submit all documentation identified in the online application instructions including the application fee and copies of transcripts.

For additional detailed information, visit [marshall.usc.edu/msgscm](http://marshall.usc.edu/msgscm), email [MS.GSCM@marshall.usc.edu](mailto:MS.GSCM@marshall.usc.edu) or call (213) 821-4079.

### Degree Requirements

The Master of Science in Global Supply Chain Management degree requires 24 units.

REQUIRED COURSES		UNITS
DSO 505	Sustainable Supply Chains	1.5
DSO 506	Sourcing and Supplier Management	1.5
DSO 520	Logistics Management	3
DSO 549	Application of Lean Six Sigma	3
DSO 557ab	Global Supply Chain Management in International Settings	1.5-
DSO 580	Project Management	3
DSO 581	Supply Chain Management	3
GSBA 534	Operations Management	3
ISE 583	Enterprise Wide Information Systems	3
Total units:		24
ELECTIVES - Complete 3 units		UNITS
CE 589	Port Engineering: Planning and Operations	3
ISE 513	Inventory Systems	3
ISE 514	Advanced Production Planning and Scheduling	3
ISE 580	Performance Modeling and Simulation	3
SAE 551	Lean Operations	3
Total units:		27

### Master of Science in Global Supply Chain Management (On-Campus)

The primary objective of the Master of Science in Global Supply Chain Management is to provide individuals with the necessary skills and knowledge to become experts in the area of supply chain management and thus advance their careers. The program focuses on topics like strategic procurement, outsourcing, logistics and distribution, the role of information technology in managing global supply chains and how these impact the process of developing new products. The aim is to provide the students with a framework that integrates different topics and an understanding of the trade-offs and relationships between these topics. Two experiential courses add to the academic learning.

### Admission Requirements

Applicants are required to satisfy most of the general admission requirements detailed above. A few years of work experience is preferred, but not required. GMAT or GRE scores are required.

### Application Procedure

Prospective students may apply to begin the program in the fall semester only. Applications are submitted online through the Marshall School of Business Admissions Website at [app.applyyourself.com/?id=usc-mba](http://app.applyyourself.com/?id=usc-mba). International applicants are advised to see the instructions for international students published in the USC Graduate Admissions Application Booklet.

A complete application includes the online application form, an application fee, test scores, responses to several short-answer questions, two letters of recommendation and transcripts from all institutions attended since the applicant last applied to USC.

- Current USC students and USC alumni are not required to submit an application fee, new test scores (if previously submitted) or transcripts to verify degrees earned prior to their attendance at USC.
- All other applicants must submit all documentation identified in the online application instructions.

For additional information, email [MS.GSCM@marshall.usc.edu](mailto:MS.GSCM@marshall.usc.edu) or call (213) 821-4079.

### Master's Degree Requirements

The Master of Science in Global Supply Chain Management degree requires 27 units including 21 units of required course work plus 6 units of course work chosen from a list of electives.

Students who have taken elsewhere one or more of the required classes may petition to replace these classes by appropriately related courses offered by the Marshall School of Business or the Viterbi School of Engineering. Such a replacement must be approved by the program director prior to registration for the course.

REQUIRED COURSES		UNITS
DSO 505	Sustainable Supply Chains	1.5
DSO 506	Sourcing and Supplier Management	1.5
DSO 520	Logistics Management	3
DSO 549	Application of Lean Six Sigma	3
DSO 557ab	Global Supply Chain Management in International Settings	1.5
DSO 581	Supply Chain Management	3
GSBA 534	Operations Management	3
ISE 583	Enterprise Wide Information Systems	3
<b>ELECTIVES</b>		<b>UNITS</b>
Select 6 units from the following:		
CE 589	Port Engineering: Planning and Operations	3
DSO 522	Applied Time Series Analysis for Forecasting	3
DSO 528	Data Warehousing, Business Intelligence, and Data Mining	3
DSO 547	Designing Spreadsheet-Based Business Models	3
DSO 580	Project Management	3
ISE 513	Inventory Systems	3
ISE 514	Advanced Production Planning and Scheduling	3
ISE 580	Performance Modeling and Simulation	3
SAE 551	Lean Operations	3
Total units:		27

## Master of Science in Social Entrepreneurship

The Master of Science in Social Entrepreneurship offers students a unique combination of business entrepreneurship skills delivered within the context of achieving both social and financial missions.

The courses focus entirely on the business aspects of social entrepreneurship including feasibility, planning, marketing, management, finance, and execution. Social, environmental, and health issues will be integrated into the readings, cases, teaching, guest lectures, exercises, and assignments. The program will also include a for-credit practical capstone project in which students will develop a business plan for a new social enterprise.

This program requires 26 units and can be completed in one year (full time) or 2 or more years (part time). Courses are offered in the evenings on the University Park Campus in downtown Los Angeles.

### Admission Requirements

Applicants will apply online and must fulfill the general Marshall/USC admission requirements for graduate programs. Admission decisions into the MSSE program will be based on an applicant's previous academic record, résumé, letters of recommendation, and responses to several essay questions. TOEFL, IELTS or PTE scores will be required for international applicants who have not completed the equivalent of a four-year bachelor's degree (all four years) at an institution in a country where English is the primary official language. GMAT or GRE scores are recommended, but will not be required for this program.

### Application Procedure

The MSSE program accepts applications for fall semester admissions only. Submit an online application to the program through the USC Marshall graduate admissions Web site [here](#) or [here](#). International applicants are advised to view the information for international students published [here](#).

A complete application includes the online application form, an application fee, responses to several questions, two letters of recommendation, and copies of transcripts from all institutions attended since the applicant last applied to USC.

For more information about the program and detailed information about the application requirements and procedures, please visit [www.marshall.usc.edu/MSSE](http://www.marshall.usc.edu/MSSE), write to [SocialEntrepreneur@marshall.usc.edu](mailto:SocialEntrepreneur@marshall.usc.edu), or call (213) 740-9098.

### Degree Requirements

The Master of Science in Social Entrepreneurship requires 26 units

REQUIRED COURSES		UNITS
BAEP 549	The Entrepreneurial Journey	2
BAEP 552	Cases in Feasibility Analysis	3
BAEP 553	Cases in New Venture Management	3
BAEP 564	Investing in Impact Ventures	3
BAEP 591	Social Entrepreneurship	3
BAEP 593	Independent Research in Business Entrepreneurship	3
GSBA 528	Marketing Management	3

ELECTIVE COURSES		UNITS
Select 6 units from the following:		
MKT 528	Sales Management: The Art and Science of Sales	3
MOR 554	Leading Innovation and Change	3
MOR 555	Designing High Performance	3

	Organizations	
MOR 559	Strategic Renewal and Transformation	3
MOR 566	Environmental Sustainability and Competitive Advantage	3
MOR 572	Leadership and Self-Management	3
Total units:		26

## Master of Business for Veterans

This program is offered in an intensive format for veterans who wish to gain formal business knowledge and develop critical thinking skills to manage or grow a business. Significant project and course work is completed primarily through residential sessions with supplemental content delivered via distance learning. Class sessions meet over 18 full-day sessions each semester for two semesters with minimal interruption to the careers of working veterans. The program is offered on the University Park Campus in downtown Los Angeles.

Applications are due by June 1st for a program start date in August. Application information is available online at [marshall.usc.edu/MBV](http://marshall.usc.edu/MBV). For additional information, contact the Marshall Office of Executive Education at (213) 740-8990 or by email at [mbv@marshall.usc.edu](mailto:mbv@marshall.usc.edu).

This program requires 25 units that will be taken in lockstep fashion. These courses are thematic semesters that are interdisciplinary in nature.

FALL		UNITS
BAEP 551	Introduction to New Ventures	3
GSBA 561	Evaluating Market Performance	9
<b>SPRING</b>		
BAEP 549	The Entrepreneurial Journey	2
GSBA 572	Strategic Planning for Growth	11
Total units:		25

## Master of Management in Library and Information Science

The Master of Management in Library and Information Science is designed to educate professional librarians for leadership from every level of the organization in academic, urban and corporate environments. Graduates will identify and analyze critical issues and leverage resources and expertise to build community assets.

The program provides a solid foundation of course work followed by elective options culminating in the capstone project. Each semester students enroll in LIM 591 Research and Professional Applications in which they investigate critical issues, connect with leaders, undertake research with faculty and otherwise extend their learning and understanding.

The capstone project provides an opportunity for students to demonstrate their learning during the MMLIS experience and achievement of the core competencies for the program.

Courses are offered entirely online each fall and spring semester and during the summer. The program is offered through small cohorts.

### Application

To qualify for admission to the MMLIS program, prospective students must hold a bachelor's degree from an accredited institution and have earned an undergraduate GPA of at least 3.0. (Neither the GMAT nor the GRE is required for application/admission to this program.) International applicants are required to submit a TOEFL score and must have earned a score of at least

100, with at least 20 in each section. (Students who have completed their entire bachelor's degree program at regionally accredited universities located in the United States or in another country in which English is both the language of instruction and the official language of the country are exempt.) Proof of financial support is required of admitted international applicants.

Applicants will also submit a professional resume, a statement of purpose, three letters of recommendation and transcripts from each institution of higher education attended.

For more information and pre-screening visit [libraryscimedegree.usc.edu](http://libraryscimedegree.usc.edu), write to [MMLIS.Program@marshall.usc.edu](mailto:MMLIS.Program@marshall.usc.edu) or contact an enrollment adviser at (877) 830-8647.

### Curriculum

The MMLIS degree requires 40 semester units – 28 units of required foundation courses, 9 units of electives, and 3 units of capstone. Foundation courses, other than LIM 591, must be completed prior to taking electives. The program allows for specialization by environment within courses.

#### Required Foundation Courses (28 units)

Course		UNITS
GSBA 502	Management Communication for Leaders	3
LIM 500	Fundamentals of Library and Information Science	3
LIM 501	Fundamentals of Library Leadership and Management	3
LIM 502	Collection Development and Management	3
LIM 503	Organization, Access and Retrieval of Information	3
LIM 504	Research Methods in Library and Information Management	3
LIM 591	Research and Professional Applications (2 units x five semesters)	10
Electives (9 units)		

Elective offerings vary from semester to semester.

Capstone (3 units)	Units
LIM 598	Capstone in Library and Information Management

Total units required for the degree: 40

### Graduate Certificate in Business Fundamentals for Non-Business Professionals

The Graduate Certificate in Business Fundamentals for Non-Business Professionals is designed to provide managers and business owners for whom an MBA is not a viable option with a basic graduate-level introduction to successful business policies and practices.

#### Admission

All certificate students must meet the same admission requirements as degree seeking students.

In addition to the general admission requirements, applicants should have earned an undergraduate GPA of at least 3.4 or a GPA in graduate course work of at least 3.2.

GRE or GMAT scores are generally required. A completed graduate degree may be accepted in lieu of test scores at the discretion of the admissions committee.

Prospective students should apply to begin the program and take GSBA 520 in the fall or spring term. Individuals applying for admission while or after completing GSBA 520 may apply for admission in the fall, spring or summer. Applications are submitted online through the USC Marshall School of Business admissions Website at [app.applyyourself.com/?id=USC-MBA](http://app.applyyourself.com/?id=USC-MBA). A complete application includes the online application form, responses to essay questions, letters of recommendation, and official transcripts from all colleges and universities attended, whether a degree was completed or not. Current USC students and alumni need to submit transcripts from only those institutions attended since the applicant last applied to USC. The application fee is not required of current USC students or USC alumni.

For more information, visit [marshall.usc.edu/BFNBP](http://marshall.usc.edu/BFNBP).

#### Program Requirements

The program requires successful completion of the following 19-unit program with a minimum cumulative GPA of at least 3.0 for all course work applied to the certificate and an overall graduate GPA at USC of at least 3.0.

REQUIRED (16 Units)	Units	
ACCT 509	Concepts of Financial and Management Accounting	4
GSBA 520	Business Fundamentals for Non-Business Professionals	3
GSBA 523*	Communication for Management, or	
BUCO 503	Advanced Managerial Communication	3
GSBA 528	Marketing Management, or one 3-unit MKT course from a list of electives published on the program Website and available from the program adviser	3
GSBA 543	Managerial Perspectives, or one 3-unit MOR course from a list of electives published on the program Website and available from the program adviser	3

#### ELECTIVE (3 Units)

Select one additional course from those identified above or from a list of elective options published on the program Website and available from the program adviser. The elective selected may not duplicate prior graduate course work and must be approved by the program director. Enrollment in some courses may require additional preparatory course work to satisfy prerequisites, subject to approval of the instructor.

\* *Students in the Master of Communication Management, Master of Arts in Global Communication and Master of Arts in Strategic Public Relations programs may substitute BAEP 551 Introduction to New Ventures (3). Students who have extensive presentation experience may be allowed to substitute BUCO 533 Managing Communication in Organizations (3) with permission from the program director.*

For current USC graduate students, courses credited to the Graduate Certificate in Business Fundamentals for Non-Business Professionals may be completed in conjunction with course work required for a program in which the student is already enrolled. Applicability of these courses to the student's primary degree program is determined by the student's home department.

For USC alumni, courses completed in conjunction with an individual's prior degree may not be credited toward

the certificate. Appropriate substitutions for required courses will be determined and documented by the program director.

Successful completion of the program is acknowledged by a certificate awarded by the university.

### Graduate Certificate in Financial Analysis and Valuation

The Graduate Certificate in Financial Analysis and Valuation program is designed to enhance the individual's graduate education through a concentrated curriculum in financial accounting, financial analysis, valuation, credit analysis, and financial instruments and markets.

#### Admission

To qualify for admission to the program, individuals must have completed basic graduate-level (post-baccalaureate) courses in microeconomics, macroeconomics, and corporate finance comparable to the first-year MBA curriculum while earning a minimum graduate GPA for those courses (combined) of 3.5.

Prospective students may apply to begin the programs in the fall, spring or summer term. Applications are submitted online at [app.applyyourself.com/?id=USC-MBA](http://app.applyyourself.com/?id=USC-MBA). A complete application includes the online application form, responses to several essay and additional information questions, letters of recommendation and transcripts from any institutions attended since the applicant last applied to USC. (The application fee is not required of current USC students and USC alumni. Letters of recommendation are not required of current USC MBA students and USC MBA alumni.)

For more information, visit [marshall.usc.edu/fav](http://marshall.usc.edu/fav).

#### Program Requirements

The program requires successful completion of one of the following 15-unit modules with a minimum GPA of at least 3.6 for all courses applied to the certificate.

#### Corporate Finance Option

REQUIRED	Units	
ACCT 572	Corporate Accounting and Reporting	3
FBE 529	Financial Analysis and Valuation	3
At least two of the following:		
ACCT 581	Financial Statement Analysis	3
FBE 531	Corporate Financial Policy and Corporate Governance	3
FBE 532	Corporate Financial Strategy	3
At least one of the following:		
ACCT 581	Financial Statement Analysis	3
FBE 527	Entrepreneurial Finance: Financial Management for Developing Firms	3
FBE 531	Corporate Financial Policy and Corporate Governance	3
FBE 532	Corporate Financial Strategy	3
FBE 558	Legal Environment of Business and Corporate Governance	3
FBE 559	Management of Financial Risk	3

#### Investment Management Option

REQUIRED	Units	
FBE 529	Financial Analysis and Valuation	3
FBE 555	Investment Analysis and Portfolio Management	3



At least one of the following:

ACCT 572	Corporate Accounting and Reporting	3
ACCT 581	Financial Statement Analysis	3

At least two of the following:

ACCT 572	Corporate Accounting and Reporting	3
ACCT 581	Financial Statement Analysis	3
FBE 535	Applied Finance in Fixed Income Securities	3
FBE 540	Hedge Funds	3
FBE 543	Forecasting and Risk Analysis	3
FBE 554	Trading and Exchanges	3
FBE 559	Management of Financial Risk	3
FBE 589	Mortgages and Mortgage-Backed Securities and Markets	3

### Student Investment Fund Program

Under the auspices of the Center for Investment Studies is the Student Investment Fund (SIF) program. During this year-long seminar in applied portfolio management, a select group of students learn the theory and practice of investment management by managing actual USC endowment funds.

Students who are selected to participate in the Marshall Student Investment Fund (SIF) program are required to complete the following:

REQUIRED		Units
FBE 529	Financial Analysis and Valuation	3
FBE 553ab	Applied Portfolio Management	3-3
FBE 535	Applied Finance in Fixed Income Securities	3

At least one of the following:

ACCT 572	Corporate Accounting and Reporting	3
ACCT 581	Financial Statement Analysis	3

For current USC graduate students, courses credited to the Graduate Certificate in Financial Analysis and Valuation may be completed in conjunction with course work required for the program in which the student is already enrolled. Applicability of these courses to the student's primary degree program is determined by the student's home department. Current MBA students may apply all 15 units of the graduate certificate program to their MBA degree. For USC alumni, courses completed in conjunction with the individual's prior degree may not be credited toward the certificate. Appropriate substitutions for required courses will be determined and documented by the program director.

Successful completion of the program is acknowledged by a certificate awarded by the university.

## Graduate Certificate in Library and Information Management

The Graduate Certificate in Library and Information Management is designed to provide specialized knowledge in library leadership for library managers who do not hold the MMLIS degree and current holders of the equivalent MLIS degree looking for career advancement. The certificate is offered entirely online.

### Admission

Certificate applicants must meet the same basic admission requirements as the Master of Management in Library and Information Science applicants.

### Program Requirements

The Graduate Certificate in Library and Information Management requires 16 units. Each student will develop an individual academic plan and course of study under a

faculty member's guidance, subject to the program director's approval.

### For students who already hold an MMLIS degree or equivalent:

		Units
LIM electives		12
LIM 591	Research and Professional Applications	2-2

Students who do not already hold an MMLIS degree or equivalent will be required to successfully complete the following:

LIM 500	Fundamentals of Library and Information Science	3
LIM 501	Fundamentals of Library Leadership and Management	3
LIM electives		6
LIM 591	Research and Professional Applications	2-2

For current USC graduate students, courses credited to the Graduate Certificate in Library and Information Management may be completed in conjunction with course work required for a program in which the student is already enrolled. Applicability of these courses to the student's primary degree program is determined by the student's home department.

Successful completion of the program is acknowledged by a certificate awarded by the university.

## Graduate Certificate in Management Studies

The Graduate Certificate in Management Studies is designed to provide those who have already completed the equivalent of the first year of a traditional two-year MBA with an opportunity to pursue further study in an area of specialization currently available to Marshall graduate students.

Completion of the Graduate Certificate in Management Studies requires a minimum of 12 graduate units for all candidates - usually four, 3-unit courses.

The certificate may be completed on either a full- or part-time basis. Classes applicable to the certificate are offered during both daytime and evening hours.

Prospective applicants are encouraged to visit the Graduate Certificate in Management Studies Website at [marshall.usc.edu/gcms](http://marshall.usc.edu/gcms) for more information about this very flexible curriculum. Applicants interested in accounting or taxation should consider applying for admission to the Master of Accounting or the Master of Business Taxation program offered by the USC Leventhal School of Accounting. Information about the areas of concentration offered to Marshall graduate students is available at [marshall.usc.edu/ecg](http://marshall.usc.edu/ecg).

### Admission Requirements

Applicants may apply for admission to begin the program in the summer term or the fall or spring semesters. Application deadlines vary by semester, citizenship and registration goals. Details are available under the Calendar tab at [marshall.usc.edu/gcms](http://marshall.usc.edu/gcms).

The equivalent of a four-year bachelor's degree is required for admission. Additionally, applicants must have completed the equivalent of the first year of a traditional two-year MBA accredited by the AACSB, EQUIS, ACBSP, AOCTE, IACBE or AMBA. Successful applicants should have earned a GPA of 3.3 or greater in their graduate business course work and scored at least as well as an average Marshall MBA student on the GMAT.

