

ALBERS SCHOOL OF BUSINESS AND ECONOMICS

Joseph M. Phillips, PhD, Dean

Mary Carpenter, MEd, Director, Graduate Programs

Degrees Offered

Master of Business Administration (MBA)*

Master of International Business (MIB)*

Master of Professional Accounting (MPAC)*

Master of Science in Finance (MSF)*

Leadership Executive Master of Business Administration (L-EMBA)

*Joint Programs in above degrees with Juris Doctor from School of Law

Certificates Offered

Certificate of Post-MBA Studies

Certificate of Post-MIB Studies

Certificate of Post-MPAC Studies

Certificate of Post-MSF Studies

Certificate of Executive Leadership

Certificate of Graduate Studies in Leadership Formation

*Accredited by AACSB International – The Association to Advance Collegiate Schools of Business (AACSB). AACSB is the premier accrediting agency and service for U.S. business schools.

Objectives

The mission and educational goals of the Albers School produce a set of programs and activities designed to prepare students for an increasingly complex and challenging global business environment, to help them appreciate and develop a commitment to personal integrity and corporate responsibility, to develop an enthusiasm for lifelong learning, and to instill a service orientation.

Admission Requirements

Students seeking admission to graduate programs should contact the Albers School of Business and Economics at (206) 296-5700 or Seattle University Graduate Admissions at (206) 296-2000 for admission materials. Documents required for admission to the master of business administration (MBA), the master of international business (MIB), the master of professional accounting (MPAC), or the master of science in finance (MSF) programs include the following:

- Completed Application for Graduate Admission and non-refundable \$55 application fee (waived for Seattle University alumni)
- Official transcripts of all post-secondary education institutions attended in the last 90 quarter/60 semester credits of the bachelor's degree, including any transfer credits earned during this time, and any post-baccalaureate course work
- Official scores from the Graduate Management Admissions Test (GMAT)
- Current résumé. Note: MBA, MSF, and MIB programs require evidence of continuous full-time work experience. Work experience is not required for the MPAC program.

- If English is not the applicant's native language, official English proficiency scores meeting the University entrance requirements are necessary. See policy 2008-01 in Admissions Policies for details.

A maximum of 12 credits taken in non-matriculated status may be applied towards any master's degree in the Albers School.

Albers students may take one elective course from another Seattle University graduate program with prior approval of the program director with the exception of cross registration with the School of Law.

Math, Computer and Business Communications Proficiency

All graduate students in the degree programs of the Albers School of Business and Economics must establish their business communications, math proficiency and computer use (word processing, intermediate-level skills in spreadsheet analysis, communication via e-mail, and conduct research via the Internet). All students must have access to a computer with a modem, wireless connectivity, or the flexibility to use campus computer labs.

Math proficiency can be established by previous credit course work in calculus with a grade of B (3.00) or higher, or the non-credit course offered by the Albers School.

Communications proficiency can be established by previous credit course work in business communications with a grade of B (3.00) or higher, or successful completion of the non-credit business communications course offered by the Albers School, or by adequate performance in both the Verbal section and the Essay Writing section of the GMAT exam.

Students are encouraged to complete these proficiency requirements prior to starting their graduate degree program. The math proficiency requirement must be completed by the end of the first year in each program. The communications proficiency must be completed by the end of the first quarter in each program.

Business and Law Joint Degree Program

The Seattle University business and law joint degree program allows students to obtain the JD and a graduate degree in business. Specified courses taken at the Law School may contribute to the business degree and specified courses completed in the Albers School of Business and Economics may contribute to the JD Degree. The joint degree is available to both full- and part-time students but it should be noted that both degrees must be completed within six years.

Seattle University and the Albers School of Business and Economics offers four graduate degrees which may be earned in combination with the JD degree: master of business administration, master of science in finance, master of international business, and master of professional accounting.

Transfer Credit

Students are allowed to transfer up to nine quarter credits from AACSB International-accredited institutions with prior approval of the dean or director of the program. Any transfer credits from international universities are subject to prior approval of the dean. The six-year limit policy applies to courses approved for transfer from other universities.

As an exception the Albers School is a party to the Memorandum of Understanding for AACSB International-accredited AJCU Business Schools. The agreement allows students in participating Jesuit AACSB accredited business schools to transfer up to one-half of their degree requirements from their original university to the receiving university.

Business Administration

Greg Magnan, PhD, Program Director

Degree and Certificates Offered

Master of Business Administration (MBA)

Certificate of Graduate Studies in Leadership Formation

Certificate of Post-MBA Studies

Master of Business Administration

The master of business administration (MBA) program is designed to prepare graduates for leadership responsibilities in business. The program is constructed with the following goals:

- To provide knowledge and understanding of the fundamental disciplines, techniques and ethical dimensions involved in managerial decisions
- To develop proficiency in applying concepts and analytical methods to domestic and international organizational strategy
- To develop leadership skills within a broad business and social perspective

MBA courses are available at the main campus, as well as the Seattle University Eastside Education Center in Bellevue. Students may select classes from each site. Courses are scheduled in the evenings, meeting once a week.

Degree Requirements: Master of Business Administration

I. Preparatory Work

Computer Proficiency

Business Calculus

Business Communications

The calculus requirement must be completed by the end of the first year in the program. The communications requirement must be completed within the first quarter.

II. Leadership & Team Building

4 credits:

MBA 510 Leadership Skills and Team Development 4

III. Fundamental Business Courses*

18 credits, including:

MBA 500 Introductory Business Statistics 3

MBA 503 Financial Accounting..... 3

MBA 504 Managerial Accounting..... 3

MBA 506 Managerial Economics..... 3

MBA 507 Managerial Finance 3

MBA 508 Marketing Principles..... 3

*Students with previous comparable course work with a B (3.00) or better have the option of waiving these classes based on self-assessment materials regarding their proficiency. Students without previous course work are required to take these classes.

IV. Required Core Courses

24 MBA credits, including:

| | | |
|---------|---|---|
| MBA 512 | Business Ethics and Social Responsibility or BETH 521 International Ethics/Cultural Issues | 3 |
| MBA 513 | Legal and Regulatory Environment | 3 |
| MBA 505 | Domestic and Global Economies | 3 |
| MBA 515 | Corporate Financial Management | 3 |
| MBA 516 | Management of People | 3 |
| MBA 517 | Marketing Management | 3 |
| MBA 518 | Operations Management | 3 |
| MBA 560 | Management of Information Technology | 3 |

V. Electives**

24 credits, including:

| | |
|------------------------------|----|
| International Elective | 3 |
| General Electives | 21 |

VI. Strategy & Synthesis

3 credits:

| | | |
|---------|--|---|
| MBA 519 | Competitive Strategy..... or MGMT 589 International Policy & Strategy | 3 |
|---------|--|---|

Minimum credits required for degree 55 to 73

**Students with an undergraduate business degree from an AACSB accredited school may waive 2 electives (6 credits), and thus may have 49-73 credits. Graduate students must have a minimum 3.00 cumulative GPA in order to earn a master's degree.

Accounting Specialization

A formal specialization is available in accounting, and is noted on official transcripts. The accounting specialization requires ten elective courses. Two of the accounting electives are "extra" courses beyond those required by the MBA. The courses are as follows:

- Eight electives from accounting are: ACCT 501, 531, 532, 534, 536, plus three additional accounting courses.
- Two electives: one international elective and one additional general elective.

Entrepreneurship Specialization

To receive the specialization in entrepreneurship a student must complete a minimum of 12 credits, including an entrepreneurship fundamentals course (MGMT 583), 6 credits from a list of specified electives, and one practicum course. A business mentor will be assigned once MGMT 583 has been completed and the student has made the formal change to their MBA program.

- Electives for specialization: BLAW 575, ECIS 562, FINC 551, MKTG 553, 561 and MGMT 574
- Practicum course options: MGMT 586, MGMT 576 or MGMT 568 and MGMT 569

The student is also required to participate in the Seattle University Annual Business Plan Competition by submitting a quality business plan for the screening round and qualify for the tradeshow/elevator pitch round.

Leadership Formation Certificate (GLFC)

A Certificate of Graduate Leadership Formation will be granted to students upon completion of 12 quarter credits of program requirements. Participating students must also satisfy community service requirements, and successfully lead a project involving other students. Students must complete an application process. The program is limited to 24 students per year.

Participants in the GLFC will take a minimum of 2 courses from the following list of electives, in addition to a Leadership Formation Seminar (MGMT 566 and 567), for a total of 12 credits:

- MGMT 571 Adventure-Based Leadership Seminar
- MGMT 575 Leading with Emotional Intelligence
- MGMT 582 Extraordinary Leaders
- MGMT 587 CEO Leadership and Board of Directors

Certificate of Post-MBA Studies

The certificate of post-MBA studies is designed to allow master of business administration graduates to develop expertise and acquire a credential beyond the MBA degree. The certificate program allows post-MBA students to:

- Specialize in new areas of business
- Update older information or degree
- Acquire added skills and credentials to increase their career opportunities

The program allows a student, with guidance of the director of graduate programs, to choose a customized program of six graduate business classes from the graduate courses offered through the Albers School of Business and Economics. Certificates are awarded in the following areas of specialization: accounting, business valuation, economics, e-commerce/information systems, entrepreneurship, finance, international business, management, and marketing. Course work for the certificate may be applied to other advanced graduate degrees.

Upon completion of the requirements of the program, students will have posted to their transcripts the entry, Certificate of Post-MBA, or Certificate of Post-MBA Studies in (insert discipline) and be issued a certificate listing the discipline studied.

The program is open to graduates of MBA programs accredited by AACSB or from recognized international MBA programs with prior approval by the dean. Application requires submission of completed application, current résumé, and graduate transcripts. Seattle University MBA graduates generally will be considered eligible for the program. For more information, contact the Albers School of Business and Economics at (206) 296-5700.