### Application Procedure

Submit an online application through the Marshall School of Business Admissions Website ([app.applyyourself.com/?id=USC-MBA](http://app.applyyourself.com/?id=USC-MBA)). International applicants are advised to see the instructions for international students published in the USC Graduate Admissions Application ([usc.edu/admission/graduate/international/application.html](http://usc.edu/admission/graduate/international/application.html)).

For additional information, visit [marshall.usc.edu/gcms](http://marshall.usc.edu/gcms).

### Program Structure and Unit Requirements

Applicants are urged to consider areas of specialization available to Marshall graduate students published at [marshall.usc.edu/ecg](http://marshall.usc.edu/ecg). The applicant is asked to identify areas of interest as part of the application process, but is free to choose course work from the full range of graduate electives offered by Marshall.

An evaluation of work previously completed determines if specific content areas are missing. If it is determined that preliminary courses are needed, the number of units needed to complete the Graduate Certificate in Management Studies certificate will increase.

Completion of the Graduate Certificate in Management Studies certificate requires a minimum of 12 graduate units for all candidates.

None of the GSBA-prefixed classes required for completion of a Marshall MBA program may be applied toward the certificate unless they are required to update prior work and are added to the 12-unit total.

No courses numbered lower than 500 may be included in this program. All courses applied toward the certificate must be taken within the Marshall School of Business. Acceptable course prefixes include ACCT, BAEP, BUCO, FBE, GSBA, IOM or DSO, MKT and MOR.

Successful completion of the program is acknowledged by a certificate awarded by the university.

## Graduate Certificate in Marketing

The Graduate Certificate in Marketing provides students with the tools, ideas and frameworks that will aid them in making business decisions in an application-based manner, based on actual case studies and relevant projects, to improve the performance of their organization. Students in the program acquire the marketing principles, techniques and tools necessary to analyze marketing situations and develop effective integrated strategic marketing plans to improve the performance of their organization.

### Admission Requirements

Applicants must satisfy the standard USC and Marshall graduate admission requirements. Two years of full-time work experience is preferred. GMAT or GRE scores are required. International applicants who did not spend four years completing a bachelor's degree at an American, British, Canadian or Australian college or university must submit TOEFL, IELTS or PTE scores.

Individuals applying for admission to the Master of Science in Marketing should not apply for admission to this program also.

### Application Procedure

Prospective students who have not previously taken a master's/graduate-level (post-baccalaureate) introductory marketing course must apply to begin the

program in the summer term. Prospective applicants who have taken a master's/graduate-level marketing course may apply to begin the program in the fall, spring or summer.

Applications are submitted online through the Marshall School of Business application Website at [app.applyyourself.com/?id=USC-MBA](http://app.applyyourself.com/?id=USC-MBA). International applicants are advised to see the instructions for international students published in the USC Graduate Admissions Website ([usc.edu/admission/graduate/international/application.html](http://usc.edu/admission/graduate/international/application.html)).

A complete application includes the online application form, test scores, an essay, an application fee, two letters of recommendation and official transcripts from all institutions attended since the applicant last applied to USC.

### Degree Requirements

The Graduate Certificate in Marketing requires 15 units including 3 units of required course work and 12 units of 500-level MKT electives with a GPA of at least 3.0 for all units applied to the certificate. The program may be completed on a full-time (3-5 courses per semester) or part-time basis.

Students who have taken a master's-level introductory marketing course at another institution prior to application may petition to replace Marketing Management with an elective. Such a replacement must be requested as an attachment to the application for admission and, if approved, will be included in the offer of admission.

REQUIRED COURSES	UNITS
GSBA 509ab Marketing Management, or	
GSBA 528 Marketing Management	3

### ELECTIVES: Complete successfully 12 units of 500-level MKT course work

No more than 3 units of CR/NC course work can be applied to the certificate.

For current USC graduate students, courses credited to the Graduate Certificate in Marketing may be completed in conjunction with course work required for the program in which the student is already enrolled. Applicability of these courses to the student's primary degree program is determined by the student's home department. Current USC MBA students may apply all 15 units of the graduate certificate program to their MBA degree.

For USC alumni, courses completed in conjunction with the individual's prior degree may not be credited toward the certificate. An appropriate substitution for the required course will be determined and documented by the program director.

Successful completion of the program is documented on the student's transcript and acknowledged with a certificate (diploma) awarded by the university.

For additional information, visit [marshall.usc.edu/GCRMarketing](http://marshall.usc.edu/GCRMarketing).

## Graduate Certificate in Optimization and Supply Chain Management

The Graduate Certificate in Optimization and Supply Chain Management is offered by the Marshall School of

Business in partnership with the Viterbi School of Engineering. The program offers individuals opportunities to expand their knowledge of the rapidly expanding uses of technology in the management of global supply chains.

### Admission

Applicants should have a foundational knowledge (academic or experiential) of statistics and operations management. The certificate may be completed on either a full- or part-time basis. Most classes applicable to the program are offered during both daytime and evening hours. Many of the courses included in the curriculum are available online.

Prospective students may apply to begin the programs in the fall, spring or summer term. Applications are submitted online at [app.applyyourself.com/?id=USC-MBA](http://app.applyyourself.com/?id=USC-MBA). A complete application may include the online application form, responses to several essay and additional information questions, test scores, letters of recommendation, transcripts from any institutions attended since the applicant last applied to USC, and an application fee. For more information, visit [marshall.usc.edu/oscm](http://marshall.usc.edu/oscm).

The graduate certificate requires successful completion of 15 units with a minimum GPA of at least 3.0 for all units applied to the certificate.

REQUIRED COURSES*	UNITS
Select 15 units from the following:	
CE 589 Port Engineering: Planning and Operations	3
DSO 505 Sustainable Supply Chains	1.5
DSO 506 Sourcing and Supplier Management	1.5
DSO 522 Applied Time Series Analysis for Forecasting	3
DSO 547 Designing Spreadsheet-Based Business Models	3
DSO 580 Project Management, or	
ISE 515 Engineering Project Management	3
DSO 581 Supply Chain Management	3
DSO 582 Service Management: Economics and Operations	3
DSO 583 Operations Consulting	3
DSO 584 Global Operations Management	3
GSBA 504ab Operations Management or	
GSBA 534 Operations Management	3
ISE 513 Inventory Systems	3
ISE 514 Advanced Production Planning and Scheduling	3
ISE 530 Optimization Methods for Analytics	3
ISE 580 Performance Modeling and Simulation	3
ISE 583 Enterprise Wide Information Systems	3
SAE 551 Lean Operations	3

For current USC graduate students, courses credited to graduate certificate programs may be completed in conjunction with course work required for a graduate degree program in which the student is already enrolled. Applicability of courses to the student's primary degree program is determined by the student's home department. For USC alumni, courses completed in conjunction with the individual's prior degree may not be credited toward a certificate, but may be applied toward the master's degree. If necessary, appropriate substitutions for required courses will be determined and documented by the program director.

Successful completion of a graduate certificate program is acknowledged by a certificate awarded by the university.

## Graduate Certificate in Sustainability and Business

Business is increasingly involved in social and environmental issues. On the one hand, government and civil society are exerting increasing pressure on the business sector to help address the world's pressing social and environmental sustainability challenges, and on the other, a growing number of businesses are seeking to respond proactively to these challenges. The certificate prepares students to help shape solutions to social and environmental sustainability challenges, both from within and from outside the business sector.

### Admission

Applicants must meet the same admission requirements as degree seeking students as outlined above. Some exceptions are made for current USC students and USC alumni. Visit [marshall.usc.edu/SUSB](http://marshall.usc.edu/SUSB) for details.

Applicants may apply for admission to begin the program in the fall or spring semesters as well as in the summer, depending on course availability. Applications are submitted online through the USC Marshall School of Business Admissions Website at [app.applyyourself.com/?id=usc-mba](http://app.applyyourself.com/?id=usc-mba). International applicants are advised to see the instructions for international students published in the USC Graduate Admissions Application ([usc.edu/admission/graduate/international/application.html](http://usc.edu/admission/graduate/international/application.html)).

### Program Requirements

The program requires completion of 15 units.

CORE - complete at least 9 units from the following	Units
BAEP 591 Social Entrepreneurship	3
DSO 505 Sustainable Supply Chains	1.5
DSO 506 Sourcing and Supplier Management	1.5
FBE 557 Business Law and Ethics	3
GSBA 554 Digital Strategies for Sustainability in Global Markets	3
MOR 566 Environmental Sustainability and Competitive Advantage	3

ELECTIVES - complete 0-6 units from the following	Units
ARCH 519 Sustainability in the Environment: Infrastructures, Urban Landscapes, and Buildings	3
ARCH 579 Sustainable Building and Environment using LEED Metrics	3
CE 515 Sustainable Infrastructure Systems	3
CMGT 577 Communicating Corporate Social Responsibility	4
ENE 502 Environmental and Regulatory Compliance	3
ENST 530 Environmental Risk Analysis or	
PPD 587 Risk Analysis	4
GEO 525 The Science of Climate Change	4
ISE 576 Industrial Ecology: Technology-Environment Interaction	3
LAW 655 Environmental Law	2-4
POSC 546 Seminar in Environmental Policy	4
PPD 568 Environmental Governance and Sustainability	2
PPD 688 Business and Public Policy	4
PPD 689 The Nonprofit Sector and Philanthropy	4
PPDE 632 Sustainable Cities	4
PPDE 660 Environmental Policy Design and Analysis	2

Students may also earn credit toward the certificate electives with up to 4 units of Independent Study (e.g., Marshall 592 or 593) or Directed Research (590 in non-Marshall departments) subject to approval by the faculty directors.

For current USC graduate students, courses credited to the Graduate Certificate in Sustainability and Business may be completed in conjunction with course work required for the program in which the student is already enrolled. Applicability of these courses to the student's primary degree program is determined by the student's home department. For USC alumni, courses completed in conjunction with a previously conferred degree may not be credited toward the certificate.

Successful completion of the program is acknowledged by a certificate (diploma) awarded by the university.

## Graduate Certificate in Technology Commercialization

The Graduate Certificate in Technology Commercialization is designed to let students experience the entire spectrum of the commercialization process – invention, product development, technical and market feasibility analysis, intellectual property acquisition, business planning and venture funding.

To qualify for admission, current USC students should have completed the equivalent of one year of graduate study at USC (at least 12 units for part-time students) and earned a minimum cumulative GPA of 3.0. Individuals holding graduate degrees from USC or other institutions are welcome to apply.

Prospective students may apply to begin the program in the fall, spring or summer term. Applications are submitted online through the USC Marshall School of Business Admissions Website at [app.applyyourself.com/?id=USC-MBA](http://app.applyyourself.com/?id=USC-MBA). A complete application includes the online application form, responses to several essay questions, letters of recommendation and transcripts from any institutions attended since the applicant last applied to USC. (The application fee is not required of current USC students and USC alumni.) For more information: (213) 740-0505; Bridge Hall 1, USC, Los Angeles, CA 90089-0801; (213) 740-2976 (fax); [entrepreneur@marshall.usc.edu](mailto:entrepreneur@marshall.usc.edu).

After the Lloyd Greif Center has received the complete application, it will contact the applicant to confirm receipt of the application and, if appropriate, to schedule an interview. In their review of applications, the admission committee members consider the applicant's completed academic work, evidence of potential business leadership, motivation, work experience and competitiveness within the current application pool.

Three required courses and one elective (12 units) must be completed to earn the certificate. The student must maintain both a certificate and overall GPA of at least 3.0 throughout the program.

Required courses		Units
BAEP 556	Technology Feasibility	3
BAEP 557	Technology Commercialization	3
BAEP 559	Investing in New Ventures	3
Electives — Select one		Units
BAEP 553	Cases in New Venture Management	3
BAEP 555	Management of Rapidly Growing Ventures	3
ISE 515	Engineering Project Management	3
ISE 555	Invention and Technology	3

Development		
ISE 585	Strategic Management of Technology	3
MOR 561	Strategies in High-Tech Businesses	3

For current USC graduate students, courses credited to the Graduate Certificate in Technology Commercialization may be completed in conjunction with course work required for the program in which the student is already enrolled. Applicability of these courses to the student's primary degree program is determined by the student's home department. For USC alumni, courses completed in conjunction with the individual's prior degree may not be credited toward the certificate.

Successful completion of the program is acknowledged by a certificate awarded by the university.

## Academic Policies — Master's Programs

### Waivers

Subject waiver of required courses may be granted to students based on prior academic work subject to university policy limitations and in some cases by examination. All waived courses must be replaced with electives.

Further information regarding the waiver policy in the Marshall School of Business may be obtained from the program adviser for the applicable degree program following admission.

### Change of Degree Program

Students who are currently enrolled in one degree program who wish to change their degree status to another program must formally apply for admission to that program through the Admission Office for the applicable program. Details concerning individual student requirements in other degree programs may be obtained by contacting the applicable program office.

### Continuous Enrollment/Leave of Absence/Withdrawal/Reinstatement

Once admitted to a graduate degree program, the student must enroll at USC each fall and spring semester each year until she or he has satisfactorily completed all degree requirements. MBA.PM students must enroll at USC each fall and spring semester and summer session each year until they have satisfactorily completed all degree requirements.

If for military, medical, religious or job-related reasons a student must skip a semester, the student must petition for a leave of absence. The petition should be submitted to the student's program adviser no later than the first day of class for the semester of the leave. Leave of absence request forms are available by electronic mail, fax or hard copy.

If granted, the period of leave is not counted in the time allowed for the completion of degree requirements, and the student is allowed to complete the degree requirements in effect when he or she was originally admitted.

Once a leave is approved, it is the student's responsibility to withdraw from any classes for which the student has already enrolled. An approved leave may not exceed one academic year. A student whose leave exceeds one academic year or who fails to maintain continuous enrollment without obtaining an approved leave must, when ready to return to school, apply for readmission to the program. Applications for readmission are available by

email, fax or hard copy. Contact the program adviser for the applicable program.

Students who must completely withdraw from a program must notify their program office of their withdrawal from the program. Students should contact their program office for more information or assistance.

### Course Work at Another Institution

Once matriculated into a Marshall School of Business program, a student must receive prior permission by petition from the appropriate Marshall program office to take course work (a maximum of six units) at another institution. Only course work from an AACSB accredited business school can be accepted. A grade of B or better must be earned. Permission is granted only in exceptional circumstances.

### Limited Status

The Marshall School of Business does not allow students to take graduate (500-level) electives on any conditional or special status basis prior to application and an official admission decision except under the following condition: students completing a Master of Business Administration program at another accredited university outside of the Los Angeles area may take up to 12 units in the Marshall School of Business to complete their degrees, provided that a letter from the associate dean or program director at a student's university identifies the classes that will be accepted for credit by the university granting the degree.

### Grade Point Average Requirements

Master's students must maintain a grade point average of 3.0 (A = 4.0) or better to stay in good academic standing. Students who are not in good academic standing are subject to dismissal.

### Grades

Grades below C (2.0) in all master's degree courses are not acceptable. If a lower grade is earned in a required course, the course must be repeated at USC and a grade of C or above must be earned. Degree credit will not be given for courses with grades of C- and below, but the grades are computed into the grade point average. Such courses should be repeated in the next semester in which the course in question is offered and must be repeated within one calendar year. Satisfactory completion of all required courses must occur prior to or concurrently with the beginning of advanced course work.

### Academic Warning

Master's students who, in a term, do not earn or maintain a 3.0 (A = 4.0) grade point average will be given an academic warning in the semester following the one in which they became deficient in grade points. Students who fail to achieve a 3.0 upon completion of the required number of units for any degree may, with the prior permission of the assistant dean or the vice dean of graduate programs, be allowed to take a maximum of 12 additional units at USC to obtain the required GPA. Petitions to take additional units should be submitted to the student's program office.

### Dismissal

A student may be dismissed from a master's program whenever, in the judgment of the program's assistant dean and the vice dean for graduate programs, it is unlikely that the student will successfully complete his or her program.

## Doctor of Philosophy

The Doctor of Philosophy program in business administration is designed to produce research-oriented graduates who, from positions in academia, can advance the state-of-the-art of business practice and enhance the contributions that business can make to the larger community. These goals can be advanced through research contributions in theory, concepts, methods and practices, and contributions to the education of the next generation of business leaders. USC Marshall offers the Ph.D. in Business Administration in the following five departments: Accounting, Finance and Business Economics, Data Sciences and Operations, Management and Organization, and Marketing.

All students admitted to the Marshall Ph.D. degree program are supported by graduate assistantships or fellowships that require a full-time commitment to the program. No part-time or evening programs are available. Ph.D. students begin their program in early August and are expected to be in residence 12 months each year throughout the program. Until the time the student is granted permission to take the qualifying examination, successful completion of at least six units per consecutive semester is required.

This degree is awarded under the jurisdiction of the Graduate School. Students should also refer to the Graduate School section of this catalogue. All courses applied toward the degree must be accepted by the Graduate School and relevant to the student's program of study. In most cases, the Ph.D. degree takes five years to complete.

#### Admission

The Ph.D. program in Business Administration welcomes applications from students with high intellectual aptitude who plan to pursue academic careers in research and teaching. Students with strong backgrounds in mathematics, psychology, the social sciences, engineering, computer science and the other sciences are encouraged to apply for admission. A master's degree or MBA is not a requirement for entry into the Ph.D. program; students may enter with only a bachelor's degree. Prior academic research experience is desirable.

*Students who wish to apply for admission to the Ph.D. program should visit [marshall.usc.edu/phd](http://marshall.usc.edu/phd) to obtain additional information about the Ph.D. program and an online application. Only online applications are accepted. Students with additional questions that are not covered on the Website may contact the Marshall School Ph.D. Program office located in Accounting Building 214, (213) 740-0676 or [phd@marshall.usc.edu](mailto:phd@marshall.usc.edu).*

Applicants should secure three letters of recommendation. The Ph.D. committee prefers that all recommendations be written by academics who are familiar with the applicant's scholastic and research capabilities. An applicant who has been away from an academic environment for a significant period of time may substitute one academic reference with a non-academic reference. Applicants also provide transcripts, GRE or GMAT scores, TOEFL or IELTS scores (if appropriate) and a statement of purpose. Applicants are encouraged to send a statement of research experience and a research writing sample, if available.

Consideration is given to the rigor of the undergraduate and master's curricula, academic performance, scores on the GRE or GMAT, the quality of the statement of purpose, fit with the department, the applicant's oral and written communication skills and letters of recommendation.

Campus interviews for top applicants may be initiated by the departments. In cases where in-person interviews cannot be arranged, alternative arrangements will be made.

#### Graduate Assistantships

All admitted students receive a fellowship or graduate assistantship, full tuition, health and dental insurance and payment of mandatory student health center fee for a minimum of four years dependent on continued satisfactory academic progress. This progress is assessed by the Ph.D. program based on students maintaining at least the minimum enrollment, a GPA of at least 3.0, and satisfactory performance in graduate assistant assignments. At the end of the fourth year, students may apply for an assistantship for the fifth year of study. Students who receive assistantships serve as teaching assistants or research assistants each semester of the award. Teaching and teaching assistant assignments are made only after a student has passed the qualifying examination. For research assistant assignments, students are engaged with a faculty member in a business-related, applied-learning, scholarly activity to learn the skills necessary to conduct independent research.

#### Degree Requirements

The Doctor of Philosophy in business administration is based on a program of study and research culminating in the completion of a dissertation in the major field of study. A minimum of 60 units of course work beyond the baccalaureate is required for the Ph.D. degree, including research courses and a minimum of 4 units and a maximum of 8 units of GSBA 794 Doctoral Dissertation. For students who already possess an advanced graduate degree, a minimum of 40 semester units of course work beyond that degree is required, of which a maximum of 4 units may be GSBA 794 Doctoral Dissertation. Doctoral students are subject to disqualification at any time that the Marshall School of Business determines that they are deficient in academic achievement. All students must maintain a 3.0 GPA at all times.

#### Screening Procedure

In addition to the papers and examinations assigned in first-year courses, a screening process will occur in May. This process will include a review of each student's grades, an analysis of competence in written communications and reports from faculty members who have had in-class or other responsibility for the student. In most departments, a screening exam is required. The nature of the exam varies by department. Generally, a screening examination or other procedure designated by the department (Accounting, Finance and Business Economics, Data Sciences and Operations, Management and Organization, and Marketing) is to be administered before the student has taken more than 24 units (including research courses). However, the Accounting and Finance and Business Economics departments require their students to take the departmental course requirements until the end of the second year; students must take up to 36 units before the departmental screening procedure is administered. Based upon this review, the Ph.D. committee will determine whether the student should continue in the Ph.D. program. Students who have not performed satisfactorily will be dropped from the program. The review shall normally be completed and results communicated to students by July 1. In some cases a first-year summer project may be taken into account in determining whether a student should continue in the program.

#### Qualifying Exam Committee and Dissertation Committee

Students are responsible for finding a qualifying exam committee chair among the student's home department faculty by the fall semester of the second year. The qualifying exam committee should be established within the student's home department at least two semesters prior to taking the qualifying examination and after the student has passed the screening procedure. The

qualifying exam committee comprises a minimum of five tenured, tenure-track and non-tenure track USC faculty, three of whom must be from the student's home department. At least one faculty member from the home department must be tenured. One member must be from outside the student's home department (within or outside of Marshall). The qualifying exam committee advises the student on courses during the first two years and oversees and grades the qualifying examination.

Within 90 days of passing the qualifying exam, the dissertation committee chair must be identified. The dissertation committee must be appointed within six months after the qualifying examination has been passed and a dissertation topic approved. The committee should be appointed at least one month before the dissertation defense. The appointment of dissertation committee form, available on the Graduate School Website, is used to establish the dissertation committee. The dissertation committee is normally composed of three members, although additional members may be included at the student's and committee chair's discretion. The committee chair and at least one additional member must be affiliated with the student's home department. Faculty eligible to serve as committee members include tenured and tenure-track faculty, and non-tenure track faculty of outstanding stature who have a documented record of exceptional expertise and superior achievement in a field relevant to the dissertation. At least two members of the committee should be tenured or tenure-track, including the committee chair.

The Marshall School of Business Ph.D. program requires an outside member for both the qualifying exam committee and dissertation committee. The outside member may be a faculty member from another department within Marshall or from another school within USC. Students may also include a person from a different university as an additional member with the permission of the chair; however, this person cannot substitute for the required outside member.

#### Course Requirements

Each student must successfully complete one course in microeconomics or behavioral sciences, one course in statistics and one course in research design plus the core courses in his or her field of specialization. Advanced course work is specified by the student's guidance committee in preparation for the qualifying examinations in the area of specialization. The areas are: accounting, data sciences and operations, finance and business economics, management and organization, and marketing.

#### Qualifying Examination

The examination qualifying a student for candidacy may be comprehensive in nature. It is designed to determine the student's competence in the area of specialization.

The qualifying examination consists of two sections: written and oral. The written section must be passed before the oral section; if a student does not pass the written examination, the oral examination need not be administered.

In preparing for the qualifying examination, students form a qualifying exam committee. This committee helps the student prepare for the exam and also administers the written and oral section of the examination. See also the Graduate School section of this catalogue.

#### Dissertation

The final phase of the program is the completion of a dissertation. The dissertation must be based on an original investigation that makes a substantive contribution to knowledge and demonstrates the student's capacity for

independent, scholarly research. The quality of the dissertation should meet the standards for publication in leading academic journals in the field.

Typically, research in business administration involves studies that advance the body of knowledge concerned with issues and solution of problems confronting managers and administrators. As a result, a dissertation will (1) develop or extend theories, techniques or models relevant to managerial problems; (2) demonstrate original applications or adaptations of existing theories, techniques or models to managerial problems in a specific area; (3) develop innovative formulations and analyses of complex managerial problems and propose creative approaches to their solution; and/or (4) employ scientific research methodology to test empirically the validity of existing theories, techniques or models and their application to specific types of managerial problems.

A dissertation committee chair shall be requested by the student and appointed by the dean of the Ph.D. program within 90 days after the student has passed the qualifying examination. The remaining faculty on the dissertation committee shall be appointed within six months after the student has passed the qualifying exam.

The dissertation committee must consist of at least three tenured or tenure-track faculty, two of whom must be from the student's home department. At least one faculty member from the home department must be tenured.

One member must be from outside the student's department and the Marshall School of Business. Students may add additional faculty to the committee, especially those who might provide valuable expertise that improves the dissertation. It is important that the student select faculty members who are committed and interested in serving on the committee, since a quality dissertation requires extensive interaction with and a sizable time commitment from individual faculty members. See also the Qualifying Exam Committee and Dissertation Committee section above for further details.

### Defense of the Dissertation

When the dissertation committee agrees that the candidate has essentially completed the research and a satisfactory draft of the dissertation has been written, a final oral examination is held. This examination is open to all members of the faculty of the school and the university. Final judgment of the dissertation and the oral defense is rendered by the members of the dissertation committee. The dissertation must be accepted unanimously by the dissertation committee. Further information on procedures is contained in the Graduate School section of this catalogue.

## Special Programs

### Office of Executive Education

The Office of Executive Education offers two- to seven-day, non-degree professional development programs designed to help working professionals excel in their career. The Office of Executive Education is located at the AT&T Center in Downtown Los Angeles, (213) 740-8990; Fax (213) 740-6406 or email: [execed@marshall.usc.edu](mailto:execed@marshall.usc.edu).

### Center for International Business Education and Research (CIBER)

The Marshall School's Center for International Business Education and Research (CIBER) won a national competition in October 1990 to become one of the U.S. Department of Education's 10 national centers for international business. The center's mandate is to broaden

and deepen knowledge about international business among USC students, faculty and business stakeholders to increase their international competitiveness. Between 1990 and 2010, the U.S. Department of Education provided USC CIBER with \$7.4 million of support, which has been more than matched by USC cash and in-kind contributions to support over 130 projects that have helped to internationalize teaching and research programs throughout the Marshall School of Business and USC. In 2010 CIBER won its seventh consecutive four-year renewal worth \$1.6 million. CIBER Director Richard Drobnick and Suzette Furbeyre coordinate and direct the projects, which are led by USC faculty. Phone (213) 740-7130; Fax (213) 740-8538 or email: [ciber@usc.edu](mailto:ciber@usc.edu).

### Courses of Instruction

*The terms indicated are expected but are not guaranteed. For the courses offered during any given term, consult the Schedule of Classes*

### Major Restrictions

Enrollment in most 500-level business courses by non-business graduate students requires special permission. For information about the registration application process for non-business students, visit the *Schedule of Classes*.

### Accounting

Accounting courses are listed in the USC Leventhal School of Accounting section of this catalogue.

#### Courses:

- Accounting (ACCT) — See Leventhal School of Accounting
- Business Administration (BUAD)
- Business Entrepreneurship (BAEP)
- Business Communication (BUCO)
- Data Sciences and Operations (DSO)
- Finance and Business Economics (FBE)
- Food Industry Management (FIM)
- Graduate School of Business Administration (GSBA)
- Library Information Management (LIM)
- Management and Organization (MOR)
- Marketing (MKT)

*The terms indicated are expected but are not guaranteed. For the courses offered during any given term, consult the Schedule of Classes.*

### Major Restrictions

Enrollment in most 500-level business courses by non-business graduate students requires special permission. For information about the registration application process for non-business students, visit the *Schedule of Classes*.

### Business Administration (BUAD)

**BUAD 020x Survey of Business Administration (3, FaSp)** Survey of the important topics in business

administration, including marketing, accounting, finance, management information systems, leadership, business communication, and human resource management. Not available for degree credit. Recommended preparation: 2-5 years management experience.

**BUAD 040 Executive Development (4)** Problems and cases in contemporary management and business economics in American society. Graded credit/no credit. Open only to participants in managerial institutes and executive programs sponsored by the Marshall School of Business. Open to USC employees.

**BUAD 100x Foundations of Finance and Accounting (2)** Accounting information in decision-making from the perspective of users and preparers. Basics of financial asset valuation. Consideration of time-value of money and risk. Graded CR/NC. Not available for major or minor credit.

**BUAD 101 Freshman Leadership Seminar (2, FaSpSm)** Colloquium of leading researchers, authors, and administrators in the Marshall School of Business and other schools at USC. Industry leaders will also be invited to talk about leadership challenges. Graded CR/NC. Open by invitation only to freshman business and accounting majors.

**BUAD 102 Global Leadership Seminar (2, FaSpSm)** Colloquium of researchers and industry leaders discussing international business and the challenges faced by leaders in a global environment, with a specific focus on China. Prerequisite: BUAD 101. Graded CR/NC. Open by invitation only to freshman business and accounting students. International travel may require additional fees.

**BUAD 104 Learning About International Commerce (2, FaSpSm)** Provides insight into the opportunities and challenges faced by business professionals operating in a global environment by focusing on international cultural norms. Graded CR/NC. Open only to business and accounting majors.

**BUAD 105 The Business Experience (2, Fa)** Introduction to and overview of key business functions, their relationships, and how various professional disciplines come together to help form a successful enterprise. Open only to business and accounting majors.

**BUAD 200x Economic Foundations for Business (2, FaSp)** Examines fundamental concepts of both microeconomics and macroeconomics as they pertain to business and financial decisions. Not available for degree credit to business majors.

**BUAD 201x Introduction to Business for Non-Majors (4, FaSp)** Introduction to the principles and practices of businesses, sequence of exercises developing the basic skills, and influence of the economy on business and individual decisions. Not available for credit for business or accounting majors.

**BUAD 204 Global Business from a Local Perspective (2, Sp)** Concepts, frameworks and cultural insights into global business. Includes readings, group projects and visits with Los Angeles area companies that have an international presence. Graded CR/NC. (Duplicates credit in BUAD 102 and BUAD 104.) Open only to business and accounting majors. Not open to freshmen.

**BUAD 206 Transfer International Experience (2)** Experiential study of international business. Analysis of the impacts of global and international business on an industry. International travel required. Open only to transfer business and accounting majors. Graded CR/NC.

**BUAD 206ab Transfer International Experience (2)** Experiential study of international business. Analysis of the impacts of global and international business on an industry. International travel required. Open only to transfer business and accounting majors. Graded CR/NC.

**BUAD 215x Foundations of Business Finance (4, FaSpSm)** Principles and practices of modern financial management; use of financial statements; valuation of investment; asset pricing under uncertainty; elements of financial decisions. Not available for degree credit to business or accounting majors. (Duplicates credit in BUAD 306.) Prerequisite: ACCT 410x or BUAD 280 or BUAD 285a or BUAD 305.

**BUAD 252 Choosing and Planning a Future Career in Business (2, FaSpSm)** Explore and plan for future career choices and options in business. Learn theoretical principles, best practices and strategies, and contemporary workplace issues/trends. Graded CR/NC.

**BUAD 280 Accounting I (4, FaSpSm)** Accounting information useful for decision-makers surrounding issues concerning income, expense and cash flows; economic resource, debt and equity capital decisions by managers. (Duplicates credit in BUAD 250ab and BUAD 305.)

**BUAD 281 Accounting II (2, FaSpSm)** Continuation of Accounting I, enhancing management decision-making with strategic product costing, profit planning and standard costs analysis; using data to facilitate any organization's success. (Duplicates credit in BUAD 250ab and BUAD 305.) Prerequisite: BUAD 280.

**BUAD 285ab Accounting Fundamentals, Financial and Managerial Accounting (4-2, FaSpSm)** a: Development and use of accounting information important to investors and professionals with a focus on the analysis of business operations, financial position, and cash flows. (Duplicates credit in former BUAD 250ab, and BUAD 280, BUAD 286b and BUAD 305.) b: Continuation of BUAD 285a: accounting information useful for the analysis of product costing, budgeting and organizational performance. (Duplicates credit in former BUAD 250b, and BUAD 281, BUAD 286a and BUAD 305.) Corequisite: BUAD 285a.

**BUAD 286ab Accounting Fundamentals, Managerial and Financial Accounting (4-2, FaSpSm)** a: Development and use of accounting information important to executives, managers, and other decision-makers, with a focus on the analysis of business operations and organizational performance. (Duplicates credit in former BUAD 250b, BUAD 281, BUAD 285b and BUAD 305.) b: Continuation of BUAD 286a: accounting information useful for the analysis of the income statement, balance sheet and cash flow statement. (Duplicates credit in former BUAD 250a, and BUAD 280, BUAD 285a and BUAD 305.) Corequisite: BUAD 286a.

**BUAD 301 Technical Entrepreneurship (3, FaSp)** Starting and managing a technological business: developing a viable concept, market and financial planning, product development, organizing the venture, protecting intellectual property rights.

**BUAD 302 Communication Strategy in Business (4, FaSpSm)** Theory, practices, and techniques of business communication strategy essential to external and organizational communication; group and interpersonal communication; development of skill in oral and written communication.

**BUAD 302T Communication Strategy in Accounting (4, FaSp)** Theory, practices, and techniques essential to communication in accounting. Interpersonal and group communication; oral presentations; writing; use of communication technologies; communication strategies for varied audiences. (Duplicates credit in BUAD 302.) Open only to accounting and prospective accounting majors.

**BUAD 304 Organizational Behavior and Leadership (4, FaSpSm)** The role of leadership in business organizations; concepts and skills for managing oneself and others.

**BUAD 305 Abridged Core Concepts of Accounting Information (4, FaSp)** Uses of accounting information in decision-making; accounting issues concerning income and cash flows, economic resources and capital. Open only to transfer business and accounting majors. (Duplicates credit in BUAD 250ab, BUAD 280, BUAD 281, BUAD 285ab and BUAD 250ab.)

**BUAD 306 Business Finance (4, FaSpSm)** *Financial problems of business enterprise; function of financial manager; sources of funds; instruments, institutions, and practices of finance; problems of financial management using case studies.* (Duplicates credit in BUAD 215x.) Prerequisite: ACCT 410 or BUAD 280 or BUAD 285a or BUAD 286b or BUAD 305 and ECON 351x. Corequisite: ECON 252 or ECON 352 and BUAD 310 or EE 464.

**BUAD 307 Marketing Fundamentals (4, FaSpSm)** Develops a managerial viewpoint in planning and evaluating marketing decisions of the firm: products, pricing, channels, promotion, information processing, legal implications, and marketing in contemporary society. (Duplicates credit in MKT 385x.)

**BUAD 310 Applied Business Statistics (4, FaSpSm)** Statistical methods for business analysis; data exploration and description; sampling distributions; estimation; hypothesis testing, simple and multiple regression; model building. Extensive computer applications.

**BUAD 311 Operations Management (4, FaSpSm)** Fundamentals of operations management. Skills needed to analyze, manage, and improve business processes. Topics include: process, capacity, service, and inventory management and optimization. (Duplicates credit in BUAD 311T.) Corequisite: BUAD 310.

**BUAD 311T Operations Management for Accounting Majors (4)** Learn the fundamentals of operations management and acquire skills to analyze, measure, control and improve production processes. Open to accounting majors only. (Duplicates credit in BUAD 311.)

**BUAD 315x Basics of Project and Operations Management for Non-Majors (2, Fa)** Introduction to tools and methods for the design, production, and delivery of goods and services. Techniques for planning, monitoring, and controlling complex projects. Not available for degree or major credit for business and accounting majors. (Duplicates credit in BUAD 311 and BUAD 311T.)

**BUAD 350 Macroeconomic Analysis for Business Decisions (4, FaSpSm)** Behavior of economic indicators over business fluctuations, economic growth, monetary and fiscal policy, exchange rate movements. Prerequisite: ECON 203, ECON 205.

**BUAD 351 Economic Analysis for Business Decisions (4, FaSpSm)** Theory of the firm in the enterprise system; profits, demand, and cost analysis; market competition and resource allocation; problems of size efficiency and growth. Prerequisite: ECON 203, ECON 205 and either MATH 118 or MATH 125.

**BUAD 390 Special Problems (1-4)** Supervised, individual studies. No more than one registration permitted. Enrollment by petition only.

**BUAD 425 Data Analysis for Decision Making (2, FaSpSm)** *Leveraging large corporate datasets; slice and dice data; dash boards; data mining and statistical tools; neural network; multiple and logistic regression; decision tree; gain inference and decision making; clustering.* Prerequisite: BUAD 310 and BUAD 311 or BUAD 311T; corequisite: BUAD 497.

**BUAD 490x Directed Research (1-8, max 12, FaSpSm)** Individual research and readings under the supervision of a faculty adviser. Application and proposal required. Not available for graduate credit.

**BUAD 493 Marshall Honors Research Seminar (4, Sp)** Provides the methodological tools to identify research problems, develop researchable hypotheses, apply appropriate methodologies, conduct research, derive meaningful conclusions from data, write a research proposal. Open only to business and accounting majors.

**BUAD 494 Marshall Honors Research and Thesis (2-4, max 4, FaSpSm)** *Experience in conducting research and writing a thesis under the supervision of a faculty adviser. Open only to students in the Marshall Honors program. (Duplicates credit in ACCT 494.) Graded CR/NC. Prerequisite: ACCT 493 or BUAD 493.*

**BUAD 495 Practicum in Business Issues (Internship) (1, max 12)** Combined classroom discussion and structured, supervised field application of business theories and practices within a part-time employment context. Open only to undergraduate students. Graded CR/NC.

**BUAD 497 Strategic Management (4, FaSpSm)** Examination of managerial decision-making, planning, and policy under changing environments; readings, cases, exercises, simulations. Prerequisite: BUAD 281 or BUAD 285b or BUAD 286b or BUAD 305 and BUAD 304 and BUAD 307 and BUAD 215x or BUAD 306 and BUAD 302 or BUAD 302T; corequisite: BUAD 311 or BUAD 311T.

**BUAD 498 Business Field Project (Undergraduate) (1 or 2, max 3, FaSpSm)** Unpaid individual or team projects solving real business problems for client companies; situation analyses; statistical analysis; consulting practicum; oral and written presentations. Open to sophomores, juniors and seniors only. Graded CR/NC.

**BUAD 499 Special Topics (2-4, max 8, Irregular)** Examination of current literature relevant to the total and changing environment in which business

## Business Entrepreneurship (BAEP)

**BAEP 423 Management of Small Businesses (4, FaSp)** Strategic, organizational, financial, and human issues facing the small business.

**BAEP 450 Fundamentals of Entrepreneurship (4, FaSp)** Starting and managing one's own business: developing a viable concept, organizing the enterprise, market and financial planning, and controlling the organization.

**BAEP 451 The Management of New Enterprises (4, FaSp)** Development of analytical and conceptual skills in entrepreneurship and venture management.

**BAEP 452 Feasibility Analysis (4, FaSpSm)** Students develop (including marketing, operating and financial consequences) analyze and validate entrepreneurial concepts using customer feedback and risk assessment to conclude worthiness to pursue. Prerequisite: one from BAEP 450 or BAEP 451 or BUAD 301.

**BAEP 453 Venture Management (4, Sp)** Design and application of organization structures and systems in management of new ventures. Prerequisite: BAEP 451.

**BAEP 454 Venture Initiation: Launching and Scaling Your Startup (4, Sp)** Learn to build a startup from concept to reality. Focus on real-world entrepreneurial action and execution. Prerequisite: BAEP 452.

**BAEP 460 Seminar in Entrepreneurship (2, max 4, FaSpSm)** Perspectives into the art and science of entrepreneurship under the guidance of a master instructor. Specific topics vary.

**BAEP 465 Digital Playbook for Entrepreneurs: Creating a Tech Startup (2, FaSp)** Learn to use digital tools and technologies, such as social media, mobile, cloud computing, and e-commerce, to start and grow entrepreneurial ventures.

**BAEP 470 The Entrepreneurial Mindset – Taking the Leap (2, FaSp)** A deeper insight into the entrepreneurial mind, how it approaches opportunities and challenges and gives leadership to an organization.

**BAEP 480 Entrepreneurial Family Business (4, FaSp)** Explores the dynamics of family and privately held businesses. Exploring generational and extended family issues, opportunities and obstacles faced in today's environment. Not open to freshmen.