Accounting

Bruce Koch, PhD, MPAC Program Director

Degree and Certificate Offered

Master of Professional Accounting (MPAC)

Certificate of Post-MPAC Studies

The master of professional accounting program is designed to prepare graduates for leadership responsibilities in professional accounting. The program is constructed with the following objectives:

- To transmit, in-depth knowledge and broaden the understanding of the fundamental disciplines, techniques and ethical dimensions involved in providing professional accounting services in the public, private, and governmental sectors of accounting. Depth of knowledge is developed in the cost, financial, tax, information systems, and auditing disciplines. Breadth of understanding is enhanced through the study of financial statement analysis, management control systems, and additional graduate business course work.
- To develop leadership and management skills essential for taking direction of the accounting function across a broad range of enterprises.
- To develop student awareness of the needs of communities beyond the boundaries of their profession.
- To sharpen essential professional skills including critical thinking, effective written and oral communication, working effectively in teams, and a proficiency in the use of the computer for information search, retrieval, problem solving, and communication.

Degree Requirements:

Master of Professional Accounting

The MPAC degree requires 46 graduate credit hours (14 three-credit courses and 1 four-credit course) beyond the undergraduate degree and any of the basic business and accounting prerequisites.

I. Preparatory Work

Computer Proficiency

Business Calculus

Business Communications

The calculus requirement must be completed by the end of the first year in the program. The communications requirement must be completed within the first quarter.

II. Fundamental Business Courses*

24 credits, including:

| | | |
|---------|--|---|
| MBA 500 | Introductory Business Statistics | 3 |
| MBA 503 | Financial Accounting..... | 3 |
| MBA 504 | Managerial Accounting..... | 3 |
| MBA 505 | Domestic and Global Economies | 3 |
| MBA 506 | Managerial Economics..... | 3 |
| MBA 507 | Managerial Finance | 3 |
| MBA 512 | Business Ethics and Social Responsibility..... | 3 |
| MBA 513 | Legal and Regulatory Environment | 3 |

*Students with previous comparable course work with a B (3.00) or better have the option of waiving these classes based on self-assessment materials regarding their proficiency. Students without previous course work are required to take these classes.

III. Fundamental Accounting Requirements**

18 credits, including:

| | | |
|----------|---|---|
| ACCT 501 | Accounting Information Systems..... | 3 |
| ACCT 531 | Intermediate Financial Accounting I..... | 3 |
| ACCT 532 | Intermediate Financial Accounting II..... | 3 |
| ACCT 534 | Managerial Cost Accounting..... | 3 |
| ACCT 535 | Auditing I..... | 3 |
| ACCT 536 | Federal Taxation I..... | 3 |

**Students with previous comparable course work completed in the past five years with a B- (2.70) or better have the option of waiving these classes.

IV. Management and Technical Core:

19 credits, including:

| | | |
|----------|--|---|
| MBA 510 | Leadership Skills and Team Development | 4 |
| ACCT 538 | Financial Statement Analysis..... | 3 |
| ACCT 544 | Strategic Management Accounting | 3 |
| ACCT 580 | Systems Modeling for Financial Decisions | 3 |
| FINC 540 | Investments | 3 |
| MGMT 588 | Negotiation Skills | 3 |

V. Other Required Accounting Courses

12 credits. Complete four from the five courses listed below:

| | | |
|----------|--------------------------------------|---|
| ACCT 533 | Advanced Financial Accounting..... | 3 |
| ACCT 539 | Advanced Federal Income Tax II | 3 |
| ACCT 541 | Auditing II..... | 3 |
| ACCT 542 | Auditing III..... | 3 |
| ACCT 545 | Not-For-Profit Accounting..... | 3 |

VI. General Electives

15 credits:

| | |
|--------------------------------|-----|
| Graduate business courses..... | 15* |
|--------------------------------|-----|

* With the permission of the chair of the accounting program, students may earn up to 9 credits for an approved internship.

With the permission of the chair of the accounting program, students with an undergraduate degree from Seattle University, who have taken ACCT436/539 and/or ACCT431/533 may waive six credits for the MPAC program, and thus may have 40-88 credits. These courses will satisfy course requirements toward both the undergraduate degree in accounting and the master of professional accounting.

Minimum credits required for degree 46 to 88

Graduate students must have a minimum 3.00 cumulative GPA in order to earn a master's degree.

Business Valuation Specialization

A formal specialization is available in business valuation and is noted on official transcripts. To receive the specialization a student must complete the 10 courses listed below. ACCT 531, 532 and 18 credits of specified or general electives required for the MPAC degree can be satisfied by completing the specialization. With department approval, students with previous comparable course work have the option of waiving courses, in which case the specialization will be complete with fewer required courses.

Specialization Courses:

MBA 501, 515, ACCT 531, 532, 533, FINC 542, 550, 554, 560, FINC/ACCT 565.

Certificate of Post-MPAC Studies

The certificate of post-MPAC studies is designed to allow graduates of master of accounting programs accredited by AACSB to develop expertise in a specified area of concentration beyond the MPAC.

The curriculum consists of a custom-designed selection of six graduate courses plus prerequisites. After a review of the student's background and interests, the MPAC director will work out a program of studies with the student. Certificates are awarded in the following areas of specialization: business valuation, economics, e-commerce and information systems, entrepreneurship, finance, international business, management, and marketing. Credits earned for the certificate may be applied to other graduate degree programs in the school of business.

Upon successful completion of program requirements, students will have posted to their transcripts the following entry: Certificate of Post-MPAC Studies in (insert discipline) and will be issued a certificate listing the discipline studied.

The program is open to graduates of master of accounting programs accredited by AACSB. Application requires submission of completed application, current résumé, and graduate transcripts. Seattle University MPAC graduates usually will be considered automatically eligible for the program. For non-Seattle University graduates, academic performance and work experience must meet or exceed the standard for entry to the master of professional accounting program.

Finance

Fiona Robertson, PhD, MSF Program Director

Degree and Certificate Offered

Master of Science in Finance (MSF)

Certificate of Post-MSF Studies

Master of Science in Finance

Seattle University's master of science in finance (MSF) degree program provides an opportunity to obtain advanced in-depth education in finance. The program is designed primarily for individuals who have completed an undergraduate or graduate degree in business. Applicants without a business degree will be required to take some preparatory business courses.

In addition to the development of appropriate quantitative and communication skills, the MSF provides detailed coverage of the following major areas of finance:

- Business finance
- Investments
- Financial institutions and markets

The program also includes the corollary fields of accounting and economics and incorporates discussion of ethical issues in business and finance.

MSF graduates typically work in banking, credit analysis, risk management, personal financial planning, wealth management, securities analysis and trading, portfolio analysis and management, alternative investments, business valuation, real estate finance, international finance, and general corporate financial management. Many seek CFA, CFP, CAIA, or FRM certification.

Degree Requirements: Master of Science in Finance

I. Preparatory Work

Computer Proficiency

Business Calculus

Business Communications

The calculus requirement must be completed by the end of the first year in the program. The communications requirement must be completed within the first quarter.

II. Fundamental Business Courses*

18 credits, including:

| | | |
|---------|--|---|
| MBA 500 | Introductory Business Statistics | 3 |
| MBA 501 | Statistical Applications and Quantitative Methods..... | 3 |
| MBA 503 | Financial Accounting..... | 3 |
| MBA 505 | Domestic and Global Economies | 3 |
| MBA 506 | Managerial Economics..... | 3 |
| MBA 507 | Managerial Finance | 3 |

*Students with previous comparable course work with a B (3.00) or better have the option of waiving these classes based on self-assessment materials regarding their proficiency. Students without previous course work are required to take these classes.

III. Required Core Courses

27 credits, including:

| | | |
|----------|--|---|
| MBA 512 | Business Ethics and Social Responsibility..... | 3 |
| MBA 515 | Corporate Financial Management | 3 |
| ECON 565 | Applied Econometrics | 3 |
| FINC 540 | Investments | 3 |
| FINC 542 | Valuation of Derivatives | 3 |
| FINC 544 | Financial Institutions and Markets | 3 |
| FINC 549 | Corporate Investment Decisions | 3 |
| FINC 552 | Portfolio Management..... | 3 |
| FINC 580 | Cases in Managerial Finance | 3 |

IV. Specified Electives

Choose four of the following courses..... 12

(two courses must be in finance):

| | |
|----------|--------------------------------------|
| ACCT 531 | Intermediate Financial Accounting I |
| ACCT 532 | Intermediate Financial Accounting II |
| ACCT 533 | Advanced Financial Accounting |
| ACCT 538 | Financial Statement Analysis |
| ECON 573 | International Economics |

| | |
|----------|------------------------------------|
| ECON 584 | Economics of Strategy |
| FINC 546 | Finance for International Business |
| FINC 550 | Financial Risk Management |
| FINC 551 | Entrepreneurial Finance |
| FINC 553 | Advanced Topics in Investments |
| FINC 554 | Valuing Intangible Assets |
| FINC 555 | Fixed Income Analysis |
| FINC 560 | Business Valuation |
| FINC 565 | Valuation for Financial Reporting |
| FINC 557 | Hedge Funds |

V. General Electives

| | |
|-----------------|---|
| Electives | 6 |
|-----------------|---|

Students with an MBA degree from an AACSB accredited program may waive 2 electives, (6 credits), and thus may have 39-63 credits.

Minimum credits required for degree 45 to 63

Graduate students must have a minimum 3.00 cumulative GPA in order to earn a master's degree.

Business Valuation Specialization

A formal specialization is available in business valuation and is noted on official transcripts. To receive the specialization a student must complete the 10 courses listed below. MBA 501, 515, FINC 542 and 18 credits of specified or general electives required for the MSF degree can be satisfied by completing the specialization. With department approval, students with previous comparable course work have the option of waiving courses, in which case the specialization will be complete with fewer required courses.

Specialization Courses:

MBA 501, 515, ACCT 531, 532, 533, FINC 542, 550, 554, 560, FINC/ACCT 565.