**BAEP 491 Introduction to Social Entrepreneurship (4, Sp)** Analysis of social enterprise models from micro-finance to job development. Analysis of basic issues regarding the difference between socially responsible companies, for-profit, and non-profit-run enterprises.

**BAEP 495 Practicum in Business Issues (Internship) (1, FaSpSm)** Combined classroom discussion and field application of business theories and practices; part-time internship employment. Project to be jointly defined by student, employer and professor. Graded CR/NC.

**BAEP 496 The Digital Startup Launchpad (2, FaSpSm)** Real-life challenge of imagining, prototyping, testing and iterating, building, pricing, marketing, distributing and selling a digital product or service. Prerequisite: BAEP 451 and BAEP 452 and ITP 466 and ITP 476; corequisite: ITP 496.

**BAEP 497 Field Project in Entrepreneurship (2, max 4, FaSpSm)** Individual or team projects solving real problems for an enterprise. Situation analyses; research proposal composition; field research techniques; statistical analysis; oral and written presentations. Open only to juniors and seniors. Graded CR/NC.

**BAEP 499 Special Topics (2-4, max 8, FaSp)** Current developments in the field of entrepreneurship: topics to be selected each semester.

**BAEP 549 The Entrepreneurial Journey (2, FaSpSm)** An introduction to entrepreneurship with a focus on opportunity recognition and the entrepreneurial mindset. Development of knowledge and skills in launching new ventures. Online registration open only to BUSV, ENTR, MMM, and SOCE majors. (Duplicates credit in BAEP 550, BAEP 551 and GSBA 586.)

**BAEP 550 Entrepreneurship and Venture Management (1.5, FaSp)** Develop conceptual and practical knowledge in entrepreneurship and new venture management. Duplicates credit in BAEP 549, BAEP 551 and GSBA 586. Web registration open only to graduate business and accounting students.

**BAEP 551 Introduction to New Ventures (3, FaSp)** Study and development of analytical and conceptual skills in the management of new enterprises and new ventures within large organizations. (Duplicates credit in BAEP 549, BAEP 550 and GSBA 586.)

**BAEP 552 Cases in Feasibility Analysis (3, FaSpSm)** Study of analytical techniques used to evaluate business concepts and new business development. Corequisite: BAEP 549 or BAEP 550 or BAEP 551 or GSBA 586. Online registration open only to graduate business and accounting students.

**BAEP 553 Cases in New Venture Management (3, FaSpSm)** Cases and readings expose students to the challenges of developing long-range strategies for entrepreneurial ventures. Case work emphasizes developing new industries, growth through strategic alliances, and issues involved in the long-term strategic positioning of emerging companies. Online registration open only to graduate business majors.

**BAEP 554 Venture Initiation (3, Sp)** Learn to launch and scale a new business through entrepreneurial action and execution. Prerequisite: BAEP 552 or BAEP 556.

**BAEP 555 Management of Rapidly Growing Ventures (3, Sp)** Exploration and analysis of the operational and financial issues entrepreneurs confront when managing a rapidly growing venture.

**BAEP 556 Technology Feasibility (3, Fa)** Learn critical thinking and analytical skills they need to evaluate, value, and manage technology as intellectual property. Understand the technology commercialization process, use data mining and assessment techniques for patent databases, and study the unique business issues facing high technology start-ups. Online registration open only to graduate business and accounting students.

**BAEP 557 Technology Commercialization (3, Sp)** Identification, evaluation and commercialization of new technologies. Emphasis will be placed on the legal, financial and marketing aspects of technology transfer and development. Departmental approval is required. Online registration open only to graduate business and accounting students.

**BAEP 558 The Entrepreneurial Advisor: Problem Solving for Early-Stage Companies (3, SpSm)** Experiential course designed to develop skills in framing and solving complex problems in young companies. Apply skills to real ventures participating in course projects. Open only to graduate accounting students and business majors.

**BAEP 559 Investing in New Ventures (3, FaSp)** Focus on the entrepreneurial skill set applied to new venture opportunities. Taught from the business plan reader's point of view; focus on selecting opportunities, structuring the relationship, adding value and realizing the value of that investment. Online registration open only to graduate business and accounting students.

**BAEP 560 Acquiring Your Own Business or Opportunity (3, Sp)** Issues faced by the entrepreneur who wishes to acquire an enterprise; appropriateness of an enterprise, understanding funding sources and valuation methods, developing a plan for due diligence, negotiating and consummating the transaction. The acquisition process, approaches to valuation, and the roles of the various parties in negotiating and consummating an acquisition of an existing business.

**BAEP 561 Entrepreneurship in Innovative Industries: Life Sciences (1.5)** The challenges of new venture creation in the biotechnology, medical device, and healthcare areas; experience, evaluate, and analyze profits of current impact in the life sciences.

**BAEP 563 Corporate Entrepreneurship (3, FaSp)** How established organizations build successful new businesses through corporate venturing and intrapreneurship. Learn to apply an entrepreneurial mindset and entrepreneurial frameworks within an established organization. Online registration open only to graduate business and accounting students.

**BAEP 564 Investing in Impact Ventures (3, FaSp)** Exploring the field of social impact investing, learn how social entrepreneurs attract for-profit investors and how conscious investors are utilizing investments to achieve social impact. Online registration open only to graduate business majors.

**BAEP 590 Directed Research (1-12, FaSpSm)** Research leading to the master's degree. Maximum units which may be applied to the degree to be determined by the department. Graded CR/NC.

**BAEP 591 Social Entrepreneurship (3, Fa)** Lead and manage with entrepreneurial methodology for charities, non-government organizations, social oriented enterprises and not for profit organizations. Online registration open only to graduate business and accounting students.

**BAEP 592 Field Research in Business Entrepreneurship (.5-4, max 12, FaSpSm)** Individual or team projects studying the business practices of an entrepreneurial industry, company, government agency, country, etc. Proposal, data collection, analyses, and written report. Open only to master's and doctoral students. Graded CR/NC. Recommended preparation: Completion of required MBA, M.Acc. or MBT course work.

**BAEP 593 Independent Research in Business Entrepreneurship (.5-4, max 12, FaSpSm)** Independent research beyond normal course offerings. Proposal, research and written report/paper required. Open only to master's students. Graded CR/NC.

**BAEP 595 Internship in Business Entrepreneurship (.5-2, max 9, FaSpSm)** Supervised on-the-job business experience in the student's area of interest. (Curricular Practical Training.) Open only to graduate business and accounting majors. Graded CR/NC. Recommended preparation: Completion of required MBA, M.Acc., or MBT course work.

**BAEP 596 Research Practicum in Business Entrepreneurship (.5-2, max 8, FaSpSm)** Hands-on practical experience working with a faculty member in the Lloyd Greif Center for Entrepreneurial Studies on an ongoing research project. Open only to master's and doctoral students. Graded CR/NC.

**BAEP 597 Consulting Project in Business Entrepreneurship (.5-5, max 12, FaSpSm)** Individual or team project solving real business problems for an existing business entity, domestic and/or international. Proposal, field research, analyses and oral and written presentations. Open only to master's and doctoral students. Graded CR/NC.

**BAEP 599 Special Topics (1.5-3, max 9, Irregular)** Current developments in the field of entrepreneurship: topics to be selected each semester.

## Business Communication (BUCO)

**BUCO 221 Cross-Cultural Business Communication for Non-Native Speakers (2, FaSpSm)** Written, spoken and cultural business communication skills for non-native speakers of English. Emphasis on individualized skills development according to need. Graded CR/NC.

**BUCO 252 The Art of Case Analysis and Presentation (2, FaSpSm)** Develop analytical problem-solving and persuasive presentation skills to successfully analyze strategic business situations and convincingly argue your position in a competitive environment.

**BUCO 260 Business Communication Across Cultures (2, FaSp)** Develop intercultural communication competencies, analyze international business situations, build on/or prepare for GLP and LINC trips, internships abroad, and international exchange programs.

**BUCO 333m Communication in the Working World – Managing Diversity and Conflict (4, FaSp)** Communication strategies to manage workplace diversity and conflict. Historical, social, legal precedents. Institutional barriers to diversity. Race, gender, sexual orientation, age, physical disabilities, culture.

**BUCO 425 Ethics and Professional Communication (4, FaSp)** Study the intersection between business and professional leadership, language, and ethics. Analyze and present results to public audiences through publications, professional conferences, ethics case competitions.

**BUCO 445 Building Oral Communication Expertise (4, Fa)** Oral reporting; management briefings; building expertise in persuasive business presentations, both in-person and via new media channels; emotional intelligence; personal branding. Recommended preparation: *BUAD 302*.

**BUCO 450 Communication for Organizations: Exploring Creativity (2, FaSp)** Development of individual creative thinking and problem-solving skills; exploration of workplace creativity; advancement of managerial communication skills necessary to foster organizational innovation.

**BUCO 458 Managing Communication and New Media (4, FaSp)** Individual and team exploration of 21st century media tools and their impact on communication strategies in business. Course uses social media, collaborative software, virtual immersion, and video conferencing.

**BUCO 460 International Business Communication (4, FaSp)** Explore the cultural dynamics and organizational communication models that contribute to successful business practices in multinational corporations and other global settings.

**BUCO 485 Business Communication Management for Nonprofits (4)** Communication environment; communication activities for fundraising and visibility; research and evaluation methods; grant proposals; strategies for communicating social mission to media, government and for-profit partners.

**BUCO 499 Special Topics (2-4, max 8, FaSpSm)** Current developments in the field of business communication. Topics vary from semester to semester.

**BUCO 503 Advanced Managerial Communication (1.5, 3, FaSp)** Optimize individual, interpersonal communication dynamics and advance skill development through executive coaching model and applied business communication theory. Recommended preparation: prior course work or experience in management or business communication. Web registration open only to graduate business and accounting students.

**BUCO 504 Professional Writing for Business (1.5, Sp)** Apply communication strategies in business writing to produce written persuasive, directive, informative, or descriptive documents in professional contexts. Online registration open to graduate business students only. Recommended preparation: *GSBA 502* or *GSBA 523* or *GSBA 542*. Graded CR/NC.

**BUCO 533 Managing Communication in Organizations (1.5, 3, FaSp)** Analyze, design, develop, and present theory-based communication solutions and strategies to sophisticated interpersonal, group, organizational, and environmental communication issues and problems. Recommended preparation: *GSBA 502* or *GSBA 523* or *GSBA 542*. Web registration open only to graduate business and accounting students.

**BUCO 590 Directed Research (1-12, FaSpSm)** Research leading to the master's degree. Maximum units

which may be applied to the degree to be determined by the department. Graded CR/NC.

**BUCO 592 Field Research in in Management Communication (.5-4, max 12, FaSpSm)** Individual or team projects studying the communication practices of an industry, company, government agency, country, geographic region, etc. Proposal, data collection, analyses, and written report. Open only to master's and doctoral students. Graded CR/NC. Recommended preparation: *completion of required MBA course work*.

**BUCO 593 Independent Research in Management Communication (.5-4, max 12, FaSpSm)** Independent research beyond normal course offerings. Proposal, research and written report/paper required. Open only to master's students. Graded CR/NC.

**BUCO 595 Internship in Management Communication (.5-2, max 9, FaSpSm)** Supervised on-the-job business experience in the field of management communication. (Curricular Practical Training.) Open only to graduate business and accounting majors. Recommended preparation: completion of required MBA, M.Acc., or MBT course work.

**BUCO 596 Research Practicum in Management Communication (.5-2, max 8, FaSpSm)** Hands-on practical experience working with a Management Communication faculty member on an ongoing research project. Open only to master's and doctoral students. Graded CR/NC.

**BUCO 597 Consulting Project in Management Communication (.5-5, max 12, FaSpSm)** Individual or team project solving real business problems for an existing business entity, domestic and/or international. Proposal, field research, analyses and oral and written presentations. Open only to master's and doctoral students. Graded CR/NC.

**BUCO 599 Special Topics (1-9, max 9)** Current developments in the field of business communication. Topics vary from semester to semester. Online registration open only to graduate business and accounting students.

**BUCO 633 Writing a Journal Article for Publication (2, max 4, FaSp)** Developing strategies for productive academic writing; drafting and revising an article for journal submission. Open only to doctoral students.

**BUCO 634 Presenting Your Research (1, FaSpSm)** Oral presentation skills for academic and professional conferences and teaching. Open only to doctoral students.

**BUCO 635 Preparing for the Academic Job Market (1, FaSpSm)** Creating job application packets; writing research and teaching philosophy statements; interviewing; preparing the job talk. Open only to doctoral students.

**BUCO 636 Communication for Doctoral Students: Tutorial (1, max 4)** Individualized tutorial focusing on academic writing and presentation skills for dissertations, conference papers, and journal articles. Graded CR/NC. Open only to GSBA doctoral students. Prerequisite: *BUCO 633* or *BUCO 634* or *BUCO 635*.

**BUCO 637 Communication for Doctoral Students: Succeeding as a Teacher (1, Sm)** Theories of teaching and learning; strategies for developing course materials; practical advice for managing common challenges; lecturing, leading discussion, creating in-class activities. Graded CR/NC.

## Data Sciences and Operations (DSO)

**DSO 401 Business Information Systems - Spreadsheet Applications (2, FaSp)** Applied understanding of how spreadsheets are used to analyze business information. Create real world software applications for use in accounting, finance, marketing and operations. (Duplicates credit in former IOM 401.)

**DSO 402 Business Information Systems - Database Applications (2, Fa)** Applied understanding of how work group databases are used to analyze business information. Create real world software applications used in accounting, finance, marketing and operations. (Duplicates credit in former IOM 402.)

**DSO 424 Business Forecasting (4, Sp)** A variety of forecasting techniques used by a variety of businesses. Emphasis on learning to apply these techniques to real data. Prerequisite: *BUAD 310*. (Duplicates credit in former DSO 424.)

**DSO 427 Designing Spreadsheet-Based Business Models (4, Fa)** Application of decision analysis, simulation, and optimization techniques to managerial problems. Learn how to create and present useful spreadsheet models to analyze practical business problems. Recommended preparation: *BUAD 310*. (Duplicates credit in former IOM 427.)

**DSO 428 Data Warehousing and Data Mining (4, Sp)** Introduction to data-warehousing, multidimensional database, on-line analytical processing, and survey of data mining methods that extract useful information from data warehouses. Business applications emphasized. (Duplicates credit in former IOM 428.)

**DSO 431 Foundations of Digital Business Innovation (4, FaSp)** Foundational frameworks for understanding the planning and execution of digitally-enabled strategic initiatives. (Duplicates credit in former IOM 431.)

**DSO 433 Business Process Design (4, Fa)** Analyzing and improving business processes with digital technologies; use cases; business case design. (Duplicates credit in former IOM 433.)

**DSO 435 Enterprise Data Architecture (4, Sp)** Management of enterprise data architecture including data structures, conceptual data modeling, logical data modeling, structured query language (SQL), and physical optimization of high performance data architecture. (Duplicates credit in former IOM 435.)

**DSO 441 Service Operations (4, Sp)** Emphasis on managing and delivering successful services; for students who plan to work as managers in service organizations or to start their own service business. Prerequisite: *BUAD 317*. (Duplicates credit in former IOM 441.)

**DSO 443 The Business of Digital Entertainment (4, Sp)** Understanding the entertainment and media industries, the effects of the internet, mobile and new information-communication technologies on the business models and management of these industries. (Duplicates credit in former IOM 443.)

**DSO 455 Project Management (4, FaSp)** Topics related to project management in a variety of industries such as real estate projects, new product launch, plant location, etc. (Duplicates credit in former IOM 455.)

**DSO 462 Managing a Small Business on the Internet (2, FaSp)** Foundational knowledge for managing a small business on the internet including strategies, tools, and resources integrated with hands-on skills for developing a small business website. (Duplicates credit in former IOM 462.)

**DSO 482 Supply Chain Management (4, Fa)** Issues in supply chain management. Supply chain performance and dynamics. Tools for planning, control



and coordination. *Supply chain design and strategy.*  
*Prerequisite:* BUAD 311. (Duplicates credit in former IOM 482.)

**DSO 483 Operations Consulting (4, Sp)** Study of concepts and techniques for improving operations, formulation and implementation of operations strategy, and development of frameworks for process design, selection and performance evaluation. *Prerequisite:* BUAD 311. (Duplicates credit in IOM 483.)

**DSO 499 Special Topics (2, 3, 4, max 8)** Selected topics reflecting current trends and recent developments in data sciences, information systems, operations management, and statistics. May be repeated only if topic is different.

**DSO 505 Sustainable Supply Chains (1.5, FaSp)** Sustainability concepts and frameworks, design for environment, closed-loop supply chains, sustainability in sourcing, green facilities, renewable energy, facility location and transportation decisions, strategic sustainability implementation. Web registration open only to graduate business and accounting students. (Duplicates credit in the former IOM 505.)

**DSO 506 Sourcing and Supplier Management (1.5, Fa)** Factors to consider when making sourcing decisions (costs, prices, ethics, globalization); impact of sourcing on other activities such as product design or inventory management. Open only to graduate business students. (Duplicates credit in former IOM 506.)

**DSO 510 Business Analytics (3, FaSp)** Foundational knowledge for business analytics, including strategies, methods, and tools integrated with hands-on skills for defining business analytics for data-driven decision making and innovation. Online registration open to graduate business and accounting students.

**DSO 520 Logistics Management (3, Sp)** Gives students a managerial knowledge of basic logistics concepts and principles. Some topics include management of logistics cost integration, transportation, distribution, and customer service. Open only to graduate business students. (Duplicates credit in the former IOM 520.)

**DSO 522 Applied Time Series Analysis for Forecasting (3, Sp)** Survey of forecasting and time series methods. Models for stationary and nonstationary time series; ARIMA model identification, estimation, and forecast development. Seasonal and dynamic models. Recommended preparation: GSBA 506b or GSBA 524. Open only to graduate business students. (Duplicates credit in former IOM 522.)

**DSO 525 Quality Improvement Methods (3)** *Quantitative and managerial approaches for improvement of quality and productivity in service and manufacturing operations; control charts, process capability assessment; implementation of quality improvement plans.* Recommended preparation: GSBA 506b or GSBA 524. (Duplicates credit in former IOM 525.)

**DSO 527 Managerial Decision Analysis (3)** *Decision making under uncertainty with applications to finance, marketing and operations. The decision analysis process for competitive decision situations and managerial risk taking.* Recommended preparation: GSBA 506b or GSBA 524; and GSBA 504b or GSBA 534. Open only to graduate business students. (Duplicates credit in former IOM 527.)

**DSO 528 Data Warehousing, Business Intelligence, and Data Mining (3, Sm)** Introduction to data-warehousing, multidimensional database, on-line analytical processing, and survey of business intelligence applications that extract useful information from data warehouses. Business applications emphasized. Open only

to graduate business students. (Duplicates credit in former IOM 528.)

**DSO 529 Advanced Regression Analysis (3, Sp)** *Computer-assisted analysis of business data; advanced multiple regression analysis, survey analysis, ANOVA testing for Marketing-type applications and Times Series Analysis methods will be covered.* *Prerequisite:* GSBA 506b or GSBA 524. (Duplicates credit in former IOM 529.)

**DSO 530 Applied Modern Statistical Learning Methods (3, Fa)** Overview of highly computational modern statistical learning methods; applications of logistic regression, neural networks, LASSO, trees, boosting and GAM, etc., to finance and marketing data. Web registration open only to graduate business students. (Duplicates credit in former IOM 530.)

**DSO 532 Simulation for Business Analytics (3, Sp)** Business decision making by using statistical methods to generate and evaluate outcomes from data-driven inputs. Open only to accounting and business majors.

**DSO 537 Global Businesses and Markets: Strategies Enabled by Technology (3, Sp)** Global markets for products and services and strategies enabled by technology; spans businesses ranging from financial services, media, entertainment, high technology to specialized manufactured products. Open only to graduate business students. (Duplicates credit in former IOM 537.)

**DSO 543 Global Business Issues in the Networked Digital Industry (3, Fa)** Assessing business impact of emerging technologies on companies, business models and strategies in the "converging" digital communications, media and entertainment industries: incorporates company field projects. Open only to graduate business students. (Duplicates credit in former IOM 543.)

**DSO 545 Statistical Computing and Data Visualization (3, Fa)** Data cleaning and reshaping; good vs. bad graphics; univariate, bivariate, trivariate, hypervariate, and time series graphics; interactive graphics; web-related computing. Extensive computer applications using R. Online registration open only to graduate business and accounting students.

**DSO 547 Designing Spreadsheet-Based Business Models (3, FaSp)** Application of decision analysis, simulation and optimization techniques to managerial problems. Learn how to create and present useful spreadsheet models to analyze practical business models. Recommended preparation: completion of first-year M.B.A. courses. Open only to graduate business majors. (Duplicates credit in the former IOM 547.)

**DSO 549 Application of Lean Six Sigma (3, SpSm)** Application of Six Sigma practices and techniques to improve operations in organizations. Open only to graduate business students. (Duplicates credit in ISE 507 and former IOM 549.)

**DSO 551 Digital Transformation in the Global Enterprise (3, Sp)** Leveraging large enterprise system applications for strategic value; managing organizational transformation of global enterprises through digital business platforms; coping with disruptive technologies. Open only to business majors. (Duplicates credit in former IOM 551.)

DSO 557ab Global Supply Chain Management in International Settings (a: 1.5, Fa; b: 1.5, Fa) a: Study of global logistics infrastructures - water, rail, road, and air - through readings, team research and presentation, international site visits, and final written report. b: The influence of value-added services and regulatory issues on suppliers and supply chains. Readings, team research and presentation, site visits (LA), and final written report.

Open only to Global Supply Chain Management majors. (Duplicates credit in former IOM 557ab.)

**DSO 570 The Analytics Edge: Data, Models, and Effective Decisions (3, Sp)** Decision making under uncertainty using real data applying the most advanced optimization, statistical and probability methods. Online registration open only to graduate business and accounting students.

**DSO 573 Data Analytics Driven Dynamic Strategy and Execution (3, SpSm)** Advanced applications of data analytics in dynamic strategy formulation and execution; analytics and business methods for data connected enterprises to continuously enhance their competitive advantage. Online registration open only to graduate business and accounting students.

**DSO 580 Project Management (3, FaSp)** Applications of systems theory and concepts, matrix organizational structures, PERT/CPM project modeling, and management information systems to the management of complex and critical projects. Recommended preparation: GSBA 504b or GSBA 534. Open only to business majors. (Duplicates credit in former IOM 580.)

**DSO 581 Supply Chain Management (3, FaSp)** Issues in supply chain management. Supply chain performance and dynamics. Tools for planning, control and coordination. Supply chain design and strategy. Recommended preparation: GSBA 504b or GSBA 534. Open only to business majors. (Duplicates credit in former IOM 581.)

**DSO 582 Service Management: Economics and Operations (3, Sp)** *Examination of the service industry from a managerial and entrepreneurial perspective; emphasis on the tactical decisions needed to design and deliver successful and profitable services.* Recommended preparation: GSBA 504b or GSBA 534. Open only to graduate business students. (Duplicates credit in former IOM 582.)

**DSO 583 Operations Consulting (3, Sp)** Development of conceptual and analytic skills for improving operations. Analysis of business strategy, formulating and implementing operations strategy, process analysis and design, and project management. Recommended preparation: GSBA 504b or GSBA 534. Open only to graduate business students. (Duplicates credit in former DSO 583.)

**DSO 584 Global Operations Management (3, SpSm)** Exposure to the spectrum of issues which are critical to the globalization of operations and basic tradeoffs associated with global operations management decisions. Open only to graduate business students. (Duplicates credit in former IOM 584.)

**DSO 586 Global Healthcare Operations Management (3, Sp)** Application of operations management tools and techniques to improve the performance of healthcare delivery systems. May include international travel. Open only to graduate business students. (Duplicates credit in former IOM 586.)

**DSO 590 Directed Research (1, 2, 3, 4, 5, max 1, FaSpSm)** Research leading to the master's degree. Maximum units which may be applied to the degree to be determined by the department. Graded CR/NC. Open only to master's students. (Duplicates credit in former IOM 590.)

**DSO 592 Field Research in Data Sciences or Operations (.5, 1, 1.5, 2.5, 3, 3.5, 4, max 12, FaSpSm)** Individual or team projects studying the practices of an industry, company, government agency, country, geographic region, etc. Proposal, data collection, analyses, and written report. Graded CR/NC. Recommended preparation: completion of required MBA,

MAcc, or MBT courses. Open only to graduate students. (Duplicates credit in former IOM 592.)

**DSO 593 Independent Research in Data Sciences or Operations (.5, 1, 1.5, 2.5, 3, 3.5, 4, max 12, FaSpSm)** Independent research beyond normal course offerings. Proposal, research and written report/paper required. Graded CR/NC. Recommended preparation: *completion of required MBA, MAcc, or MBT courses. Open only to graduate students. (Duplicates credit in former IOM 593.)*

**DSO 595 Internship in Data Sciences or Operations (.5, 1, 1.5, 2, max 9, FaSpSm)** Supervised on-the-job business experience in the student's area of interest. (Curricular Practical Training) Graded CR/NC. Recommended preparation: completion of required MBA, MAcc, or MBT courses. Open only to master's business students. (Duplicates credit in former IOM 595.)

**DSO 596 Research Practicum in Data Sciences or Operations (.5, 1, 1.5, 2, max 8, FaSpSm)** Hands-on practical experience working with a Marshall faculty member in the Data Sciences and Operations Department on an ongoing research project. Graded CR/NC. Recommended preparation: completion of all required courses in the student's program. Open only to graduate students. (Duplicates credit in the former IOM 596.)

**DSO 597 Consulting Project in Data Sciences or Operations (0.5, 1, 1.5, 2, 2.5, 3, 3.5, 4, 4.5, 5, max 12, FaSpSm)** Individual or team project solving real business problems for an existing business entity, domestic and/or international. Proposal, field research, analyses and oral and written presentations. Open only to graduate business students. (Duplicates credit in former IOM 597.)

**DSO 599 Special Topics (1, 1.5, 2, 3, FaSpSm)** Selected topics reflecting current trends and recent developments in data sciences, operations management, supply chain management and/or decision support systems. Open only to graduate business students. (Duplicates credit in former IOM 599.)

**DSO 606 Bayesian Data Analysis (3, Fa)** Principles of Bayesian inference, subjective probability, posterior inference via Markov chain Monte Carlo, applications to latent variable models. Hierarchical models and shrinkage estimation. Model averaging. (Duplicates credit in former IOM 606.)

**DSO 670 Current Research in Operations Management (3, Sp)** Critique of the current research-based literature in operations management to include scheduling, forecasting, MRP, technology planning, inventory management, and facilities location and layout. (Duplicates credit in former IOM 670.)

**DSO 671 Inventory Models and Supply Chain Management (3, Fa)** Single product, single location inventory models; multi-echelon inventory models; assembly systems; inventory and pricing; value of information; incentives and coordination in supply chains. Open only to doctoral students. (Duplicates credit in former IOM 671.)

**DSO 672 Optimization Models in Operations Management (3)** Convex optimization, stochastic dynamic programming and non-linear programming. Focused training in optimization methods and proof techniques for research in operations management. Open only to doctoral students. (Duplicates credit in former IOM 672.)

**DSO 673 Mathematical Programming (3, Fa)** Integer programming; duality theory; shortest path and max flow problems; network flow; matching problems; convex sets and functions; lagrange duality;

unconstrained minimization methods; optimization problems. Open only to doctoral students. (Duplicates credit in former IOM 673.)

**DSO 674 Queuing and Stochastic Networks (3, Sp)** Jackson Networks; Kelly networks; the M/G/1 model and the Pollaczek-Khintchine formula; the G/G/1 queue; the GI/GI/1+GI queue and its diffusion approximation. Open only to doctoral students. (Duplicates credit in former IOM 674.)

**DSO 677 Dynamic Programming and Markov Decision Processes (3, Sp)** Introduction to Decision Analysis; MDP model formulation and examples; Finite horizon models; Infinite-horizon models: Discounted MDPs; Average reward criteria; Continuous-time models. Open only to doctoral students. (Duplicates credit in former IOM 677.)

## Finance and Business Economics (FBE)

**FBE 324 The Financial System (4)** Financial intermediaries in the flow of funds; aggregate financial asset analysis; money markets and interest rates; government debt and its economic effects. Open only to sophomores, juniors and seniors. Prerequisite: BUAD 350 or BUAD 351; or ECON 203 and ECON 205; or ECON 351X and ECON 352X.

**FBE 391 Real Estate Finance and Investment (4, FaSp)** Introduction to income-producing real estate from the perspective of finance, market analysis, capital markets, development and investment. Includes focus on analytical techniques and computer applications. (Duplicates credit in former FBE 365.) Prerequisite: BUAD 215X or BUAD 306.

**FBE 400x Introduction to Real Estate Finance and Development (4, Fa)** Case analysis examining economic and financial aspects of real estate decisions for non-business majors. Focuses on dynamics of financing, markets and the development process. Open to all majors. Not available for credit as a senior options course for business majors or for students in the real estate option. (Duplicates credit in former FBE 200x.)

**FBE 402 Government and Business (4)** American mixed capitalism, welfare, market failure, and the role of government in business; regulation and the public utilities, antitrust policy, and current topics in regulation-deregulation.

**FBE 403 Introduction to the Legal Environment of Business (4, FaSp)** Legal principles of business: litigation process, constitutional law, torts, product liability, crimes, contracts, sales and leases, intellectual property, international law, agency, employment law, and ethics. (Duplicates credit in the former BUAD 403.) Not open to freshmen.

**FBE 416 Managerial Economics (4)** Application of microeconomic theory to problems of the firm, quantification of demand and cost relationships; pricing policies. Prerequisite: BUAD 311; and BUAD 351 or ECON 203 or ECON 351X.

**FBE 421 Financial Analysis and Valuation (4, FaSp)** This course develops and uses tools of financial analysis to evaluate the performance and assess the value of individual companies in an industry context. Prerequisite: BUAD 215X or BUAD 306.

**FBE 423 Introduction to Venture Capital and Private Equity (4, FaSp)** Introduction to venture capital and private equity. Topics include fundraising, valuation of new firms and venture capital securities, and exiting investments through public offerings. Prerequisite: BUAD 215X or BUAD 306.

**FBE 425 Management of Financial Institutions (4)** Management problems of banks, savings and loans, and insurance companies; pricing of services; branching; lending criteria; asset and liability management.

**FBE 427 Real Estate Law (4, FaSp)** Principles of law regarding real property transactions; buyer-seller, debtor-creditor, landlord-tenant relationships; environmental law and land use control; investments and syndication.

**FBE 428 Principles of Employment Law (4, FaSpSm)** Survey of current employment law topics including employment discrimination arising within modern workplaces. Legal and business strategies for managing diversity for organizational success.

**FBE 429 International Business Law (4, FaSp)** Introductory course on the legal and regulatory environment of international business transactions.

**FBE 430 Online Commerce and Intellectual Property (4, Sp)** Introductory course on the legal and regulatory environment of online commerce, intellectual property, patents, copyright, trademarks, domain names, entertainment, multimedia, digital and internet law.

**FBE 431 Financial Policies and Corporate Governance (4, FaSp)** Presentation of the theory and institutional details of corporate finance, with emphasis on debt and dividend policies, governance/voting rights, and security issuance and retirement. Prerequisite: BUAD 215X or BUAD 306.

**FBE 432 Corporate Financial Strategy (4, FaSp)** Linkage between financial theory and policy and corporate strategy, the role of financial managers in developing corporate strategy; applications of concepts and techniques using cases. Prerequisite: BUAD 215X or BUAD 306.

**FBE 433 Corporate Governance and CEO Pay (4, Sp)** Explores how value is created (or destroyed) through incentive compensation and corporate governance. Focus on bonuses, stock options, executive compensation, and financing policies. Prerequisite: BUAD 215X or BUAD 306.

**FBE 435 Applied Finance in Fixed Income Securities (4, Sp)** Emphasis on hedging tools necessary for portfolio managers. Introduction of all securities available in fixed income and provision of tools to analyze investments. Prerequisite: BUAD 215X or BUAD 306.

**FBE 436 Financial Management of Multinational Corporations (4)** International scope and dimension of financial planning; working capital management; financing and investment decisions of multinational corporations. Prerequisite: BUAD 215X or BUAD 306.

**FBE 437 Entrepreneurial Finance: Financial Management for Developing Firms (4, Fa)** Internal financial management of developing firms. Cash flow analysis; capital budgeting; sources of financing; risk analysis; measurement of profits; and mergers and acquisitions. Prerequisite: BUAD 215X or BUAD 306.

**FBE 440 Trading and Exchanges (4, Sp)** Theories, practices, and technologies of trading at exchanges and in dealer networks. Sources of liquidity, volatility, profitability, and institutional change. Domestic and international public policy issues. Prerequisite: BUAD 215X or BUAD 306.

**FBE 441 Investments (4, FaSp)** Theories and applications of investment decision-making; the behavior of security prices, portfolio theory, asset pricing models, market efficiency, bond valuation and term structure, derivative securities. Prerequisite: BUAD 215X or BUAD 306.

**FBE 443 Introduction to Forecasting and Risk Analysis (4)** Introduction to econometric tools and versions of Capital Asset Pricing Models to estimate financial risk, stock market risk premia and to project economic activity. Prerequisite: BUAD 215x or BUAD 306 and BUAD 310.

**FBE 445 Topics in Economic Analysis of Business Strategy and Policy (4, FaSpSm)** Development of economic analysis to define and analyze strategy and policy options. Topics may include pricing and investment strategy using game-theory, and employee compensation and motivation, or investment in emerging markets. Prerequisite: BUAD 350 and BUAD 351, or ECON 351x and ECON 352x.

**FBE 453ab Advanced Practicum in Investment Management (4-4)** a: Application of investment management techniques in a laboratory setting. Stock selection, asset allocation, industry analysis, investment thesis research; off-site visits; oral and written presentations. Prerequisite: BUAD 215x or BUAD 306; corequisite: FBE 421 or FBE 441. b: Application of advanced investment management techniques in a laboratory setting. Bond portfolio management, quantitative stock screens, derivatives trading, portfolio optimization. Off-site visits and presentations. Open only to senior business majors.

**FBE 458 Law, Finance and Ethics (4, FaSpSm)** Law and ethics of agency, partnerships, corporations, limited liability companies, governmental regulation, mergers, creditor rights, secured transactions, bankruptcy, securities regulation, and antitrust.

**FBE 459 Financial Derivatives (4, Fa)** A rigorous introduction to the pricing and corporate use of financial derivatives – futures, options, forwards, and swaps – on stocks, exchange rates, bonds, and commodities. Prerequisite: BUAD 215x or BUAD 306.

**FBE 460 Mergers, Acquisitions and Restructuring (4, FaSpSm)** Practical understanding of the major strategic, economic, financial, human resources, and governance issues of mergers, acquisitions, and restructuring. Prerequisite: BUAD 215x or BUAD 306.

**FBE 462 International Trade, Finance and Commercial Policy (4, FaSp)** Commercial policies, treaty relationships, examination of policies influencing world trade and finance, the international financial system, exchange rates. Prerequisite: ECON 203 and ECON 205; or ECON 351 and ECON 352. Open only to sophomores, juniors and seniors.

**FBE 466 Management of Real Estate Development: Feasibility Studies (4, Sp)** By means of a significant real-world case study chosen each term, the development process is examined from the interrelated perspectives of finance, market analysis, and design and construction technology. Team-generated development proposals are proposed and presented in a consulting environment that includes industry participants. Prerequisite: FBE 391 and FBE 470 or FBE 400x.

**FBE 470 Advanced Real Estate Analysis (4, FaSp)** Mixed lecture/case approach covering market analysis, asset valuation, ownership structure, negotiation, asset management, corporate real estate, portfolio management, and affordable housing, appraisal and advanced financial modeling. (Duplicates credit in former FBE 465.) Prerequisite: FBE 391.

**FBE 489 Real Estate Capital Markets (4, FaSpSm)** Topics in real estate capital markets including markets for debt and equity; residential and commercial mortgages and mortgage-backed securities; REITs; institutional sources of capital. Prerequisite: FBE 391.

**FBE 495x Practicum in Business Issues (Internship) (1, max 12, FaSpSm)** Combined classroom discussion and structured, supervised field application of business theories and practices within a part-time employment context. Open only to undergraduate students in Finance and Business Economics certificate. Graded CR/NC.

**FBE 498x Business Field Project (Undergraduate) (1-2, FaSpSm)** Individual or team projects studying the business practices, needs, and opportunities of an entity. May include international research and travel and oral and written presentations. Graded CR/NC.

**FBE 499 Special Topics (2-4, max 8, FaSpSm)** Current developments in the field of finance and business economics; topics to be selected each semester. Prerequisite: BUAD 215x or BUAD 306.

**FBE 515 Deals (3-4)** (Enroll in LAW 815)

**FBE 523 Venture Capital and Private Equity (3, FaSp)** Advanced analysis of the economics of the private equity markets. Consider and value private securities in venture capital, initial public offerings, and leveraged buyouts. Prerequisite: GSBA 521b or GSBA 548.

**FBE 524 Money and Capital Markets (3, Fa)** Review of financial institutions and markets, the determinants of interest rates, the impact of government regulation and policy on the financial system. Prerequisite: GSBA 511; GSBA 521, GSBA 521b or GSBA 548; GSBA 544, GSBA 549, GSBA 580, or GSBA 580a.

**FBE 525 Financial Institution Management, Strategy and Valuation (3, Fa)** Application of economic and financial analytic techniques to the managerial problems of financial institutions and implications for financial firm strategy and valuation. Prerequisite: GSBA 521b or GSBA 548.

**FBE 526 Macroeconomic Analysis for Business (3, Sp)** The economic environment of business: American economic and social goals and policies and their impact on business; growth, stability, and the new priorities; international forces influencing business. Open only to graduate business and accounting students.

**FBE 527 Entrepreneurial Finance: Financial Management for Developing Firms (3, FaSp)** Internal financial management of developing firms. Cash flow analysis; capital budgeting; sources of financing; risk analysis; measurement of profits; and mergers and acquisitions. Prerequisite: GSBA 521b or GSBA 548.

**FBE 529 Financial Analysis and Valuation (3, FaSp)** An applications-oriented course to develop the financial and accounting tools required to do financial planning valuation and assessment of financial performance. Prerequisite: GSBA 521b or GSBA 548.

**FBE 531 Corporate Financial Policy and Corporate Governance (3)** Advanced analysis of the determinants of corporate capital structure and payout policies, allocation and value of corporate control, and security issuance and retirement. Prerequisite: GSBA 521b or GSBA 548.

**FBE 532 Corporate Financial Strategy (3, FaSpSm)** Linkage between financial theory and policy and corporate strategy; the role of financial managers in developing corporate strategy; applications of concepts and techniques using cases. Prerequisite: GSBA 521b or GSBA 548.

**FBE 533 CEO Pay, Corporate Governance, and the Politics of Finance (3, Sp)** Explores how value is created (or destroyed) in organizations, focusing on compensation and incentive systems and the causes and

consequences of government (and populist) intervention. Prerequisite: GSBA 521b or GSBA 548.

**FBE 535 Applied Finance in Fixed Income Securities (3, Sp)** The basic principles underlying fixed income securities and how these principles apply to the practical aspects of fixed income management. Prerequisite: GSBA 521b or GSBA 548.

**FBE 540 Hedge Funds (3, FaSp)** Introduction to the investment strategies used by hedge funds, the quantitative tools and business plans used to implement them. Prerequisite: GSBA 521b or GSBA 548; recommended preparation: *statistics and calculus*.