Certificate of Post-MSF Studies

The certificate of post-MSF studies is designed to allow graduates of AACSB-accredited MSF programs to develop expertise in a specified area of concentration beyond the MSF. The curriculum consists of a custom-designed selection of six graduate courses plus prerequisites. After a review of the student's background and interests, the MSF director will designate the courses required. Certificates are awarded in the following areas of specialization: accounting, business valuation, economics, e-commerce/information systems, entrepreneurship, international business, management, and marketing. Credits earned for the certificate may be applied to other graduate degrees.

Upon successful completion of program requirements, students will have posted to their transcript the following entry: Certificate of Post-MSF Studies in (insert discipline) and will be issued a certificate listing the discipline studied.

The program is open only to graduates of MSF programs accredited by the AACSB. Application requires submission of completed application, current résumé, graduate transcripts, and GMAT scores. Seattle University MSF graduates usually will be considered automatically eligible for the program. For non-Seattle University graduates, GMAT scores, academic performance and work experience must meet or exceed the standard for entry to the master of science in finance program.

International Business

Peter Raven, PhD, MIB Program Director

Degree and Certificate Offered

Master of International Business (MIB)

Certificate of Post-MIB Studies

Master of International Business

Seattle University's master of international business degree program provides an opportunity for advanced education in international business. The program prepares students through an in-depth study of the global economy and its impact on business. The key objective of the program is to prepare graduates for positions of leadership in business, government, or other international organizations.

Degree Requirements: Master of International Business

I. Preparatory Work

Computer Proficiency

Business Calculus

Business Communications

The calculus requirement must be completed by the end of the first year in the program. The communications requirement must be completed within the first quarter.

II. Leadership & Team Building

Four credits:

MBA 510 Leadership Skills and Team Development 4

III. Fundamental Business Courses*

21 credits, including:

MBA 500 Introductory Business Statistics 3

MBA 503 Financial Accounting..... 3

MBA 505 Domestic and Global Economies 3

MBA 506 Managerial Economics..... 3

MBA 507 Managerial Finance 3

MBA 508 Marketing Principles..... 3

MBA 513 Legal and Regulatory Environment 3

*Students with previous comparable course work with a B (3.00) or better have the option of waiving these classes based on self-assessment materials regarding their proficiency. Students without previous course work are required to take these classes.

IV. Required Core Courses

27 credits, including:

MBA 515 Corporate Financial Management 3

MBA 517 Marketing Management..... 3

BETH 521 International Ethical and Cultural Issues..... 3

BLAW 576 International Law and Business..... 3

ECON 573 International Economics 3

| | | |
|----------|--|---|
| FINC 546 | Finance for International Business | 3 |
| MGMT 572 | International Business Consulting | 3 |
| MGMT 573 | International Management..... | 3 |
| MKTG 554 | Topics in International Marketing | 3 |

V. Electives

Choose any 4 graduate business courses..... 12

International Study Tours** varies

**Up to 12 credit hours. Study Tour courses may be used to satisfy required core courses in some circumstances by permission of the MIB director. If used in this way, the credits will not count towards elective requirements.

VI. Strategy & Synthesis

Three credits:

MGMT 589 International Policy and Strategy 3

VII. Language Proficiency

MIB students must demonstrate intermediate-level oral competency in a foreign language prior to graduation.

VIII. International Experience

MIB students must gain international experience prior to graduation. This requirement can be met in a number of ways.

- Participation in an approved international study tour sponsored by Seattle University or another institution
- A term or semester studying at an approved academic institution in another country
- Working professionals who have had an overseas job assignment lasting six months or more
- International students may also satisfy this requirement by obtaining a two-quarter internship in the United States.

Minimum credits required for degree **46 to 67**

Graduate students must have a minimum 3.00 cumulative GPA in order to earn a master's degree.

Certificate of Post-MIB Studies

The certificate of post-MIB studies offers continuing graduate study in a specific business discipline to graduates of AACSB accredited master of international business programs.

A completed application will include a current résumé, graduate transcripts showing posted graduate degree, and GMAT scores. Seattle University MIB graduates will generally be considered automatically eligible for the program.

The curriculum consists of six graduate courses, plus prerequisites, from the Albers School of Business and Economics. After a review of the student's background and interests, the MIB director will designate the courses required. Certificates are awarded in the following areas of specialization: accounting, economics, e-commerce/information systems, entrepreneurship, finance, management, and marketing. Credits earned for the certificate may be applied to other graduate degrees.

Upon successful completion of the program requirements, students will have posted to their transcripts the entry, Certificate of Post-MIB or Certificate of Post-MIB Studies in (insert discipline) and be issued a certificate listing the discipline studied.

Graduate Courses

ACCT 501 Accounting Information Systems: Tools and Concepts..... 3

The study of accounting information systems and their managerial aspects. Topics include system processes, system controls, flowcharting, other documentation techniques, and a comparison of computerized versus manual accounting systems. Prerequisite: MBA 504 or equivalent.

ACCT 531 Intermediate Financial Accounting I..... 3

These intermediate financial accounting courses are designed to prepare the student for a career in professional accounting. Upon conclusion of the sequence the student should: (1) understand the issues involved in accounting policy choice; (2) understand the process and the conceptual framework according to which accounting standards are set in the United States; (3) have in-depth knowledge of accounting for transactions, events and adjustments affecting assets, liabilities, shareholders' equity, revenues, expenses, gains and losses. Prerequisite: MBA 503.

ACCT 532 Intermediate Financial Accounting II..... 3

These intermediate financial accounting courses are designed to prepare the student for a career in professional accounting. Upon conclusion of the sequence the student should: (1) understand the issues involved in accounting policy choice; (2) understand the process and the conceptual framework according to which accounting standards are set in the United States; (3) have in-depth knowledge of accounting for transactions, events and adjustments affecting assets, liabilities, shareholders' equity, revenues, expenses, gains and losses. Prerequisite: ACCT 531.

ACCT 533 Advanced Financial Accounting..... 3

Concepts and practices underlying generally accepted accounting principles relating to equity method investments, business combinations, foreign currency transactions and translation. Analysis of how non-controlling interests are reflected in accounting reports. Emphasis on interpreting and applying professional accounting standards. Prerequisite: ACCT 532.

ACCT 534 Managerial Cost Accounting..... 3

Discussion and analysis of costing techniques, use of accounting data in planning and evaluating managerial performance, and use of accounting data in short-run and long-run decisions. Special attention directed to issues in current developments in cost allocation, planning, and performance evaluation. Prerequisite: MBA 504 or equivalent.

ACCT 535 Auditing I..... 3

Purpose, scope, concepts, and methods used in examining and attesting to financial statements. Current issues concerning professionalism and role of the public accountant. Prerequisite: ACCT 532 or instructor permission.

ACCT 536 Federal Taxation I..... 3

Introduction to the basic concepts of federal income taxation for the various forms of business organizations. Use of tax service and research in tax problems. Prerequisite: MBA 503.

ACCT 538 Financial Statement Analysis..... 3

In-depth analysis of how financial statements and accompanying footnotes can be used in assessing organization value. Emphasis on recent developments in financial reporting and disclosure practices. Recommended after completion of MBA 515. Prerequisite: ACCT 531 and MBA 507.

- ACCT 539 Advanced Federal Income Tax II 3**
 Study of advanced topics in federal taxation, including formation, operation, and dissolution of the business entity. Also includes the importance of ethical considerations, and special tax subjects. Course requires participation in the Volunteer Income Tax Assistance program which includes two Saturday workshops in January. Emphasis is given to the development of communication skills in a professional-to-client environment. The taxpayer assistance component of the course is spread over parts of the winter and spring quarters. Students receive an "N" grade for winter quarter and the course grade spring quarter. Prerequisite: ACCT 536.
- ACCT 541 Auditing II 3**
 This auditing course extends the coverage of auditing topics to legal liability of auditors, audit sampling, fraud/forensic accounting, internal audit, and other assurance services including review, compilations, reporting on internal controls and financial forecasts. Prerequisite: ACCT 535 or equivalent.
- ACCT 542 Auditing III 3**
 This course introduces students to the major categories of threats arising from IT-based systems. Topics include threats and controls with respect to: applications access, physical security, network security, internet security, operating systems, program change, and databases. Also addressed are user authentication, business continuity and disaster recovery planning, computer assisted audit techniques, SysTrust and WebTrust engagements. Prerequisite: ACCT 535 or equivalent.
- ACCT 544 Strategic Management Accounting 3**
 Emphasizes the analysis of accounting information with explicit considerations of strategic issues and concerns, including financial analysis and management control as tools for formulating and implementing strategies for achieving competitive advantage. Topics include activity-based management, target costing, balanced scorecard and financial measures of performance. Prerequisite: ACCT 534.
- ACCT 545 Not-for-Profit Accounting 3**
 The study of the accounting principles and practices of governmental and not-for-profit organizations. Examines the reporting, tax, and auditing issues important to entities operating as not-for-profits, such as government entities, social agencies, churches, schools, etc. Prerequisite: MBA 503 or equivalent.
- ACCT 565 Valuation for Financial Reporting 3**
 This course develops an integrated knowledge of accounting and finance and provides a financial reporting perspective for fair value-related issues. Topics will relate to the accounting for business combinations and asset impairments including the recognition and valuation of intangibles and contingencies, stock compensation accounting, derivatives accounting including assessing hedge effectiveness and the accounting for hybrid financial instruments. Cross-listed with FINC 565. Prerequisites: MBA 501, 515, FINC 542, 550, 554, 560, ACCT 531, 532, 533.
- ACCT 580 Systems Modeling for Financial Decisions 3**
 The tools and approaches in support of decision-making in a business setting, with special emphasis on accounting and finance applications. Extensive use of current software applications. During the term students work on a variety of problems of practical relevance such as project selection under budgetary constraints and corporate valuation. Prerequisite: MBA 504 and 507 or equivalent.
- ACCT 594 International Study Tour: Accounting 3**
 The study of accounting issues and environment of a foreign country. Course will include travel to the country to observe activities and conditions and to meet with representatives of businesses and other institutions. Location of tour can vary. Check with the department for details.