**FBE 543 Forecasting and Risk Analysis (3, FaSpSm)** Application of econometric tools and versions of Capital Asset Pricing Models to estimate financial risk and stock market risk premia for portfolio management. Prerequisite: GSBA 511 and GSBA 506b or GSBA 524.

**FBE 553ab Applied Portfolio Management (a: 3, Fa; b: 3, Sp)** a: Application of portfolio management techniques in a laboratory setting. Stock selection, asset allocation, industry analysis, investment thesis research; off-site visits; oral and written presentations. Prerequisite: GSBA 521b or GSBA 548; corequisite: FBE 555. b: Application of advanced portfolio management techniques in a laboratory setting. Bond portfolio management, quantitative stock screens, derivatives trading, portfolio optimization. Off-site visits and presentations.

**FBE 554 Trading and Exchanges (3, Sp)** Theories, practices, and technologies of trading at exchanges and in dealer networks. Sources of liquidity, volatility, profitability, and institutional change. Domestic and international public policy issues. Prerequisite: GSBA 521b or GSBA 548.

**FBE 555 Investment Analysis and Portfolio Management (3, FaSp)** Analysis and management of common stocks and fixed income securities; development of modern portfolio theory and the efficient market hypothesis; organization of securities markets. Prerequisite: GSBA 521b or GSBA 548.

**FBE 557 Business Law and Ethics (3, SpSm)** Business law of traditional and e-contracts, UCC, crimes, torts, employment, ethics, social responsibility, intellectual property, digital law, e-commerce, accountants' liability, property, estates, and government regulation. Open only to graduate business and accounting students.

**FBE 558 Legal Environment of Business and Corporate Governance (3, FaSpSm)** Legal environment of agency law, general and limited partnerships, limited liability companies, corporate formation and financing, corporate governance, securities law, acquisitions, bankruptcy, and business ethics. Open only to graduate business and accounting students.

**FBE 559 Management of Financial Risk (3, FaSp)** Analysis of commodity, futures, and options contracts; theoretical and empirical approaches; spot and futures price relationships, speculation and hedging strategies; market efficiency. Prerequisite: GSBA 521b or GSBA 548.

**FBE 560 Mergers and Acquisitions (3, Sp)** Practical application of the critical components of mergers and acquisitions: deal flow strategies, preliminary negotiations, deal structures, due diligence, valuation, post-merger integration, and regulations. Prerequisite: GSBA 521b or GSBA 548.

**FBE 562 Current Issues in International Finance (3, Fa)** International monetary relations, financial markets, and institutions; theory and evidence of alternative approaches to balance of payments; current

policy evaluation. Prerequisite: GSBA 511; GSBA 544, GSBA 549, GSBA 580 or GSBA 580a.

**FBE 563 Theory of International Trade (3, Sp)**  
Comparative advantage and gains from trade; factor proportions and efficiency; factor price equalization; terms of trade; tariffs, customs, unions and trade agreements. Prerequisite: GSBA 511; GSBA 544, GSBA 549, GSBA 580 or GSBA 580a.

**FBE 564 International Financial Management (3, Sm)**  
Financial management of the multinational firm; legal entities and taxation abroad; risk in foreign operations; strategies in foreign exchange, money and capital markets and institutions. Prerequisite: GSBA 521b or GSBA 548.

**FBE 565 Economics of Urban Land Use: Feasibility Studies (3, Sp)**  
Economic, market and financial analysis related to feasibility of real estate development; theory and case analysis. Prerequisite: FBE 589 or GSBA 511 or GSBA 521b or GSBA 548.

**FBE 566 Real Estate Finance, Investments and Development (3, Sm)**  
Analysis of economic and financial aspects of real estate decisions for students not concentrating in real estate. Dynamics of financing, markets and the development process. Not open to business, accounting and construction management students.

**FBE 570 Advanced Topics in Real Estate Finance (3, Fa)**  
Current topics in real estate finance including sources of equity and debt, the role of capital markets, REITs, conduits, portfolio analysis, and acquisition of distressed assets. Cases and analytic methods. Prerequisite: GSBA 521b or GSBA 548; recommended preparation: FBE 591.

**FBE 571 Introduction to Financial Analysis: Practicum (3, FaSp)**  
This introductory financial analysis (tools, techniques) practicum, emphasizes practical application of asset valuation and portfolio management techniques for those with little previous experience. (Duplicates credit in FBE 572 and FBE 573.) Graded CR/NC. Prerequisite: GSBA 548 or GSBA 521b.

**FBE 572 Intermediate Financial Analysis: Practicum (3, Sp)**  
This practicum emphasizes asset valuation, including applications of tools and inputs (including economics, accounting, and quantitative techniques) in asset valuation for those with prior experience. (Duplicates credit in FBE 571 and FBE 573.) Graded CR/NC. Prerequisite: GSBA 548 or GSBA 521b.

**FBE 573 Advanced Financial Analysis: Practicum (3, Sp)**  
This is an advanced practicum emphasizing portfolio management skills, including applied strategies (tools, inputs) in equity and fixed-income management for those with extensive prior experience. (Duplicates credit in FBE 571 and FBE 572.) Graded CR/NC. Prerequisite: GSBA 548 or GSBA 521b.

**FBE 587 Legal and Regulatory Environment of Long Term Care (4, Fa)**  
Comprehensive overview of substantive business law topics and issues as they affect the long term care industry. (Duplicates credit in FBE 557, FBE 558.)

**FBE 588 Advanced Real Estate Law (3, SpSm)**  
Legal aspects of real estate transactions; partnerships, syndicates, and other ownership forms. Legal aspects of land use control, zoning and environmental impact reports.

**FBE 589 Mortgages and Mortgage-Backed Securities and Markets (3, Fa)**  
Valuation and analysis of residential and commercial mortgages and mortgage-backed securities and related markets. Prerequisite: GSBA 521b or GSBA 548.

**FBE 590 Directed Research (1-12, FaSpSm)**  
Research leading to the master's degree. Maximum units which may be applied to the degree to be determined by the department. Graded CR/NC.

**FBE 591 Real Estate Finance and Investment (3, FaSp)**  
Analysis of investment in and financing of real estate assets including projections, valuation, deal structure, contracts, portfolio and tax and entity considerations. Prerequisite: GSBA 521b or GSBA 548.

**FBE 592 Field Research in Finance or Business Economics (.5-4, max 12, FaSpSm)**  
Individual or team projects studying the business practices of an industry, company, government agency, country, geographic region, etc. Proposal, data collection, analyses, and written report. Open only to master's and doctoral students. Graded CR/NC.

**FBE 593 Independent Research in Finance or Business Economics (.5-4, max 12, FaSpSm)**  
Independent research beyond normal course offerings. Proposal, research and written report/paper required. Open only to master's students. Graded CR/NC.

**FBE 595 Internship in Finance or Business Economics (.5-2, max 9, FaSpSm)**  
Supervised on-the-job business experience in the student's area of interest. (Curricular Practical Training.) Open only to graduate business and accounting majors. Graded CR/NC. Recommended preparation: Completion of required MBA, M.Acc., or MBT course work.

**FBE 596 Research Practicum in Finance or Business Economics (.5-2, max 8, FaSpSm)**  
Hands-on practical experience working with a Marshall faculty member in the Finance and Business Economics Department on an ongoing research project. Open only to master's and doctoral students. Graded CR/NC.

**FBE 597 Consulting Project in Finance or Business Economics (.5-5, max 12, FaSp)**  
Individual or team project solving real business problems for an existing business entity, domestic and/or international. Proposal, field research, analyses and oral and written presentations. Open only to master's and doctoral students. Graded CR/NC.

**FBE 599 Special Topics (1, 1.5, 2, or 3, max 9, Irregular)**  
Current developments in the field of Finance and Business Economics; topics to be selected each semester.

**FBE 652 Financial Economics I (3, Irregular)**  
Doctoral level seminar in financial economics; concentration on corporate finance theory and evidence.

**FBE 653 Financial Economics II (3, Irregular)**  
Doctoral level seminar in financial economics; concentration on contingent claims and continuous time models.

**FBE 654 Ph.D. Seminar-Empirical Research Methods in Finance (3, Irregular)**  
Empirical financial research methods are introduced. Applications are discussed and critiqued. Special attention is given to new statistical methods and to identifying fruitful research programs.

**FBE 655 Financial Economics III (3, Sp)**  
Doctoral-level seminar in financial economics; concentration on the theory of corporate governance and incentives in organizations.

## Food Industry Management (FIM)

**FIM 420 Food Retailing Management (4, Sp)**  
Strategic techniques of merchandising, pricing, and

distributing products in the food industry with emphasis on new product development, including market segmentation and positioning.

**FIM 480 Food Industry Financial Accounting and Analysis (4, Sp)**  
Analysis of financial statements from food industry; cost and management accounting techniques in business planning, decision-making, cost control, and performance evaluation.

**FIM 481 Food Marketing Research (4, Sp)**  
Application of marketing research tools and techniques to problems of the food industry. Development of a major consumer research project.

**FIM 582 Food Industry Decision-Making (4, Sp)**  
Involvement with specific management situations related to the food industry, its environment, and its consumers. Emphasizes managerial functions and decision-making through case studies.

## Graduate School of Business Administration (GSBA)

*The terms indicated are expected but are not guaranteed. For the courses offered during any given term, consult the Schedule of Classes.*

*Registration for most courses designated GSBA is restricted to students admitted to graduate business programs only. For a listing of courses in which non-business students may enroll, consult the Schedule of Classes.*

**GSBA 502 Management Communication for Leaders (3, Fa)**  
Integrates leadership theory and practice with communication skills to improve individual, team, and organizational performance. Emphasizes interpersonal, presentation, and writing skills; teamwork; and value-based leadership. (Duplicates credit in GSBA 523, GSBA 542 and the former GSBA 502ab.) Open only to master's students.

**GSBA 504ab Operations Management (1.5, 1.5, Fa)**  
Formulation, modeling, analysis, and optimization of business decision problems; survey of concepts and techniques necessary to manage the operations function of a firm. (Duplicates credit in GSBA 534 and former GSBA 504.)

**GSBA 506ab Applied Managerial Statistics (1.5-1.5, FaSp)**  
Principles of probability theory and classical statistics applied to business decision problems; survey analysis, estimation and prediction methods, evaluation, and control techniques. Graded IP/letter. (Duplicates credit in GSBA 524.)

**GSBA 509ab Marketing Management (1.5, 1.5, Fa)**  
Development of analytical, strategic, and planning skills. Application within an integrated strategic framework to the development of a comprehensive marketing plan for a product, service, and/or organization. (Duplicates credit in GSBA 528 and the former GSBA 509.)

**GSBA 510 Accounting Concepts and Financial Reporting (2, 3, Fa)**  
Information systems for public reporting and for management decision-making; theory of asset and income measurement; interpretation and uses of accounting data and financial statements; analysis of cases.

**GSBA 511 Microeconomics for Management (2, 3, Fa)**  
Microeconomic theory with business applications; consumer demand, production theory, cost theory, and market theory; decision-making within the firm under different market and regulatory environments.

**GSBA 518 Accounting Control Systems (3, Sm)**  
Accumulation and interpretation of accounting data by management; profit planning; analysis of operations; systems for control of production and distribution costs; cost and profit centers for decentralized control. (Duplicates credit in former GSBA 517ab and GSBA 536.) Recommended preparation: *GSBA 510*.

**GSBA 519ab Strategic Formulation for Competitive Advantage (1.5-1.5, FaSm)** Analyses of environments and competition, the basis of competitive strategy, strategy models, and the achievement of sustainable competitive advantage. (Duplicates credit in GSBA 529 and GSBA 540.)

**GSBA 520 Business Fundamentals for Non-Business Professionals (3, FaSp)** An overview of concepts, tools and principles of business management to develop a general management point of view. Open only to non-business graduate students.

**GSBA 521ab Corporate Finance (1.5, 1.5, Fa)**  
Basic principles of corporate finance; theory and application; management of short-term and long-term assets; financial instruments and markets; financial policy applications. (Duplicates credit in GSBA 548 and the former GSBA 521.) Recommended preparation: *GSBA 510*.

**GSBA 522ab Managerial Perspectives (1.5-1.5, FaSp)** Managerial careers, development of critical executive and managerial abilities, and the dynamics of organizational environment and systems as they impact managerial progression and work. Graded IP/letter. (Duplicates credit in GSBA 532 and GSBA 543.)

**GSBA 523 Communication for Management (2-3, FaSp)** Internal and external communication, research methods; reports for decision-making; oral presentations and briefings; strategies to assure communication; field studies. (Duplicates credit in GSBA 502, GSBA 542, and the former GSBA 502ab.)

**GSBA 523T Communication for Accounting and Tax Professionals (3)** Communication strategies to ensure effective communication to internal and external business audiences at all levels; business writing and presentations; electronic communication; communicating ethics in business. Open only to accounting, business taxation, law/business, and taxation majors. (Duplicates credit in GSBA 502, the former GSBA 502b, *GSBA 523* and *GSBA 542*.)

**GSBA 524 Managerial Statistics (2, 3, Fa)**  
Principles of probability theory and classical statistics applied to business decision problems; survey analysis, estimation and prediction methods, evaluation, and control techniques. (Duplicates credit in GSBA 506ab.)

**GSBA 525 Politics for Global Managers (3, Irregular)** The dynamic forces shaping the political environment of business. Impact of politics, cultures and world events on multinational enterprise. Case studies of political risk assessment.

**GSBA 528 Marketing Management (3, Sp)**  
Marketing is treated as a managerial decision-making process. Emphasis is given to understanding the concepts, tools, and techniques that comprise a comprehensive marketing strategy. (Duplicates credit in GSBA 509ab.)

**GSBA 529 Strategic Formulation for Competitive Advantage (3, FaSpSm)** Analyses of environments and competition, the bases of competitive strategy, strategy models, and the achievement of sustainable competitive advantage. (Duplicates credit in GSBA 519ab and GSBA 540.) Recommended preparation: *completion of first year courses*.

**GSBA 532 Behavior and Organizations (3, Sp)**  
Individual behavior (motives, cognitive process, learning), interpersonal processes (perception, communication),

small group dynamics (power, productivity, and morale), and organization theory and development (culture, design). (Duplicates credit in GSBA 522ab and *GSBA 543*.)

**GSBA 533 Organizational Behavior and Leadership (1.5, Fa)** Maximize organizational effectiveness through managing team and individual processes. Topics may include ethics, decision making, motivation, power and influence, organizational culture and change, negotiation. (Duplicates credit in GSBA 522ab, *GSBA 532*, *GSBA 543*.)

**GSBA 534 Operations Management (2-3, Sm)**  
Formulation, modeling, analysis, and optimization of business decision problems; survey of concepts and techniques necessary to manage the operations function of the firm. (Duplicates credit in GSBA 504ab.) Recommended preparation: *GSBA 506b* or *GSBA 524*.

**GSBA 536 Management Accounting (1.5, Sp)**  
The use of accounting information to formulate strategic managerial decisions in a global business environment. (Duplicates credit in former GSBA 517ab and *GSBA 518*.)

**GSBA 540 Contemporary Issues in Competitive Strategy (1.5, FaSp)** Introduces the role industry and competitive analysis serves in an organization. Topics covered include global competition, innovation, the use of standards, competence, and building organizational capabilities to sustain competitive advantage. (Duplicates credit in GSBA 519ab and *GSBA 529*.)

**GSBA 542 Communication for Management (1.5, Fa)** Internal and external communication, research methods, reports for decision-making, oral presentations and briefings, strategies to assure communication; field studies. (Duplicates credit in GSBA 502, GSBA 523, GSBA 523T and the former GSBA 502ab.)

**GSBA 543 Managerial Perspectives (3, Sp)**  
Managerial careers, development of critical executive and managerial abilities, and the dynamics of organizational environment and systems as they impact managerial progression and growth. (Duplicates credit in GSBA 522ab, *GSBA 532*, *GSBA 533*, and *GSBA 543*.)

**GSBA 544 The Firm in the National Economy (1.5, Sp)** The economic environment of business and the forces influencing the firm. (Duplicates credit in former GSBA 526 and GSBA 549.)

**GSBA 548 Corporate Finance (3, Sp)** Modern theory of corporate investment and financing decisions. Open only to Master's and Doctoral students. (Duplicates credit in GSBA 521.) Recommended preparation: *introductory finance course*.

**GSBA 549 The Firm in the National and International Economy (3, Sp)** The economic environment of business and international forces influencing the firm. (Duplicates credit in former GSBA 526 and GSBA 544.)

**GSBA 554 Digital Strategies for Sustainability in Global Markets (3, Sp)** Designing and executing business strategies for sustainability (environmental, economic, social/cultural) enabled by digital technologies. Emerging market contexts; team consulting project; international travel. Open only to graduate business students.

**GSBA 555 Management and Organization of the Creative Industries (3, Sp)** How creative industries (motion pictures, television, publishing, radio, music, arts, games) operate and are organized. Critical discussion of pressing issues that these industries face. Open only to graduate business and accounting students.

**GSBA 556 Business Models for Interactive Digital Media and Services (3, Sp)** Business models and business development for products/services delivered

through interactive digital platforms; assessing growing niches in the evolving media/entertainment/telecom market space. Open only to graduate business and accounting students.

**GSBA 560 The Perspective of Top Management (2, Fa)** Using cases, students are introduced to top management issues of executive leadership, environmental and strategic analysis, use of financial statements, organizational assessment and design, technology management and decision support systems. Graded CR/NC.

**GSBA 561 Evaluating Market Performance (9, Fa)** Evaluation of the firm by the market forces that affect its success; financial accounting and reporting; competitive market analysis; external communication; microeconomics; labor, customer and financial markets, statistical and decision analysis, financial and organization measures of effectiveness.

**GSBA 562 Management of Operations (11)**  
Analysis of operations management and business functions; managerial accounting; finance; marketing; production; data processing and information systems; human resources management.

**GSBA 562ab Management of Operations (1, Fa; 10, Sp)** Analysis of operations management and business functions; managerial accounting; finance; marketing; production; data processing and information systems; human resources management. Duplicates credit in GSBA 562.

**GSBA 563 Technology and Information Systems Management (6)** Impact of technology on organizations; new product development; investment decisions and capital budgeting; decision support systems, expert systems; information technology; organizational design; management of information systems.

**GSBA 563ab Technology and Information Systems Management (2-4, Sp)** Impact of technology on organizations; new product development; investment decisions and capital budgeting; decision support systems, expert systems; information technology; organizational design; management of information systems. Duplicates credit in GSBA 563.

**GSBA 564 Functional Strategies and Implementation (2, Sm)** Developing functional strategies and interdependence to achieve organizational goals; negotiations, conflict resolution; communication strategies; organizational effectiveness; implementation and change strategies; self-assessment and individual presentations.

**GSBA 570 The Role of the Senior Executive (2, Fa)** Introduction to strategic management; executive leadership; environmental analysis; international context; financial growth strategies; social, legal and macroeconomic issues; role of CEO with boards, media and other publics; business ethics, strategic planning project. Graded CR/NC.

**GSBA 571 Environmental Analysis: Establishing Competitive Advantage (9, Fa)**  
Development of strategic planning processes; analysis of economic, social, political environment; forecasting; futures research; macroeconomics; international economics; technological developments; multinational management simulation; field projects.

**GSBA 572 Strategic Planning for Growth (11)**  
Formulation and implementation of strategies in different organizational and environmental contexts; financial growth strategies; comparative management; impact of taxation; technology strategies; product development and new market strategies.

**GSBA 572ab Strategic Planning for Growth (3, Fa; 8, Sp)** Formulation and implementation of strategies in different organizational and environmental contexts; financial growth strategies; comparative management; impact of taxation; technology strategies; product development and new market strategies. Duplicates credit in GSBA 572.

**GSBA 573 Managing Strategic Change and Implementation (6)** Management of the strategic change process for the total organization including implementing growth strategies, use of consultants, corporate governance, implementation in a multinational environment, leadership and power, use of technology, innovation, corporate cultures, executive succession, corporate relations.