- BETH 521 International Ethical and Cultural Issues..... 3**
 This course examines the impact of ethics and culture on international business. Students focus on culture from a world view, examining cultural/ethical patterns by reference to specific existing cultures. MBA students may not receive credit for both MBA 512 and BETH 521.
- BETH 594 International Study Tour: Business Ethics 3**
 The study of ethical issues in business in the context of a foreign country. Course will include travel to the country to observe activities and conditions and to meet with representatives of businesses and other institutions. Location of tour can vary. Check with the department for details.
- BLAW 570 Real Estate Law 3**
 Course designed to help students evaluate and understand real estate acquisitions. Topics covered include mortgages, deeds of trust, promissory notes, easements, liens, warranty deeds, special warranty deeds, quit claim deeds, encumbrances, taxes, legal descriptions, actions for specific performance, broker responsibilities, leases, community property, joint tenancy, tenancy in common, strategies for investment, negotiation techniques, types of financing and escrow. Prerequisite: MBA 513.
- BLAW 575 Legal Issues for New Ventures..... 3**
 Designed to identify legal and regulatory challenges unique to new ventures and small business. Students will learn to use legal information as a critical management tool by analyzing legal issues as they arise in the life cycle of a new business. We will start at the beginning and work our way to the possible IPO, merger, and ultimate liquidation. Topics will include choosing the right business form, protecting founders' interests, employee issues, intellectual property, financing, IPO process, mergers, social enterprise, and e-commerce. We will also consider lawyer-client and VC-company relationships. MBA 513 is a recommended prerequisite.
- BLAW 576 International Law and Business..... 3**
 This course examines the policy reasons for various U.S. import and export requirements, tariffs, and international business restrictions. Lectures include discussion of legal issues in international commercial transactions and host country regulations involving the European Community, the Pacific Rim, Canada, and third world countries. In addition, specific sections focus on international corporate, labor, and environmental issues. Prerequisite: MBA 513.
- BLAW 594 International Study Tour: Business Law 3**
 The study of international law in the context of a foreign country. Course will include travel to the country to observe activities and conditions and to meet with representatives of businesses and other institutions. Location of tour can vary. Check with the department for details.
- ECIS 562 Internet Marketing 3**
 Concepts, tools, and strategies for understanding and exploiting opportunities associated with electronic commerce; focus on the strategic aspects of marketing using the Internet. The Internet is dramatically altering the way business is conducted on a local and global basis, changing the way organizations conduct business, provide customer service, interact with internal and external stakeholders, advertise, develop products, build brands, generate new prospects, monitor the marketplace, and distribute products and services. Prerequisite: MBA 517 or instructor permission.
- ECIS 564 Object-Oriented Modeling in Business 3**
 Introduces an object-oriented way of building information systems. Application of object-orientation at various stages of development, including planning, analysis, design and implementation. Discussions include strategic/managerial issues involved in building information systems. Students are required to produce a set of design specifications and implement them using an object-oriented programming tool.

ECIS 566 Data Management in Business 3

This course introduces the management and analysis of corporate data. Topics include conceptual data modeling, relational database systems, data warehousing, and data administration as well as SQL. Students are expected to understand the managerial challenges and solutions of corporate data management.

ECIS 567 Data Mining for Business Intelligence..... 3

This course introduces a set of technologies to provide business intelligence by analyzing massive amounts of complex data to find patterns that can be used to guide decision making and predict future behavior, such as the likely buying habits of customers. The areas where data mining can be used include marketing, finance, auditing, security, and others. Topics include data warehousing, online analytical processing (OLAP), and data mining. Students are expected to analyze real-world data in business for intelligent decision making.

ECIS 569 Strategies and Technologies on the Internet..... 3

The Internet is becoming our new habitat for daily life and business. This class introduces the fundamentals of technologies on the Internet, including communication protocols and design of Internet applications. Discuss business strategies in this new environment in various market segments.

ECIS 594 International Study Tour: Information Systems Management..... 3

This course focuses on the management of technology in a given region of the world, and involves visiting a country in question to gain a better understanding of the issues facing managers in that environment. Location of tour can vary. Check with the department for details.

ECON 565 Applied Econometrics 3

Fundamentals of econometrics, and use of econometric techniques in financial and economic research and decision-making. Topics include simple linear regression, residual analysis, multivariate regression, and the generalized linear model. The course will stress computer applications. Prerequisites: MBA 501, math and computer proficiency.

ECON 566 Economics and Business Forecasting..... 3

Techniques for applied business forecasting with emphasis on time-series methods. A survey of regression-based and time-series methods, models for stationary and non-stationary time series, estimation of parameters, computations of forecasts and confidence intervals, and evaluation of forecasts. Prerequisites: MBA 501, math and computer proficiency.

ECON 568 Natural Resources and Environmental Economics..... 3

This course covers the economic analysis related to natural resource and environmental management. Topics include: renewable and non-renewable resources, pollution, preservation, conservation, and policy analysis. Prerequisite: MBA 506.

ECON 571 Government Finance and Economics..... 3

Analysis of the revenues, expenditures, and debts of federal, state and local governments. Public investment and pricing. Effects of government on the private sector. Prerequisites: MBA 505, 506.

ECON 573 International Economics 3

Analysis of modern trade theories and issues concerning international competitive strategy. The impact of trade patterns and commercial policy on domestic business activity. The effects of macroeconomic policies across nations. Prerequisites: MBA 505, 506.

ECON 578 Urban/Regional Economics 3

Examines the distribution of economic activity over space. The study of location and land use decisions as they affect neighborhood and regional development. Analysis of urban economic problems such as poverty, housing, and transportation. Prerequisite: MBA 506.

- ECON 583 Emerging Nations and the International Economy 3**
 Analysis of emerging economies with an emphasis on international issues. Topics include: recent history of selected emerging nations; basic models of economic progress; natural and human resources; technology and technology transfers; domestic and international economic policy; international aid and investment; the international economy; multinational corporations; and the LDC debt crisis. Prerequisites: MBA 505, 506.
- ECON 584 Economics of Strategy 3**
 Begins with a discussion of market structure, competitive opportunities and threats, and public policy. Introduces game theoretic concepts and tools of analysis, and examines interdependent decision-making in markets with just a few key players. Studies the roles of information and commitment in strategic behavior, and analyzes strategies to deter entry or otherwise effective favorable market conditions. Employs lectures, discussions, simulations, problem sets, and exams. Prerequisite: MBA 506.
- ECON 594 International Study Tour: Economics 3**
 The study of economic and business environment of a foreign country. Course will include travel to the country to observe activities and conditions and to meet with representatives of businesses and other institutions. Location of tour can vary. Check with the department for details.
- FINC 532 Personal Financial Planning 3**
 Objective is to expose students to the various elements involved in formulating a comprehensive financial plan. Topics included will be personal investing, education planning, retirement planning, risk management, and consumer finance. Prerequisite: MBA 507.
- FINC 540 Investments 3**
 Introduction to the theory of investment valuation, including expected rates of return and risk in the financial markets; review of empirical research on the risk/return relationship and the behavior of securities prices (e.g., stocks, bonds, futures and options). Prerequisites: MBA 500, 503, 506 and 507.
- FINC 542 Valuation of Derivatives 3**
 The valuation of derivative instruments, such as forward contracts and futures, swaps, and options, used in hedging and risk management. Prerequisite: FINC 540.
- FINC 544 Financial Institutions and Markets 3**
 Structure of US money and capital markets, the impact of monetary and fiscal policies on the funds flows and interest rates in these markets, and the policies of financial institutions participating in these markets. Prerequisites: MBA 500, 503, 505, 506, 507.
- FINC 546 Finance for International Business 3**
 Reviews theoretical concepts, practical techniques, institutions, and issues related to the management of financial aspects of international business. Includes topics such as globalization of trade and financial markets, exchange rates, currency exposures and hedging techniques, and valuation of cross-border investments. Prerequisite: MBA 515.
- FINC 549 Corporate Investment Decisions 3**
 Focus on the process of capital budgeting: the decision area of financial management that establishes criteria for investing resources in long-term projects. The decisions made regarding the acquisition, maintenance, or abandonment of capital assets plus certain financial decisions such as lease vs. buy are analyzed. Focus on the capital budgeting process under uncertainty and the connection with strategic planning. Prerequisite: MBA 515.
- FINC 550 Financial Risk Management 3**
 Risk management applications of derivative instruments in corporate, investments, and financial institution settings. Case analyses. Topics in financial engineering. Prerequisite: FINC 542 and MBA 515.