**GSBA 573ab Managing Strategic Change and Implementation (5, Sp; 1, Sm)** Management of the strategic change process for the total organization including implementing growth strategies, use of consultants, corporate governance, implementation in a multinational environment, leadership and power, use of technology, innovation, corporate cultures, executive succession, corporate relations. Duplicates credit in GSBA 573.

**GSBA 574 The Executive of the Future (2, Sm)** Forecasting future environments; the role of the executive in the future, changing organizations; executive development; personal development goal setting.

**GSBA 580abc The Global Context of Business (1.5-1.5-1.5, Sp)** *Political, economic, cultural forces in a global context. Effects on markets, policies, and strategies. a: Global Economics, b: Global Strategy, c: PRIME.* Requires international travel. Duplicates credit in GSBA 580a and GSBA 582. Open only to full time MBA students.

**GSBA 581ab Information Management (0.5, 1, FaSp)** The intersection of information technology and organization, strategy, marketing and other functional areas of a business. The impact of information technology on various aspects of a firm. (Duplicates credit in former GSBA 581.)

**GSBA 582 Business Environment and Management Practices in the Pacific Rim (3, SpSm)** *Explores the social, cultural, and political environment of business and management practices in the Pacific Rim. Recommended preparation: MBA core courses.*

**GSBA 584ab International Business Consulting Project (3-2, SpSm)** *a: IBEAR team consulting projects addressing international business problems. Projects culminate in written and oral presentations to corporate clients. Graded IP. b: continuation of a.*

**GSBA 586 Current Trends in Business (1.5, Sp)** *Study current issues in business, applying cross-discipline foundations and techniques – changing issues such as development of new business opportunities, technological change, and internationalization of commerce. Recommended preparation: MBA core courses. Duplicates credit in BAEP 549, BAEP 550 and BAEP 551.*

**GSBA 589 Industry-Based Business Theory and Practice (1.5, max 15, FaSp)** Introductory seminar in the business theories, philosophies, structures and practices of various industries. Open only to graduate business and accounting students.

**GSBA 590 Directed Research (1-12, FaSpSm)** Research leading to the master's degree. Maximum units which may be applied to the degree to be determined by the department. Graded CR/NC.

**GSBA 592 Field Research in Business (.5-4, max 12, FaSpSm)** *Individual or team projects studying*

*the business practices of an industry, company, government agency, country, geographic region, etc. Proposal, data collection, analyses, and written report. Open only to master's and doctoral students. Graded CR/NC. Recommended preparation: completion of required MBA, M.Acc., or MBT course work.*

**GSBA 593 Independent Research in Business (.5-4, max 12, FaSpSm)** Independent research beyond normal course offerings. Proposal, research and written report/paper required. Open only to master's students. Graded CR/NC.

**GSBA 595 Internship in Business (.5-2, max 9, FaSpSm)** *Supervised on-the-job business experience in the student's area of interest. (Curricular Practical Training.) Graduate business students only. Graded CR/NC. Recommended preparation: Completion of required MBA, M.Acc., or MBT course work.*

**GSBA 596 Research Practicum in Business (.5-2, max 8, FaSpSm)** *Hands-on practical experience working with a Marshall faculty member on an ongoing research project. Open only to master's and doctoral students. Graded CR/NC. Recommended preparation: completion of courses required for the MBA, M.Acc., MBT, or Ph.D.*

**GSBA 597 Consulting Project in Business (.5-5, max 12, FaSpSm)** Individual or team project solving real business problems for an existing business entity, domestic and/or international. Proposal, field research, analyses and oral and written presentations. Open only to master's and doctoral students. Graded CR/NC.

**GSBA 599 Special Topics (1, 1.5, 2, or 3, max 9, FaSpSm)** Selected topics reflecting current trends and recent developments in business administration. Emphasis on cross-disciplinary inquiry.

**GSBA 602 Selected Issues in Economic Theory I (3, Fa)** *Methodology and research perspectives of economics; contribution of the economics paradigm to accounting, management, finance, marketing, and decision sciences. Recommended preparation: admission to doctoral program in business administration or department approval.*

**GSBA 604 Regression and Generalized Linear Models for Business Applications (3, Sp)** Theory and application of linear regression models; role of substantive theory in statistical model building; model specification, estimation, diagnostic checking; the general linear hypothesis.

**GSBA 610 Seminar in Business Research (3, max 9, Irregular)** Critical analysis of research studies in the functional areas of business; practice in formulating and conducting research; presentation of original research of publishable quality (may be repeated for credit up to 9 units).

**GSBA 611 Seminar in Research Methodology (3, FaSpSm)** Conceptual foundations of research methodology; survey and research design; measurement theory; advanced techniques of statistical investigation; data analysis using computer packages; preparation of research reports.

**GSBA 612 Selected Issues in Economic Theory II (3, Sp)** *Further investigation of selected topics in methodology and research perspectives of economics. Topics vary in response to new developments and current trends in the field. Open to doctoral program in business administration students only. Prerequisite: GSBA 602.*

**GSBA 625 Designing and Running Experiments (3, Fa)** Introduction to design and implementation of experiments. Single and multiple factors, fully crossed and fractional factorial designs, repeated measures,

measurement, manipulations, subject choice, demand effects. Open only to Ph.D. students.

**GSBA 690 Tutorial on the Research Process (3, max 9, Sp)** Gain an understanding of the research process, identify/generate a research question, collect and organize data, predict results, and critically write and present the results. Graded CR/NC. For doctoral students only. Recommended preparation: *GSBA first year Ph.D. course work.*

**GSBA 790 Research (1-12)** Research leading to the doctorate. Maximum units which may be applied to the degree to be determined by the department. Graded CR/NC.

**GSBA 794abcdz Doctoral Dissertation (2-2-2-2-0)** Credit on acceptance of dissertation. Graded IP/CR/NP.

## Library and Information management (LIM)

**LIM 500 Fundamentals of Library and Information Science (3, FaSpSm)** An overview of the history of recorded knowledge from ancient times to the digital age informed by the cultural implications of those eras. Open only to MMLIS students.

**LIM 501 Fundamentals of Library Leadership and Management (3, FaSpSm)** Fundamentals of library leadership and management from past, present and future perspectives, including selected case studies.

**LIM 502 Collection Development and Management (3, FaSpSm)** The development of library collections in all formats emphasizing clientele interest, usage patterns, bibliographical and Website sources. Open only to MMLIS students.

**LIM 503 Organization, Access and Retrieval of Information (3, FaSpSm)** An overview and critical analysis of current practices of information organization, cataloguing, access and reference services, including a conceptual understanding of these skills. Open only to MMLIS students.

**LIM 504 Research Methods in Library and Information Management (3)** An overview of research methods in information management including the conceptualization of research problems, literature reviews, research design, sampling, measurement, data collection and data analysis. Open only to MMLIS students.

**LIM 510 Academic Librarianship (3)** An examination of current research and future trends in academic librarianship, emphasizing the necessary partnership among information culture and technology, academic research and instruction. Prerequisite: *GSBA 502, LIM 500, LIM 501, LIM 502, LIM 503, LIM 504.*

**LIM 511 Instructional Strategies for Information Professionals (3)** An overview of research in learning emphasizing the role of academic librarians as instructors and facilitators of information navigation. Prerequisite: *GSBA 502, LIM 500, LIM 501, LIM 502, LIM 503, LIM 504.*

**LIM 512 Instructional Technologies for Educators (3)** An overview and critical analysis of past and current instructional technologies used primarily in academic libraries. Prerequisite: *GSBA 502, LIM 500, LIM 501, LIM 502, LIM 503, LIM 504.*

**LIM 513 Multicultural Information Perspectives (3)** An examination of critical issues, theories and research in educating and serving diverse

populations with an emphasis on social, cultural and linguistic imperatives. Prerequisite: *GSBA 502, LIM 500, LIM 501, LIM 502, LIM 503, LIM 504.*

**LIM 520 Library Information Systems Analysis and Design (3)** The analysis and design of information systems from the perspectives of information theory, technology, retrievability, storage and shelf life, copyright, privacy and related issues. Prerequisite: *GSBA 502, LIM 500, LIM 501, LIM 502, LIM 503, LIM 504.*

**LIM 521 Database Management Systems for Information Professionals (3)** An overview of and instruction in the skills required to build library and archival relational databases including data integrity, security, maintenance and extraction. Prerequisite: *GSBA 502, LIM 500, LIM 501, LIM 502, LIM 503, LIM 504.*

**LIM 522 Metadata and Taxonomies (3)** An overview of developing and assessing metadata for digital resources including the different types of metadata schema, data dictionaries, taxonomies and emerging metadata standards. Prerequisite: *GSBA 502, LIM 500, LIM 501, LIM 502, LIM 503, LIM 504.*

**LIM 523 Information Delivery in the Digital Environment (3)** An inventory and description of digital competencies, assessments and techniques followed by instruction, practice and testing of these competencies in simulated situations. Prerequisite: *GSBA 502, LIM 500, LIM 501, LIM 502, LIM 503, LIM 504.*

**LIM 530 Library Resource Management (3)** An overview and assessment of planning, design, allocation and implementation of library finance and resource distribution in a variety of settings. Prerequisite: *GSBA 502, LIM 500, LIM 501, LIM 502, LIM 503, LIM 504.*

**LIM 531 Global Perspectives in Librarianship (3)** An investigation of the theory and practice of librarianship in the context of international approaches to knowledge creation, research, learning, information discovery and presentation. Prerequisite: *GSBA 502, LIM 500, LIM 501, LIM 502, LIM 503, LIM 504.*

**LIM 532 The Social Context of Information (3)** An examination of information in the context of social networks, media, and other cultural structures that inform teaching, learning and research. Prerequisite: *GSBA 502, LIM 500, LIM 501, LIM 502, LIM 503, LIM 504.*

**LIM 533 Operations Research in Libraries (3)** Overview of theory and best practices in operations research and how it can be applied in a broad range of library and other information-focused settings. Prerequisite: *GSBA 502, LIM 500, LIM 501, LIM 502, LIM 503, LIM 504.*

**LIM 534 Library Fundraising and Development (3)** An overview of fundraising and development including the internal organization of the fundraising and development enterprise, the cultivation of donors and related issues. Prerequisite: *GSBA 502, LIM 500, LIM 501, LIM 502, LIM 503, LIM 504.*

**LIM 550 Information Behaviors, Ethics and Policy (3)** A study of information behaviors, policies and ethics including social networks, the interactive effects of information on users, users on information. Prerequisite: *GSBA 502, LIM 500, LIM 501, LIM 502, LIM 503, LIM 504.*

**LIM 551 Advanced Research Methods in Library and Information Management (3)** Building on LIM 504, this course provides advanced research methods and analytical techniques and the application of these skills to complex library issues. Prerequisite: *GSBA 502, LIM 500, LIM 501, LIM 502, LIM 503, LIM 504.*

**LIM 552 Strategic Information and Competitive Analysis (3, FaSpSm)** Searching sophisticated for-fee and free sources of information

unique to particular industry client groups, synthesizing and translating information ethically to critical intelligence. Prerequisite: *GSBA 502, LIM 500, LIM 501, LIM 502, LIM 503, LIM 504. Open only to MMLIS students.*

**LIM 553 Corporate and Business Librarianship (3)** An examination and critical analysis of resources, research and literature in corporate librarianship, including collection development and management, access, reference and service patterns. Prerequisite: *GSBA 502, LIM 500, LIM 501, LIM 502, LIM 503, LIM 504.*

**LIM 554 Science Librarianship (3)** An examination and critical analysis of resources, research and literature in science librarianship, including collection development and management, access, reference and service patterns. Prerequisite: *GSBA 502, LIM 500, LIM 501, LIM 502, LIM 503, LIM 504.*

**LIM 555 Social Science Librarianship (3)** An examination and critical analysis of resources, research and literature in social science librarianship, including collection development and management, access, reference and service patterns. Prerequisite: *GSBA 502, LIM 500, LIM 501, LIM 502, LIM 503, LIM 504.*

**LIM 556 Health Sciences Librarianship (3)** An examination and critical analysis of resources, research and literature in health sciences librarianship, including collection development and management, access, reference and service patterns. Prerequisite: *GSBA 502, LIM 500, LIM 501, LIM 502, LIM 503, LIM 504.*

**LIM 557 Cinematic Arts Librarianship (3)** An examination and critical analysis of resources, research and literature in cinematic arts librarianship, including collection development and management, access, reference and service patterns. Prerequisite: *GSBA 502, LIM 500, LIM 501, LIM 502, LIM 503, LIM 504.*

**LIM 558 Art and Museum Librarianship (3)** An examination and critical analysis of resources, research and literature in art and museum librarianship including collection development and management, access, reference and service patterns. Prerequisite: *GSBA 502, LIM 500, LIM 501, LIM 502, LIM 503, LIM 504.*

**LIM 559 Marketing and Communications Strategies for Libraries (3)** An introduction to essential marketing concepts such as brand platform, value proposition and message development and their application in a library environment. Prerequisite: *GSBA 502, LIM 500, LIM 501, LIM 502, LIM 503, LIM 504.*

**LIM 560 Rare Books and Manuscripts (3)** An overview of the organization, management, public and technical service operations and outreach involved in the development and operation of rare and special collections. Prerequisite: *GSBA 502, LIM 500, LIM 501, LIM 502, LIM 503, LIM 504.*

**LIM 561 Library Program Development and Evaluation (3)** An overview of library program development and evaluation with an emphasis upon linking student learning outcomes to library programs. Qualitative and quantitative methods are covered. Prerequisite: *GSBA 502, LIM 500, LIM 501, LIM 502, LIM 503, LIM 504.*

**LIM 562 Library and Information Technologies (3)** An overview of information technologies, information design and architecture (IA), information retrieval and electronic resources, computer networks, cloud technologies, data storage, web design. Prerequisite: *GSBA 502, LIM 500, LIM 501, LIM 502, LIM 503, LIM 504.*

**LIM 591 Research and Professional Applications (2, max 10, FaSpSm)** Apply concepts learned during the MMLIS program and investigate research questions and professional problems of concern to employers, their institutions and the profession at

large. Open only to Library and Information Science majors. Graded CR/NC.

**LIM 598 Capstone in Library and Information Management (3)** Student-driven research or project-based experience that integrates the knowledge from course work and applies it to current issues in the field. Graded CR/NC. Prerequisite: *GSBA 502, LIM 500, LIM 501, LIM 502, LIM 503, LIM 504.*

**LIM 599 Special Topics in Library and Information Management (3)** Selected topics reflecting current trends and recent developments in library and information management. Prerequisite: *GSBA 502, LIM 500, LIM 501, LIM 502, LIM 503, LIM 504.*

## Management and Organization (MOR)

**MOR 252 The Art of Case Analysis and Presentation (2, FaSp)** (Enroll in BUCO 252)

**MOR 331x Influence and Collaboration (2, FaSp)** Issues involved in establishing working relationships, directing the work of others, delegating, enrolling others in one's vision and direction. Collaborative and team behavior. Conflict management. (Duplicates credit in MOR 431.) Not for credit toward business majors or minors.

**MOR 385m Business, Government and Society (4, Sp)** Explores business-government-society interaction. Examines how diverse interests and identities (social class, race, nationality and gender) affect the conduct and organization of business.

**MOR 421 Social and Ethical Issues in Business (4)** The free-enterprise system examined from the perspective of modern corporations and their critics; business ethics in relation to personal/external values. Prerequisite: *BUAD 304.*

**MOR 431 Interpersonal Competence and Development (4, Sp)** An exploration of the nature of relationships at work; focus on analytical skills and self-assertion necessary to have effective, rewarding relationships. Laboratory simulations. Prerequisite: *BUAD 304. (Duplicates credit in MOR 331.)*

**MOR 451 Managerial Decision Making (4, Sp)** Understand the nature, causes, and consequences of deviations from rational choice. Develop frameworks for controlling biases, improving your decision-making, and influencing other people's decisions.

**MOR 461 Design of Effective Organizations (4, Fa)** Designing management systems and practices that lead to organizational excellence; techniques for organizational change. Prerequisite: *BUAD 304.*

**MOR 462 Management Consulting (4, FaSp)** Role of professional consultants; data gathering methods; consulting approaches from strategy, finance, operations, information systems, marketing, and human resources; action planning; ethical and career issues. Recommended preparation: *BUAD 304.*

**MOR 463 Organization Change and Development (4, Sp)** Theories and methods of introducing change in organizations. Techniques for analyzing organizations, developing change programs, and implementing changes. Ethical and career issues of change management. Recommended preparation: *BUAD 304.*

**MOR 465 Advanced Methods in Strategy Analysis (4, Sp)** Theories and methods for analyzing and developing strategy. Fundamental tools for strategic planning. Advanced methods for analyzing industries and

competitors, and determining the scope of the firm. Recommended preparation: *BUAD 497*.

**MOR 466 Business and Environmental Sustainability (4, Sp)** Focuses on how businesses both contribute to and can help address environmental sustainability challenges and the role of the broader political-economy in shaping that interaction. Recommended for juniors and seniors only. (Duplicates credit in former ENST 450.) Recommended preparation: *university-level course in economics*.

**MOR 467 Strategic Management of Innovation (4)** Theories and methods for the strategic management of innovation and technology in organizations. Analysis of industry dynamics. Innovation capability. Crafting and implementing innovation strategy.

**MOR 468 Cross-Cultural Negotiations: Communication and Strategy (4)** (Enroll in COMM 468)

**MOR 469 Negotiation and Persuasion (4, FaSp)** Theories, strategies, and ethics underlying negotiation and persuasion in contemporary organizations and societies. Emphasizes the knowledge and skills needed for effective negotiation and persuasion.

**MOR 470 Global Leadership (4, Fa)** Major theories and practices of leading people in multinational firms. Skills for facilitating cooperation, communication, and motivation among people from different cultures. Recommended preparation: *BUAD 304*.

**MOR 471 Managing and Developing People (4, Fa)** Management of the human resource function for organizational performance. Recommended preparation: *BUAD 304*.

**MOR 472 Power, Politics and Influence (4, FaSp)** Theories and practices about how power, politics and influence affect organizational life. Knowledge and skills for diagnosing and managing these features of an organization.

**MOR 473 Designing and Leading Teams (4, Sp)** Theories and practices for developing and leading teams. Skills for creating team structures and facilitating team processes. Knowledge for diagnosing team problems and devising solutions. Recommended preparation: *BUAD 304*.

**MOR 474 Leading Successful Professional Service Firms (4)** Explores issues (1) managing professional service firms (PSFs) including strategy, client relationships, marketing, and innovation, and (2) developing professionals, including selecting, training, performance management, mentorship, and innovation.

**MOR 479 The Business of Sports (4, Sp)** Addresses the business side of the sports industry; examines professional sports franchises, amateur athletics, and collegiate sports and how they relate to corporate America, the media, and the public sector. Recommended preparation: *BUAD 304*.

**MOR 485 The Rhetoric of Investing and Valuation (4)** Analyzes the rhetoric of classic investment texts and news on investing/financial markets; investigates how rhetorical arguments shape and influence the valuation and investing process.

**MOR 492 Global Strategy (4, FaSp)** Examination of corporate strategy practices in an international context. Effects of cultures, political systems, markets, and economic systems on developing effective global strategies.

**MOR 495 International Management and Internship (2-4)** International internship. Develop general/cross-cultural knowledge and management skills, gain an understanding of cross-cultural issues, and

develop insights working in international businesses. Recommended preparation: *BUAD 304*.

**MOR 499 Special Topics (2-4, max 8)** Selected topics reflecting current trends and recent developments in organizational behavior, business strategy and organizational theory.

**MOR 542 Strategic Issues for Global Business (3, FaSpSm)** Globalization strategies from entry to maturity; alternative approaches from going alone to alliances; strategy implementation issues in different cultures and political systems. Cases, videos and speakers. Open only to graduate students in business and accounting.

**MOR 548 Competitive Advantage Through People (3, Sp)** How firms develop employee talent as a source of competitive advantage. Strategic implications of contemporary practices in recruitment, work systems, training, compensation, and employee relations. Speakers and cases.

**MOR 551 Human Capital Performance and Motivation (3, Sp)** Frameworks for enhancing human capital performance motivation at work, including pay/incentive systems, job design, employee involvement, leadership behavior and self-managed teams. Cases, project and speakers. Open only to master's and doctoral business students.

**MOR 554 Leading Innovation and Change (3, Sm)** Practical knowledge on helping organizations develop innovations and lead change to leverage them. Exploration of innovation and change in different organizations and competitive environments. Online registration open only to graduate business majors.

**MOR 555 Designing High Performance Organizations (3, Sp)** Theory and practice of organization design. How to maximize organization performance by aligning structure, rewards, staffing, processes, and culture with strategy and environment. Online registration open only to graduate business majors.

**MOR 556 Leading Professional Service Firms (3)** Teaches students with interest in consulting, investment banking, and companies in high-velocity environments how to manage careers, design, lead, and market adaptable and innovative organizations. Open only to graduate business and accounting majors.

**MOR 557 Strategy and Organization Consulting (3, FaSp)** How consultants assist clients to formulate strategic plans and realign organizations; approaches used by major consulting firms; information about consulting industry, fee-setting and proposals. Consultant speakers and project.

**MOR 559 Strategic Renewal and Transformation (3, Fa)** Dynamic strategic planning; how businesses re-invent themselves; why change is difficult; politics of change process; leadership steps for implementing successful strategic changes. Cases and readings. Online registration open only to graduate business majors.

**MOR 560 Managerial Judgment and Decision-Making (3, FaSm)** Development of skills and insight into making effective strategic, financial, and management decisions including awareness of hazards of decisions, issues of rationality, and risk taking. Open only to graduate business and accounting students.

**MOR 561 Strategies in High-Tech Businesses (3, Fa)** How high-tech companies achieve competitive advantage through leveraging technical, management and financial resources. Technology trends and industry evolution. Focus on electronics and bio-technology. Cases and speakers.

**MOR 562 Strategic Choice and Valuation Analysis (3, Fa)** Advanced strategic planning using tools of scenario development and activity valuation for assessing market entry, expansion and business portfolio configuration. Exercises, cases and project.

**MOR 565 Alliances and Cooperative Strategy (3, Sp)** Essential issues and problems of cooperative strategy. Recognize and evaluate collaborative opportunities to develop and assess an overall cooperative strategy. Readings, cases and group project. Online registration open only to graduate business majors.

**MOR 566 Environmental Sustainability and Competitive Advantage (3, Sp)** Explores the impact of environmental sustainability concerns on business. Reviews the forces driving change and business's strategic responses in various industries. Online registration open only to graduate business majors.

**MOR 567 Interpersonal Influence and Power (3, Sp)** Legitimate and effective use of power to resolve conflicts and mobilize action through understanding the talent and self-interest of people involved in decision-making. Readings, cases. Online registration open only to graduate business majors.

**MOR 568 Power and Politics in Organizations (3)** Explores current theories of power, politics and leadership within the organizational dynamic. Individual bases of power will be related to assessments of motives and skills. Open only to graduate students in business and accounting. Recommended preparation: *GSBA 522ab or GSBA 532 or GSBA 533 or GSBA 543*.

**MOR 569 Negotiation and Deal-Making (3, FaSpSm)** Strategies and dynamics of deal-making; practical skills necessary to win in range of business transactions conducted in domestic and international settings. Cases, role-playing, films and simulations.

**MOR 570 Leading Effective Teams (3)** Analytical and behavioral tools that will enable students to effectively diagnose complex work group dynamics and take action to improve group performance. Open only to Accounting and Business graduate students, including dual degrees.

**MOR 571 Leadership and Executive Development (3, FaSp)** Contemporary approaches to leadership, including corporate practices to develop leaders; examples of successful and derailed executives. Students self-assess personal leadership and draft development plans. Readings, speakers, cases.

**MOR 572 Leadership and Self-Management (3, Fa)** Successful leaders are effective at self-managing their thoughts, emotions and actions. Course provides concepts and methods for developing essential self-management skills. Online registration open only to graduate business majors.

**MOR 573 Corporate Environmental and Social Issues (3, Sp)** Exploration of competing perspectives on business's role vis-a-vis investors, government, environment, customers, suppliers, employees, unions, NGOs, etc. Open only to master's and doctoral students in accounting and business, including dual degrees.

**MOR 579 The Business of Sports Entertainment (3, FaSp)** Business practices and issues in different sports markets; including growth opportunities; and innovative marketing strategies for attracting and retaining fans and corporate sponsors. Industry speakers.

**MOR 588 Corporate Strategy and Competitive Dynamics (1.5, 3, Sp)** Central challenges facing executives in multi-business firms; toolkit for analyzing and executing strategic and operational aspects of corporate advantage, M&As and competitive dynamics.



Web registration open only to graduate business and accounting students.

**MOR 590 Directed Research (1-12, FaSpSm)** Research leading to the master's degree. Maximum units which may be applied to the degree to be determined by the department. Graded CR/NC.

**MOR 592 Field Research in Management and Organization (.5-4, max 12, FaSpSm)** Individual or team projects studying the management practices of an industry, company, government agency, country, geographic region, etc. Proposal, data collection, analyses, and written report. Open only to master's and doctoral students. Graded CR/NC. Recommended preparation: *completion of required MBA, M.Acc., or MBT course work.*

**MOR 593 Independent Research in Management and Organization (.5-4, max 12, FaSpSm)** Independent research beyond normal course offerings. Proposal, research and written report/paper required. Open only to master's students. Graded CR/NC.

**MOR 595 Internship in Management and Organization (.5-2, max 9, FaSpSm)** Supervised on-the-job business experience in the student's area of interest. (Curricular Practical Training.) Open only to graduate business and accounting majors. Graded CR/NC. Recommended preparation: *completion of required MBA, M.Acc., or MBT course work.*

**MOR 596 Research Practicum in Management and Organization (.5-2, max 8, FaSpSm)** Hands-on practical experience working with a Marshall faculty member in the Management and Organization Department on an ongoing research project. Open only to master's and doctoral students. Graded CR/NC.

**MOR 597 Consulting Project in Management and Organization (.5-5, max 12, FaSp)** Individual or team project solving real business problems for an existing business entity, domestic and/or international. Proposal, field research, analyses and oral and written presentations. Open only to master's and doctoral students. Graded CR/NC.

**MOR 599 Special Topics (1, 1.5, 2, or 3, max 9, FaSpSm)** Selected topics reflecting current trends and recent developments in management and policy sciences.

**MOR 601 Seminar in Organizational Behavior (3, Fa)** In-depth review of the theories and empirical research in the discipline of organizational behavior. Topics include: personality, motivation, job design, leadership, and others. Open only to doctoral students.

**MOR 602 Seminar in Organization Theory (3, Fa)** Survey of organization theory with focus on the history and development of research on organizations. Open only to business administration and public policy and management doctoral students.

**MOR 603 Seminar in Strategic Management (3, Sp)** Survey of strategic management. Topics include historical overview of strategic management, research methods used, current theory, and empirical research on the developing of paradigms. Open only to business administration doctoral students.

**MOR 604 Research Methods in Strategy and Organization (3, Irregular)** Survey of research methods with focus on designing and implementing empirical research projects and critical issues faced by researchers. Open to doctoral program in business administration students only.

**MOR 605 Research Methods in Organizational Behavior (3, Irregular)** Design and analysis of behavioral research; methods may include experiments, survey research, qualitative research, statistical analysis,

special topics. Emphasis on rigor, validity and statistical power.

**MOR 790 Research (1-12, FaSpSm)** Research leading to the doctorate. Open only to Marshall Ph.D. students specializing in management and organization. Graded CR/NC.

## Marketing (MKT)

**MKT 385x Marketing of Creative Disruption and Innovation (4, Fa)** Learn to use fundamental principles of marketing, branding, and consumer behavior to successfully market disruptively innovative products including goods, services, and ideas. Not available for degree or major credit for business and accounting majors. (Duplicates credit in BUAD 307.)

**MKT 402 Research Skills for Marketing Insights (4, FaSp)** Creating and interpreting qualitative and quantitative research to gain insight into marketplace challenges, such as testing advertising, identifying new product opportunities, and understanding customer decisions. Prerequisite: BUAD 307 or JOUR 340. Recommended preparation: BUAD 310 or COMM 301L or PSYC 274 or MATH 116. *Duplicates credit in the former MKT 470.*

**MKT 405 Advertising and Promotion Management (4, FaSpSm)** Role of advertising in the marketing mix: determining objectives, strategies, and plans from situation analysis through research and creative processes, media selection, and sales promotion. Prerequisite: BUAD 307 or COMM 200 or COMM 302 or JOUR 340 or MKT 385x.

**MKT 406 Practicum in Advertising and Promotion Design (4, Sp)** Provides real-life marketing experience as a member of a student managed marketing/advertising/promotions agency. Work with a client organization on the design of an advertising/promotions campaign. Requires market research, creative design, implementation planning, and client presentation. Prerequisite: *MKT 405 or JOUR 340.*

**MKT 410 Professional Selling (4, FaSp)** Learn the principles of business to business selling and its function in marketing strategy and the marketing mix; explore professional selling as a career option. Prerequisite: *BUAD 307 or MKT 385x.* Open only to sophomores, juniors and seniors.

**MKT 415 Sales Force Management (4, FaSp)** Studies the role of managing the selling function as part of the marketing mix; planning, implementing, and controlling sales force operations; critical issues in selecting, training, compensating and supervising salespeople.

**MKT 425 Marketing on the Internet (4, FaSp)** Consumer online behavior, Internet marketing strategies, Internet business models, marketing use of data analytics, search advertising, display advertising, mobile marketing, social media. Open only to sophomore, junior, and senior students.

**MKT 430 Retail Management (4, Fa)** Introduction to the functions of retail management including location, buying, merchandise management, layout, pricing, and promotion; application of concepts to various retail institutions.

**MKT 440 Marketing Analysis and Strategy (4, FaSp)** Synthesis of concepts and applications relating to the analysis of market opportunities and the development of product, promotion, distribution, pricing strategies. Recommended during student's final semesters. Prerequisite: BUAD 307 or MKT 385x.

**MKT 445 New Product Development and Branding (4, FaSp)** This class examines how new product ideas are developed, test marketed, and, ultimately, brought to the marketplace. Issues about why new products fail and how brand images are managed in the marketplace are discussed. Legal aspects of brand management such as trademark protection and infringement are also addressed. Prerequisite: BUAD 307 or MKT 385x.

**MKT 446L Practicum in New Product Development (4, Sp)** Provides experience in a student managed product team. Work with R&D organization to design a new product or technology. Involves market research and implementation planning. Open only to juniors and seniors. Prerequisite: *MKT 445.*

**MKT 450 Consumer Behavior and Marketing (4, FaSp)** Examines the relationship of consumer behavior to acquisition, usage, and disposition of products and the psychological, social and cultural influences that affect these decisions.

**MKT 463 Pricing Strategies (4)** Examination of role of pricing decisions; innovative pricing theories; Internet and technology impact on pricing, price negotiations, customized pricing, price image and reference prices. Prerequisite: BUAD 307 or MKT 385x.

**MKT 465 Global Marketing Management (4, FaSp)** Product and service mix in multinational business; promotional alternatives; channel of distribution systems; pricing policies and legal barriers; multinational marketing opportunities; problems and information sources. Prerequisite: BUAD 307 or MKT 385x.

**MKT 499 Special Topics (2-8, max 8, FaSpSm)** Current developments in the field of Marketing; topics to be selected each semester. Prerequisite: BUAD 307 or MKT 385x.

**MKT 512 Marketing and Consumer Research (3, Sp)** Marketing research concepts and techniques; developing managers' ability to critically evaluate and utilize research information in the decision-making process. Prerequisite: *GSBA 509a or GSBA 528.*

**MKT 525 Consumer Behavior (3, FaSm)** Theories and applications of consumer behavior in marketing; psychological, social, cultural and ethnic factors influencing consumer behavior. Prerequisite: *GSBA 509a or GSBA 528.*

**MKT 526 Advertising and Promotion Strategy (3, FaSp)** Explains use of argument, emotion, endorsements for persuasive ads; tools for analyzing ad effectiveness, budgeting, media planning and scheduling; principles of pricing for creative promotion. Prerequisite: *GSBA 509a or GSBA 528.*

**MKT 528 Sales Management: The Art and Science of Sales (3, FaSp)** Emphasis on creating a sales strategy, planning and delivery of sales presentations, and techniques to persuade people to change their opinions in face-to-face meetings. Open only to master's students. Prerequisite: *GSBA 509a or GSBA 528.*

**MKT 529 Customer Relationship Management (3, Fa)** Development, analysis, evaluation and implementation of effective customer relationship management (CRM) programs. Prerequisite: *GSBA 509a or GSBA 528.*

**MKT 530 New Product Development (3, FaSpSm)** Systematic approach to product development and management; processes, techniques, and concepts firms use to develop, test, and introduce products and to manage products over their lifecycle. Open only to graduate students in business. Prerequisite: *GSBA 509a or GSBA 528.*

**MKT 531 Services Marketing Strategy (3, Irregular)** Analysis and development of sound marketing strategies and an integrated service management plan for service organizations. Examination of best practices among leading service providers. Prerequisite: GSBA 509a or GSBA 528.

**MKT 533 Branding Strategy (3, Sp)** Comprehensive treatment of the behavioral foundations of brands and brand development. Exploration of alternative branding strategies and marketing tools for brand development. Prerequisite: GSBA 509a or GSBA 528.

**MKT 534 Retail Strategy (3, FaSp)** Frameworks for analysis of retail strategy and functions of a retail firm, including buying, merchandise management, pricing, promotion, and visual merchandising; application of concepts through case studies and student projects. Open only to master's students. Prerequisite: GSBA 509a or GSBA 528.

**MKT 535 Business Marketing Management (3, Irregular)** Business-to-business and government market opportunities and marketing strategies; product development and adaptation, pricing, promotion and distribution to organizations as opposed to individual consumers. Recommended preparation: GSBA 509b or GSBA 528.

**MKT 536 Pricing Strategies (3, Fa)** The complexity of pricing is increasing due to globalization and the Internet. This course will develop a framework for developing strategic pricing decisions. Prerequisite: GSBA 509a or GSBA 528.

**MKT 540 Marketing Models (3, Irregular)** Analysis, use, and evaluation of quantitative and theoretical models of marketing management, consumer response, marketing resource use and control, and competitive interaction. Recommended preparation: GSBA 509b or GSBA 528.

**MKT 543 Market Demand and Sales Forecasting (3, FaSp)** New product concept testing and life cycle forecasting, pricing and advertising response forecasting, consumer purchase intentions, judgmental marketing decision models, time series and regression analysis, computer methods. Prerequisite: GSBA 509a or GSBA 528.

**MKT 555 Marketing Channels (1.5, 3, Sp)** Examination of strategic decision making in marketing channels. Intensity of distribution, vertical integration, how roles are formulated, types of intermediaries, and multiple channels of distribution. Prerequisite: GSBA 509, GSBA 509a or GSBA 528.

**MKT 556 Internet Marketing (3, FaSp)** All aspects of Internet marketing. Internet as a tool for marketing communication, sales and distribution, customer management. Role of paid advertising, search engines, Website design. Prerequisite: GSBA 509a or GSBA 528.

**MKT 560 Marketing Strategy and Policy (3, FaSpSm)** Design and implementation of marketing strategies applied to domestic and global business challenges that span multiple industries complimented by a multi-period competitive market environment simulation. Prerequisite: GSBA 509a or GSBA 528. Open only to graduate students.

**MKT 565 Global Marketing (3, FaSp)** Variations in markets and trade patterns around the globe; product development and adaptation, pricing, promotion, and distribution issues across national cultures and international markets. Prerequisite: GSBA 509a or GSBA 528.

**MKT 580 Strategies for Fostering Creativity in Business (3, Fa)** An experiential course focused on

understanding and developing the creative process. Creative exercises and techniques are developed and applied within a business context. Open only to graduate business and accounting students.

**MKT 585 Marketing Radical Innovation (3, Fa)** Study and application of new technology to create new business models, products, and services in world economies. Group projects focused on practical applications of concepts. (Duplicates credit in former GSBA 585.) Prerequisite: GSBA 509a or GSBA 528.

**MKT 590 Directed Research (1-12, FaSpSm)** Research leading to the master's degree. Maximum units which may be applied to the degree to be determined by the department. Graded CR/NC.

**MKT 592 Field Research in Marketing (.5-4, max 12, FaSpSm)** Individual or team projects studying the marketing practices of an industry, company, government agency, country, geographic region, etc. Proposal, data collection, analyses, and written report. Open only to master's and doctoral students. Graded CR/NC. Recommended preparation: completion of required MBA, M.Acc., or MBT course work.

**MKT 593 Independent Research in Marketing (.5-4, max 12, FaSpSm)** Independent research beyond normal course offerings. Proposal, research and written report/paper required. Open only to master's students. Graded CR/NC.

**MKT 595 Internship in Marketing (.5-2, max 9, FaSpSm)** Supervised on-the-job business experience in the field of marketing. (Curricular Practical Training.) Open only to graduate business and accounting majors. Graded CR/NC. Recommended preparation: completion of required MBA, M.Acc., or MBT course work.

**MKT 596 Research Practicum in Marketing (.5-2, max 8, FaSpSm)** Hands-on practical experience working with a Marshall faculty member in the Marketing Department on an ongoing research project. Open only to master's and doctoral students. Graded CR/NC.

**MKT 597 Consulting Project in Marketing (.5-5, max 12, FaSp)** Individual or team project solving real business problems for an existing business entity, domestic and/or international. Proposal, field research, analyses and oral and written presentations. Open only to master's and doctoral students. Graded CR/NC.

**MKT 599 Special Topics (1, 1.5, 2, or 3, max 9, FaSpSm)** Examination of current literature and emerging and timely topics in marketing, social marketing, consumerism, macromarketing, marketing of individuals, organizations, and ideas. Prerequisite: GSBA 509a or GSBA 528.

**MKT 613 Marketing Models in Consumer and Business-to-Business Markets (3, Fa)** Modeling research on marketing with a focus on channel structure, franchising and sales force compensation, innovation and diffusion, inter-store composition, sales promotions, and market segmentation. (Duplicates credit in former MKT 605 and former MKT 613a.) Open to doctoral program in business administration students only.

**MKT 614 Advanced Research Methods in Marketing (3, Sp)** Applications of advanced research techniques and designs to marketing problems; review and critique of current literature; development and defense of student's own research proposal. (Duplicates credit in former MKT 661.)

**MKT 615 Strategic and Marketing Mix Models (3, Sp)** Modeling research on marketing with a focus on discrete choice models, consideration set models, purchase timing models, accounting for consumer heterogeneity, Bayesian models, dynamic models of consumer choice, market entry effects, product quality,

advertising and carry over effects, price, and promotion. (Duplicates credit in former MKT 605 and former MKT 613b.) Open to doctoral program in business administration students only.

**MKT 616 Understanding Consumer and Organizational Buying Behavior (3, Fa)** Behavioral research and theory on marketing with a focus on goals, emotions, categorization and knowledge, inferences, attitudes, consumption, marketing and technology, organizational learning, new product development. (Duplicates credit in former MKT 602 and former MKT 612a.) Open to doctoral program in business administration students only.

**MKT 618 Consumer Behavior and Decision Making (3)** A foundation in judgment, decision-making, and choice aspects of consumer behavior and business. Topics include heuristics and biases, information acquisition, time perception, and intertemporal choice.

**MKT 620 Advanced Quantitative Models in Marketing (3, FaSp)** Techniques for building and analyzing advanced quantitative analytical models. Develop and estimate various state-of-the-art models of consumer choice and firm decisions. Open only to doctoral students.