- FINC 551 Entrepreneurial Finance..... 3**
 Course examines financing options available to an entrepreneurial venture as well as the financial management of the small business. Financing sources follow the life cycle of the business from start-up through angel investors, venture capital, bank lending, leasing, asset based lending, and franchising to the IPO. Focus is on methods of valuation used in entrepreneurial finance. Prerequisite: MBA 515.
- FINC 552 Portfolio Management..... 3**
 Course emphasizes portfolio construction rather than security selection. Topics include setting portfolio objectives and constraints for individual and institutional investors, efficient diversification, asset allocation, style analysis, international diversification, performance measurement and attribution. Prerequisite: FINC 540.
- FINC 553 Advanced Topics in Investments..... 3**
 Examination of advanced current topics and issues in investments using a seminar approach. The course involves readings, discussions, applications, and case studies on selected topics. Prerequisite: FINC 540.
- FINC 554 Valuing Intangible Assets 3**
 This course is about the valuations of intangible assets including early stage technology, intellectual property, licensing agreements, etc. Several methods of valuation will be discussed; however, there will be an emphasis on Monte Carlo simulation and Real Options Analysis. Prerequisite: MBA 515 (formerly Real Options Analysis).
- FINC 555 Fixed Income Analysis..... 3**
 This course is designed to provide the student with an understanding of the valuation and risk management concepts in the fixed income markets. A variety of fixed income securities will be discussed. These include pure discount bonds, coupon bonds, callable bonds and home mortgages. Interest rate derivatives (e.g. forwards and futures on fixed income securities, bond options, caps and floors) will also be discussed. In addition to learning the models for pricing a variety of fixed income securities, we will also study some tools that are useful in bond portfolio management, including the construction of discount function, duration and convexity measures for risk management. The course involves a mix of lectures, cases, and computer exercises. Prerequisite: FINC 540 and 542.
- FINC 557 Hedge Funds 3**
 The course offers an in-depth study on the theory and management of hedge funds. It covers various alternative investment strategies including relative-value, event-driven, equity hedge, tactical trading and multi-strategy funds/fund of funds. It will pay particular attention to performance evaluation as well as issues at the operational level, such as fees and compensation, leverage, and risk management. Students will be provided with both the academic and practitioner perspective of the hedge fund industry. FINC 552 recommended. Prerequisite: FINC 540.
- FINC 560 Business Valuation 3**
 Focuses on methods used for business valuation. Various methods will be discussed including discounted cash flow techniques, multiples, and an introduction to real option analysis. Emphasis is on developing the required information for valuation from financial statements and other publicly available sources of information. The course will emphasize the valuation of technology firms and will also discuss issues related to valuing privately held firms. Prerequisite: MBA 515.

- FINC 565 Valuation for Financial Reporting..... 3**
 This course develops an integrated knowledge of accounting and finance and provides a financial reporting perspective for fair value- related issues. Topics will relate to the accounting for business combinations and asset impairments including the recognition and valuation of intangibles and contingencies, stock compensation accounting, derivatives accounting including assessing hedge effectiveness and the accounting for hybrid financial instruments. Cross-listed with ACCT 565. Prerequisites: MBA 501, 515, FINC 542, 550, 554, 560, ACCT 531, 532, 533.
- FINC 580 Cases in Managerial Finance 3**
 Cases in business finance that develop students' skills for identifying problems, acquiring relevant material, and using appropriate financial theory for making decisions in simulated business settings. Serves as a capstone course for MSF program and should be taken during the last two quarters of the program. Prerequisites: FINC 542 and FINC 549.
- FINC 594 International Study Tour: Finance 3**
 The study of financial, economic, and business environment of a foreign country. Course will include travel to the country to observe activities and conditions and to meet with representatives of businesses and other institutions. Location of tour can vary. Check with the department for details.
- MBA 500 Introductory Business Statistics 3**
 Descriptive and summary statistics, probability, statistical sampling and sampling distributions, interval estimation, hypothesis testing on one population, Chi-square analysis and simple correlation. Prerequisites: math and computer proficiency.
- MBA 501 Statistical Applications and Quantitative Methods..... 3**
 This course will develop further the basic quantitative skills of students. The topical emphasis is on: analysis of variance, regression analysis, decision trees, linear programming, and queuing theory. Major emphasis will be placed on computer applications of quantitative methods applicable to business functional areas. Prerequisites: math and computer proficiency, MBA 500.
- MBA 503 Financial Accounting..... 3**
 Concepts and principles underlying financial accounting, with emphasis on interpreting the content of published financial reports. Introduction and examination of the balance sheet, income statement, statement of cash flows, basic accounting model, accounting cycle, underlying assumptions and conventions.
- MBA 504 Managerial Accounting/Information for Decision Making 3**
 Accounting information for decision making, planning, and controlling the operations of business enterprises. Introduction and examination of product costing systems, capital budgeting methods, cost-volume-profit analysis, and the structure and use of management financial control systems. MBA 507 recommended. Prerequisite: MBA 503.
- MBA 505 The Domestic and Global Economies 3**
 The domestic and global economic environment of business and its impact on management planning and decision making. The determinants of business cycles, inflation, unemployment, interest rates, and exchange rates. The effect of economic events and policies on industries and firms. Prerequisite: math proficiency, MBA 506.
- MBA 506 Managerial Economics..... 3**
 Develops a coherent economic framework for effective managerial decision-making. Introduces fundamental economic concepts, and discusses the goals of the firm. Surveys market forces of supply and demand, examines the role of elasticity, and studies the theory of consumer behavior on which demand is based. Presents production, cost and revenue concepts, and analyzes input demand and output supply decisions in perfectly competitive markets. Discusses alternative market structures, and studies pricing practices for firms with market power. Prerequisites: math proficiency.

- MBA 507 Managerial Finance 3**
Theory and practice of business finance with emphasis on asset valuation, the relationship between risk and return, and capital budgeting. Prerequisite: MBA 503.
- MBA 508 Marketing Principles..... 3**
Introduction to the field of marketing; a survey course covering marketing strategic planning, consumer behavior, marketing research, and management of price, promotion, distribution, and product.
- MBA 510 Leadership Skills and Team Development 4**
Focus on self-assessment, tools for developing leadership skills, and concepts of, and practice in, group dynamics. A retreat component and service project emphasize individual growth and team building. In-class activities may require active participation and will include case analyses, mini-lectures, and group work. To be completed in the first or second quarter of the student's program.
- MBA 512 Business Ethics and Social Responsibility..... 3**
Provides students with an understanding of the social and natural environments within which moral issues in business arise. Within this framework it introduces students to both the ethical concepts and ethical principles, and the reasoning and analytical skills needed to resolve those moral dilemmas. MBA students may not receive credit for both MBA 512 and BETH 521.
- MBA 513 The Legal and Regulatory Environment 3**
Designed to help students analyze the legal and regulatory environment in which business operates. Provides essential information regarding the systems, institutions, and processes which are the framework for understanding the legal environment of business. Emphasis is on critical legal analysis through case study, challenging students to offer solutions to management problems presented within the current legal environment.
- MBA 515 Corporate Financial Management 3**
This course presents basic principles of corporate finance and develop tools for financial decisions and valuation in the presence of uncertainty, imperfect information and conflicting incentives among stakeholders. A series of spreadsheet-based valuation exercises are used to develop firm values using basic financial data for local companies. Prerequisite: MBA 500, 503, 506 and 507.
- MBA 516 Management of People 3**
The course provides broad perspectives on management and people. Covers tools and leadership skills to manage activities and processes, organization design, managing diversity, technology management, and managing work/personal life. Prerequisite: MBA 510.
- MBA 517 Marketing Management..... 3**
Develops essential knowledge and skills for effectively planning, implementing, and controlling marketing activities of an organization. Focus is on the application of basic marketing concepts and principles as well as strategic decision making for achieving and sustaining competitive advantages in the marketplace. Prerequisites: MBA 508.
- MBA 518 Operations Management..... 3**
Designed to provide students with an appreciation for the role of business processes as determinants of competitive advantage. Through readings, case discussions, class exercises, application assignments, and a tour of a local manufacturing or service facility, students develop an understanding of the concepts and tools that are fundamental to the operations function. Topics include service delivery, manufacturing process design, quality management, technology, productivity, inventory, supply chain management, project management, and international operations issues. Prerequisites: MBA 500, 503, 504, 506, 507, 508 and 510.

MBA 519 Competitive Strategy..... 3

This course addresses general management and the tasks of strategy formulation and implementation. It builds on and integrates material from all functional areas. Course to be taken during last two quarters of enrollment. Prerequisites: MBA 513, 505, 515, 516, 517, 518, and 560. With prior permission, students may take one required core class concurrently with the strategy course. (MBA students may not receive credit for both MBA 519 and MGMT 589.)

MBA 560 Management of Information Technology 3

This course provides graduate business students and managers with an understanding of issues related to the management of information technology, including the business value proposition of information technology, applications, systems acquisition process, life cycle, outsourcing, monitoring service levels, information security and risk assessment, and privacy.

MGMT 562 Competing With and Within China..... 3

Geared to students who want to learn about China both as a business opportunity and a threat in view of its state of market development This course is taught as a competitive strategy course and covers China's competitive environment, China's rapid development, role of the state, state owned enterprises, competencies for foreign companies to succeed, branding in China, inward and outward direct investment, and the intellectual property challenge.

MGMT 566 Leadership Formation I..... 3

Leadership Formation I is the first of a two-course sequence required for students admitted to the graduate certificate program. Admission to the program is a prerequisite for enrollment and students in the program attend as a cohort. This first course provides a forum for students to explore, process, assimilate aspects of leadership theory and behavior in the context of social justice. Participants will engage in reflection and discussion, assess leadership role models, and complete initial practicum experiences involving leadership skills such as setting direction, persuasion, and influence.

MGMT 567 Leadership Formation II..... 3

This is the second of a two-course sequence required for students admitted to the graduate certificate program. This second course challenges students to put learning into practice within a business and/or social justice framework. While studying advanced leadership skills in seminar activities, students conduct a leadership project in which they identify a need, set direction, align and motivate others, and achieve goals set in the course. Prerequisite: MGMT 566.

MGMT 568 Community Development and Entrepreneurship Clinic I..... 3

In this course Business students will be teamed with Law students in learning and applying interdisciplinary legal and business skills to assist in new and existing business ventures in the Central District Community. The Clinic will run 10 weeks in the fall and 10 weeks in the winter. Students must enroll for both in order to receive full credit. The winter quarter component will allow students to apply their classroom teachings by having them provide pro bono advisory services to clients selected from local micro-lenders. Students will be teamed into pairs or groups of four. Each group will be assigned up to four actual clients a quarter with needs which cross business and legal boundaries. Prerequisites: MBA 515, 517.

MGMT 569 Community Development and Entrepreneurship Clinic II 3

This is the second course in the series, where students will be teamed with Law students in learning and applying interdisciplinary legal and business skills to assist in new and existing business ventures in the Central District Community. The Clinic will run 10 weeks in the fall and 10 weeks in the winter. Students must enroll for both in order to receive full credit. The winter quarter component will allow students to apply their classroom teachings by having them provide pro bono advisory services to clients selected from local micro-lenders. Students will be teamed into pairs or groups of four. Each group will be assigned up to four actual clients a quarter with needs which cross business and legal boundaries. Prerequisite: MGMT 568.

MGMT 571 Adventure-Based Leadership Seminar..... 3

This seminar is a leadership development program that utilizes both indoor and outdoor experiential activities to develop and practice the fundamentals of effective team building and leadership. Building trust, setting and evaluating goals, group problem solving and effective interpersonal communications are among the attributes and skills addressed in the course.

MGMT 572 International Business Consulting 3

Student teams consult on real company projects requiring decisions, recommendations, and action. Considerable interaction is required between the student teams, participating companies, and faculty. Material covered in class will be linked to the projects being performed. Explanation and rationale for the techniques and skills that will be required to complete the projects successfully will be developed sequentially. Lectures focus on subjects directly relevant to the objectives of student projects. Prerequisites include: MBA 500, 503, 505, 506, 507, and 508, or approval of the instructor.

MGMT 573 International Management..... 3

Investigates the role of management in developing and executing international and global business strategy. Emphasis is on theories of organizational roles in society; how culture shapes both organizational and individual behaviors; how firm-specific and country-specific elements relate to competitive advantages. Prerequisite: MBA 510.

MGMT 574 Entrepreneurship: Social Enterprise 3

Facets of entrepreneurship are examined to equip the student with the entrepreneurial applications to create social and private value in profit or nonprofit organizations. Students consult with (1) for-profit organizations desiring to use their resources to address social issues; (2) individuals starting for-profit microenterprises for a self-employment/job creation, and/or (3) nonprofit ventures desiring to create "profitable" opportunities to fund their own programs or to create employment and training opportunities as the reasons for being. Courses in core entrepreneurship concentration recommended but not required. Prerequisites: MBA 515 and 517.

MGMT 575 Leading with Emotional Intelligence..... 3

Focuses on enhancing the four fundamental attributes of Emotional Intelligence (EQ): Self-Awareness, Self-Management, Social Awareness, and Relationship Management. Students will assess their competencies and behaviors within each of these four dimensions, engage in experiential exercises to enhance their EQ effectiveness, and prepare an ongoing plan for continuous improvement.

MGMT 576 New Venture Consulting 3

Student teams serve as consultants to area businesses that have been identified through the Seattle University Project Center. The consulting teams identify the projects' work dimensions in the beginning of the quarter through interaction with company leadership. Substantial interaction is then required throughout the quarter between the student team, the business representatives, the professor, and professional consultants brought in to assist the student teams. Materials and lectures will be designed to provide students with direct information that will assist in the development of the consulting report at the end of the quarter. While significant class time is assigned to help the teams work on the projects, it should be assumed that meeting with the client and the team might require time outside of class. Performance on the project is the entire basis for the grade in the course. Prerequisites: MBA 500, 503, 505, 506, 507 and 508.

MGMT 577 Managing Diversity..... 3

Examines environments in which diversity initiatives operate. Dominant work values are explored to understand how they define desired work behaviors and ways in which diversity challenges some dominant work values. Challenges students to acquire information about diversity via studies of organizational culture and subcultures. Prerequisite: MBA 510.

- MGMT 581 Human Resource Management..... 3**
Problems and policies in personnel philosophy; ethics; implementation of personnel programs; directing, appraisal, compensation, training and development of employees. Prerequisite: MBA 510.
- MGMT 582 Extraordinary Leaders..... 3**
This course is directed at providing participants with a historical overview of the lives and accomplishments of great leaders in private, public and religious enterprises and organizations. It examines leaders in context of the principles, philosophies, and tactics they used to accomplish their objectives.
- MGMT 583 Entrepreneurship Fundamentals..... 3**
Interdisciplinary course designed to give students a solid understanding of the field and potential opportunities of entrepreneurship from micro-enterprise and family businesses to high growth ventures and corporate entrepreneurship. Guest speakers, business plans, and activities will be utilized to deepen the student's insight into values-based entrepreneurship in for profit and nonprofit endeavors and how it is relevant in their professional career.
- MGMT 585 Management of Change 3**
Process of change in organizations, its impact on the individuals and organizations. Problems in technology and culture, managerial philosophy, lifestyles and attitudes toward work. Prerequisite: MBA 510.
- MGMT 586 Business Plan Development..... 3**
This class is for students interested in starting their own business or launching a new venture for a non-profit or corporation. Students will learn the critical skill of writing an effective business plan. Students may work on their own ideas or take advantage of ideas conceived by others. Prerequisites: MBA 515 and 517.
- MGMT 587 CEO Leadership and Board of Directors 3**
This course examines the basics of board responsibility and gives students an understanding of the board's evolving role. It is designed to broaden one's knowledge of the Board of Directors and person of the Chief Executive Officer. Students will have a mock board meeting and classes will include a number of current and former CEO's as guest speakers who will share their knowledge and experience.
- MGMT 588 Negotiation Skills 3**
This course introduces a range of approaches to bargaining and conflict resolution. Through interactive exercises students develop negotiation skills for use in a professional context or any interpersonal activity. Prerequisites: MBA 513 and 510.
- MGMT 589 International Policy and Strategy 3**
Business policy deals with general management and the tasks of strategy formulation and implementation. International business policy must take into account the complexities of corporate operations in different cultures. Prerequisites: All required MIB courses. This course is recommended as the MIB program's capstone course. (MBA students may not receive credit for both MGMT 589 and MBA 519.)
- MGMT 594 International Study Tour: Management 3**
An exploration of international management issues or other special topics related to the specific destination of the study tour. The course will include travel to a foreign country to observe business practices and examine indigenous management problems, to meet with representatives of local businesses and other institutions. Location of tour can vary. Check with the department for details.
- MKTG 552 Marketing Research..... 3**
Purpose, methods, and techniques of marketing research and description of marketing information systems. Prerequisites: MBA 500, and 517.

- MKTG 553 New Product Development..... 3**
 Fits the interests of those involved in bringing new products to market. It addresses the entire new product development process within the context of a strategic framework. Topics include new product development strategy, idea generation and evaluation, organization and design, time-to-market, design and development team management, forecasting for new products, market entry decisions, and marketing launch strategy. Prerequisites: MBA 517 and 518.
- MKTG 554 Topics in International Marketing 3**
 Growing importance of international marketing, differences in economic, cultural and political factors between countries, feasibility of using American techniques in performing marketing functions abroad. Prerequisite: MBA 517.
- MKTG 555 Promotion Management..... 3**
 This course will involve budgeting issues, matters of strategy, marketing functions of personal selling, advertising, sales promotion and publicity, and their coordination into an effective promotional mix. Prerequisite: MBA 517.
- MKTG 558 Sales Management 3**
 Explores management of the sales component of an organization's marketing program. Utilizes a managerial approach and emphasizes developing an understanding of basic marketing concepts, interrelationships among sales force management, and other areas of business, developing appropriate strategy for managing a sales force, and resolving often-conflicting strategic objectives. Prerequisites: MBA 517.
- MKTG 559 Brand Management 3**
 Organized around the product and brand management decisions that must be made to build, measure, and manage brand equity. Focal objectives are 1) to increase understanding of the important issues in planning and evaluating brand strategies and 2) to provide the appropriate theories, models, and research tools to make better branding decisions. Founded on basic marketing principles with particular emphasis on psychological principles in consumer behavior. Prerequisite: MBA 517.
- MKTG 560 Marketing and Social Issues 3**
 A seminar in which all participants explore the variety of ways that marketing is involved with social issues. Student and faculty examine the roles of marketing in creating or exacerbating social problems as well as its role in relieving them. Topics include materialism, energy and the environment, consumer privacy, sustainable business, controversial products (tobacco, alcohol, guns, etc) and specific issues related to product, price, promotion, and distribution. Classroom activities consist of discussion, case analyses, and guest speaker presentations. Students engage in quarter-long individual socially conscious consumer behavior change projects.
- MKTG 561 New Venture Marketing..... 3**
 The special marketing challenges faced by start-up firms require focus, planning, and creativity in place of the money, experience, and people that are the strengths of established companies. The course assumes that a venture has identified an idea or a business; it will not specifically address idea generation and evaluation. The course will deal with marketing research, however, for marketing planning and growth. Includes segmentation and positioning, competitive strategy, the 4 Ps (product, pricing, distribution and promotion with special emphasis on Internet and direct marketing), and marketing planning. Prerequisite: MBA 517.
- MKTG 594 International Study Tour: Marketing..... 3**
 The study of international marketing in the context of a foreign country. Course will include travel to the country to observe activities and conditions and to meet with representatives of businesses and other institutions. Location of tour can vary. Check with the department for details.

- OPER 561 Operations Strategy..... 3**
 A comprehensive examination of the links between the operations function and marketing, finance, and engineering in both manufacturing and service industries. Domestic and international cases are used to illustrate the formulation and implementation of operations strategies and the role of operations in supporting business strategy. An emphasis is placed on the challenges faced by managers in finding a complementary match among strategic elements. Student teams apply a theoretical framework to analyze operations strategies in local organizations. Prerequisites: MBA 518.
- OPER 564 Supply Chain Management..... 3**
 The strategic importance of supply chain management to manufacturing and services. Activities will include case discussions, guest speakers, and simulated negotiations. An overview of the supply chain, supplier selection and development, supplier partnerships, ethics, negotiation, just-in-time methods, legal concerns, international issues, inventory management, new product development, hazardous material procurement and disposal, and transportation/logistics. Prerequisite: MBA 518.
- OPER 576 Project Management and Control 3**
 A continuation of OPER 566, this course extends beyond the planning phase to address topics related to the management and control of projects. Students gain hands-on experience in the entire spectrum of project management skills by planning and completing a complex community service project. Course topics will include project leadership, the role of information systems, project evaluation techniques, managing the customer interface, risk analysis, supplier relationships, cost-schedule control systems, management of project crises, project management software, contract administration, conducting review meetings and post-project evaluation. Prerequisite: MBA 518 or instructor permission.
- OPER 594 International Study Tour: Operations 3**
 The study of international operations in the context of a foreign country. Course will include travel to the country to observe activities and conditions and to meet with representatives of businesses and other institutions. Location of tour can vary. Check with the department for details.
- ACCT 591-593, BETH 591-593, BLAW 591-593, ECIS 591-593, ECON 591-593, FINC 591-593, MBA 591-593, MGMT 591-593, MKTG 591-593, OPER 591-93..... 3**
 Special topics courses. See administrative office for prerequisites and course descriptions.
- ACCT 595, BETH 595, BLAW 595, ECIS 595, ECON 595, FINC 595, MGMT 595, MKTG 595, OPER 595 3**
 Internship. Mandatory CR/F. (Accounting 595 may have variable credit 3-9).
- ACCT 596, BETH 596, BLAW 596, ECIS 596, ECON 596, FINC 596, MBA 596, MGMT 596, MKTG 596, OPER 596 1 to 3**
 Independent study. Individualized reading and reporting on a specific topic approved by an instructor. The program of study and conference times must total 30 hours of study and contact hours for every one-credit taken. Grading option negotiated with instructor for CR/F or letter grade (student option).
- ACCT 599, BETH 599, BLAW 599, ECIS 599, ECON 599, FINC 599, MGMT 599, MKTG 599, OPER 599 3**
 Research paper.

ALBERS SCHOOL OF BUSINESS AND ECONOMICS AND THE SCHOOL OF LAW

Albers School of Business and Economics

Joseph M. Phillips, PhD, Dean

Mary Carpenter, MEd, Director, Graduate Programs

School of Law

TBD, Dean

Annette E. Clark, MD, JD, Vice Dean

Donna Claxton Deming, JD, Associate Dean for Student Affairs

Business and Law Joint Degree Program

The Seattle University business and law joint degree program is designed to allow students interested in obtaining both the JD and a graduate degree in business to complete the degrees in less time than if the two degrees were obtained independently outside the program. Full-time students are able to complete the two degrees in less time because, through the program, specified courses taken at the School of Law may count toward the graduate business degree and specified courses taken in the Albers School of Business and Economics may count toward the JD degree. The joint degree program is also available to part-time students.¹

Degrees Offered

JD/MBA (Juris Doctor/Master of Business Administration)

JD/MSF (Juris Doctor/Master of Science in Finance)

JD/MIB (Juris Doctor/Master of International Business)

JD/MPAC (Juris Doctor/Master of Professional Accounting)

Program of Study

The Seattle University business and law joint degree program allows students to choose either to spend their first year in the Albers School of Business and Economics or in the School of Law. Once a student chooses, the full first year must be spent in that school. The second year is spent in the other school (e.g., if the student chose law first, the second year would be in business, and vice versa). In the last two years (or more) students may take courses in both the business and law schools. The Albers School of Business and Economics operates on a quarter system and the School of Law operates on a semester system. Therefore, specific schedules must be carefully coordinated with and approved by the School of Law associate dean and the Albers director of graduate programs.

Admission Requirements for the Joint Degree Program

Students must be admitted separately to both the School of Law and the Albers School of Business and Economics, and should consult this *Graduate Bulletin* for the specific admissions requirements for each school. Students may be admitted to both schools before starting in the joint program; alternatively, students may seek admission to the other school during their first year of law or graduate business school. In any case, students will be expected to meet the respective school's admissions deadlines for the com-

ing year. Prospective applicants should note that the admissions requirements for the MBA, MSF, and MIB programs include a current résumé reflecting continuous full-time work experience in business. Work experience requirement will be waived for joint degree students who have completed the first year of law at Seattle University.

Length of Program

The minimum length of time required to complete the joint degree program is four years for full-time students. The length of time required for completion of the joint degree program will be longer if the student is part-time and/or if the student must complete fundamental business classes for the graduate business degree.

Credit Requirements

Students in the School of Law are required to complete 90 semester credits for the JD degree. The number of quarter credits required to complete the graduate business degree varies, depending upon which of the four degrees the student wishes to obtain in combination with the JD degree. In the joint degree program, students can satisfy the requirements for each degree by using a specified number of crossover credits chosen from a list of approved courses in each school. Of the 90 semester credits required for the JD degree, 12 semester credits can be satisfied by 18 quarter credits chosen from a list of specified graduate business degree courses (listed below).² Of the 55-73 quarter credits required for the MBA degree, 12 quarter credits can be satisfied by 8 semester credits chosen from a list of specified JD degree courses (listed below).³ Of the 45-63 quarter credits required for the MSF, 46-67 for the MIB, or 46-88 for the MPAC degrees, 9 quarter credits can be satisfied by 6 semester credits chosen from the list of specified law courses. Joint degree program students must complete all required courses for both the JD degree and the graduate business degree.

Juris Doctor/Master of Business Administration Joint Degree Program (JD/MBA)

The Seattle University juris doctor/master of business administration joint degree program is designed to allow students to complete both degrees in less time than if the two degrees were obtained independently outside the program. Certain courses taken at the School of Law count toward the MBA degree and certain courses taken in the Albers School of Business and Economics count toward the JD degree. This joint degree program is available to both full- and part-time students.

MBA degree: Full-time graduate business students ordinarily complete the MBA degree in a minimum of two years. Among other requirements, applicants to the MBA program must have a current résumé that reflects continuous full-time work experience in business. MBA students must demonstrate computer and math proficiency and complete six fundamental business classes, or they may seek to have some or all of those courses waived. In addition to the fundamental business courses, MBA students must complete 55 quarter credits of course work in designated areas, including ten required courses and eight elective courses. See specific MBA course requirements in this *Graduate Bulletin*.

JD degree: Full-time law students ordinarily complete the JD degree in three years; part-time students may take four years or longer. Students must complete a total of 90 semester credits of course work. In the full-time program, students complete 30 credits of required course work in their first year. In their second and third years, law students must complete 15 credits of required course work and 45 elective credits. For specific JD course requirements see the *School of Law Bulletin*.

JD/MBA Joint Degree Program: Full-time students can complete the JD/MBA joint degree program in a minimum of four years, which is one year less than would be required to complete the two degrees independently. Time to completion will be longer if the student is part-time and/or if the student must complete business prerequisites for the MBA degree. Students in the JD/MBA program must complete the equivalent of 90 semester credits for the JD degree and the equivalent of 55-73 quarter credits for the MBA degree. Students can satisfy the requirements for each degree by using a specified number of cross-over credits chosen from a list of approved courses in each school. Of the 90 semester credits required for the JD degree, 12 semester credits can be satisfied by 18 quarter credits chosen from a list of specified graduate business degree courses. Of the 55-73 quarter credits required for the MBA degree, 12 quarter credits can be satisfied by 8 semester credits chosen from a list of specified JD degree courses. Students must, however, complete all of the required courses for each degree.

Juris Doctor/Master of Science in Finance Joint Degree Program (JD/MSF)

The Seattle University juris doctor/master of science in finance joint degree program is designed to allow students to complete both degrees in less time than if the two degrees were obtained independently outside the program. Certain courses taken at the School of Law count toward the MSF degree and certain courses taken in the Albers School of Business and Economics count toward the JD degree. This joint degree program is available to both full- and part-time students.

MSF degree: Full-time students ordinarily complete the master of science in finance degree in a minimum of two years. Among other requirements, applicants to the MSF program must have a current résumé that reflects continuous full-time work experience in business. MSF students must demonstrate computer and math proficiency and complete six fundamental business classes or they may seek to have some or all of those courses waived. In addition to the fundamental business courses, students in the master of science in finance program must complete 45 credits of course work in designated areas, including nine required courses and six electives. See specific MSF course requirements in this *Graduate Bulletin*.

JD degree: Full-time law students ordinarily complete the JD degree in three years; part-time students may take four years or longer. Students must complete a total of 90 semester credits of course work. In the full-time program, students complete 30 credits of required course work in their first year. In their second and third years, law students must complete 15 credits of required course work and 45 elective credits. For specific JD course requirements see the *School of Law Bulletin*.

JD/MSF Joint Degree Program: Full-time students can complete the JD/MSF joint degree program in a minimum of four years, which is one year less than would be required to complete the two degrees independently. Time to completion will be longer if the student is part-time and/or if the student must complete the business prerequisites for the MSF degree. Students in the JD/MSF program must complete the equivalent of 90 semester credits for the JD degree and the equivalent of 45-63 quarter credits for the MSF degree. Students can satisfy the requirements for each degree by using a specified number of cross-over credits chosen from a list of approved courses in each school. Of the 90 semester credits required for the JD degree, 12 semester credits can be satisfied by 18 quarter credits chosen from a list of specified graduate business degree courses. Of the 45-63 quarter credits required for the MSF degree, 9 quarter credits can be satisfied by 6 semester credits chosen from a list of specified JD degree courses. Note: Law credits may not be used to satisfy the MSF requirement of two finance courses chosen from specified electives. Students must complete all of the required courses for each degree.

Juris Doctor/Master of International Business Joint Degree Program (JD/MIB)

The Seattle University juris doctor/master of international business joint degree program is designed to allow students to complete both degrees in less time than if the two degrees were obtained independently outside the program. Certain courses taken at the School of Law count toward the MIB degree and certain courses taken in the Albers School of Business and Economics count toward the JD degree. This joint degree program is available to both full- and part-time students.

MIB degree: Full-time students ordinarily complete the master of international business degree in a minimum of two years. Among other requirements, applicants to the MIB program must have a current résumé that reflects continuous full-time work experience in business. MIB students must demonstrate computer and math proficiency and complete seven fundamental business classes, or they may seek to have some or all of those courses waived. In addition to the fundamental business courses, students in the master of international business program must complete 46 credits of course work in designated areas, including eleven required courses and four electives. In addition, students must be proficient in a foreign language and complete an international experience requirement. See specific MIB course requirements in this *Graduate Bulletin*.

JD degree: Full-time law students ordinarily complete the JD degree in three years; part-time students may take four years or longer. Students must complete a total of 90 semester credits of course work. In the full-time program, students complete 30 credits of required course work in their first year. In their second and third years, law students must complete 15 credits of required course work and 45 elective credits. For specific JD course requirements see the *School of Law Bulletin*.

JD/MIB Joint Degree Program: Full-time students can complete the JD/MIB joint degree program in a minimum of four years, which is one year less than would be required to complete the two degrees independently. Time to completion will be longer if the student is part-time and/or if the student must complete the business prerequisites for the MIB degree. Students in the JD/MIB program must complete the equivalent of 90 semester credits for the JD degree and the equivalent of 46-67 quarter credits for the MIB degree. Students can satisfy the requirements for each degree by using a specified number of cross-over credits chosen from a list of approved courses in each school. Of the 90 semester credits required for the JD degree, 12 semester credits can be satisfied by 18 quarter credits chosen from a list of specified graduate business degree courses. Of the 46-67 quarter credits required for the MIB degree, 9 quarter credits can be satisfied by 6 semester credits chosen from a list of specified JD degree courses. Students must, however, complete, the MIB language proficiency requirement, the MIB international experience and all of the required courses for each degree.

Juris Doctor/Master of Professional Accounting Joint Degree Program (JD/MPAC)

The Seattle University juris doctor/master of professional accounting joint degree program is designed to allow students to complete both degrees in less time than if the two degrees were obtained independently outside the program. Certain courses taken at the School of Law count toward the MPAC degree and certain courses taken in the Albers School of Business and Economics count toward the JD degree. This joint degree program is available to both full- and part-time students.

MPAC degree: Full-time students ordinarily complete the master of professional accounting degree in a minimum of two years. MPAC students must demonstrate computer and math proficiency and complete eight business and six accounting fundamental business classes, or they may seek to have some or

all of those courses waived. In addition to the fundamental courses, students in the master of professional accounting program must complete 46 credits of course work in designated areas, including eleven required courses and five electives. See specific MPAC course requirements in this *Graduate Bulletin*.

JD degree: Full-time law students ordinarily complete the JD degree in three years; part-time students may take four years or longer. Students must complete a total of 90 semester credits of course work. In the full-time program, students complete 30 credits of required course work in their first year. In their second and third years, law students must complete 15 credits of required course work and 45 elective credits. For specific JD course requirements see the *School of Law Bulletin*.

JD/MPAC Joint Degree Program: Full-time students can complete the JD/MPAC joint degree program in a minimum of four years, which is one year less than would be required to complete the two degrees independently. Time to completion will be longer if the student is part-time and/or if the student must complete the business prerequisites for the MPAC degree. Students in the JD/MPAC program must complete the equivalent of 90 semester credits for the JD degree and the equivalent of 46-88 quarter credits plus the prerequisites (unless waived) for the MPAC degree. Students can satisfy the requirements for each degree by using a specified number of crossover credits chosen from a list of approved courses in each school. Of the 90 semester credits required for the JD degree, 12 semester credits can be satisfied by 18 quarter credits chosen from a list of specified graduate business degree courses. Of the 46-88 quarter credits required for the MPAC degree, 9 quarter credits can be satisfied by 6 semester credits chosen from a list of specified JD degree courses. Students must, however, complete all of the required courses for each degree.

Crossover Courses for Joint Degree Program

The following courses can be used to satisfy elective credits toward the juris doctor and graduate business degrees. Not all courses are offered each quarter, semester, or year, and some courses may require particular sequencing or have prerequisites. In addition to the courses listed below, students may, upon approval, receive crossover credit for other appropriate courses that may be offered from time to time. Crossover credit will not be granted for courses that are substantially similar to courses already taken in the other school.

School of Law

- Administrative Law
- Advanced Real Estate
- Antitrust
- Bankruptcy
- Basic Real Estate
- Business Entities
- Business Planning
- Client Counseling and Negotiation
- Community Development and Entrepreneurship Clinic
- Consumer Law
- Corporate Acquisitions
- Corporate and Partnership Tax
- Corporate Finance
- Corporate Governance
- Corporate Law Appellate Litigation
- Corporations, Law and Society
- Dispute Resolution
- Employment Discrimination

Employment Law
 Environmental Law: Fundamentals
 Environmental Law-NEPA/SEPA
 Health Law I
 Individual Income Tax
 Intellectual Property
 International Business Transactions
 International Tax
 International Trade
 Labor Law: Private Sector
 Labor Law: Public Sector
 Land Use Planning
 Law and Economics Seminar
 Mediation, Advocacy, and Collaborative Law
 Not For Profit Organization Clinic
 Payment Law
 Pensions and Employee Benefits
 Products Liability
 Public International Law (formerly International Law)
 Securities Regulation
 Taxation of Charitable Organizations
 UCC Sales and Secured Transactions

Albers School of Business and Economics

Accounting

ACCT 531 Intermediate Financial Accounting I
 ACCT 532 Intermediate Financial Accounting II
 ACCT 533 Advanced Financial Accounting
 ACCT 534 Managerial Cost Accounting
 ACCT 535 Auditing I
 ACCT 538 Financial Statement Analysis
 ACCT 541 Auditing II
 ACCT 542 Auditing III
 ACCT 544 Strategic Management Accounting
 ACCT 545 Not-for-Profit Accounting
 ACCT 580 Systems Modeling for Financial Decisions

Economics

ECON 565 Applied Econometrics
 ECON 568 Natural Resources and Environmental Economics
 ECON 571 Government Finance and Economics
 ECON 573 International Economics
 ECON 578 Urban/Regional Economics
 ECON 583 Economics of Emerging Nations
 ECON 584 Economics of Strategy

Finance

| | |
|----------|--|
| FINC 540 | Investments |
| FINC 542 | Valuation of Derivatives |
| FINC 544 | Financial Institutions and Markets |
| FINC 546 | Finance for International Business |
| FINC 549 | Corporate Investment Decisions |
| FINC 550 | Risk Management |
| FINC 551 | Entrepreneurial Finance |
| FINC 552 | Portfolio Management |
| FINC 553 | Advanced Topics in Investments |
| FINC 554 | Valuing Intangible Assets (formerly Real Options Analysis) |
| FINC 555 | Fixed Income Analysis |
| FINC 557 | Hedge Funds |
| FINC 580 | Cases in Managerial Finance |

Management and Marketing

| | |
|----------|--|
| ECIS 567 | Data Mining for Business Intelligence |
| MBA 515 | Corporate Financial Management |
| MBA 516 | Management of People |
| MBA 519 | Competitive Strategy |
| MGMT 568 | Community Development and Entrepreneurship Clinic I |
| MGMT 569 | Community Development and Entrepreneurship Clinic II |
| MGMT 572 | International Business Consulting |
| MGMT 573 | International Management |
| MGMT 577 | Managing Diversity |
| MGMT 581 | Human Resource Management |
| MGMT 583 | Entrepreneurship Fundamentals |
| MGMT 586 | Business Plan Development |
| MGMT 588 | Negotiation Skills |
| MGMT 589 | International Policy and Strategy |
| MKTG 554 | Topics in International Marketing |
| MKTG 559 | Brand Management |

¹ The American Bar Association, one of the accrediting agencies for law schools, requires that the JD degree be completed within a maximum of seven years.

² One quarter credit is the equivalent of .67 semester credits. A three-quarter credit crossover business course could, for example, be used to satisfy two-semester credits for the JD degree.

³ One semester credit is the equivalent of 1.5 quarter credits. A four-semester credit crossover law course could, for example, be used to satisfy six-quarter credits for the graduate business degree.

Leadership Executive Master of Business Administration

Marilyn Gist, PhD, Department Chair

Degree Offered

Leadership Executive Master of Business Administration (L-EMBA)

This 20-month, graduate program provides seasoned professionals an opportunity to earn a masters degree emphasizing executive development of business leadership and impact. The first two quarters focus on executive leadership, enabling deep learning about complexities of leadership and requiring each student to reflect on his or her place at work, at home and in the larger society. This is followed by three quarters emphasizing advanced business education-principles, tools and practices. The final quarter challenges participants to explore and elevate their positions of social responsibility and impact in both their professional and personal lives.

- Each student will complete an Executive Leadership Project. Students integrate their L-EMBA education to execute an original and personally significant project that is of substantial strategic benefit to their organization.
- Students will engage in a social justice service project and course work in strategic positioning, business analysis and integration.
- The program helps participants comprehend and plan for ongoing globalization and ensures future successes by building on qualitative and quantitative business skills.

This program operates on a concentrated schedule in which classes are offered typically every three to four weeks, for three full, consecutive days (e.g., Thursday through Saturday). The program is taught in a lock-step cohort fashion with all students progressing through the program at the same time and rate. This model helps students to build strong relationships and networks across the class.

The L-EMBA provides a balanced emphasis on leadership formation and the core knowledge/skills which are required for business management including:

- Strategic Skill
- Collaborative Influence
- A Drive for Excellence
- Results Orientation
- Agility and Courage
- Integrity

Admissions Requirements

The Admissions Committee reviews applicant's full portfolio and decisions are made based on an applicant's entire package. Applications are reviewed beginning Dec. 1 and qualified applicants are accepted on a first-come first-served basis. The following items are required for application to the Leadership Executive Master of Business Administration program:

- Complete Application for Graduate Admission, indicating the program code EMBA, and a \$55 nonrefundable application fee (fee waived for Seattle University alumni, including ELP alumni)
- Evidence (degree-posted transcript or degree certificate) of a four-year baccalaureate degree from a regionally accredited institution or U.S. equivalent. Exceptions considered on an individual basis by the program director.
- Official transcripts of all post-secondary educational institutions attended in the last 90 quarter/60 semester credits of the bachelor's degree, including any transfer credits earned during this time, and any post-baccalaureate credits. Exceptions considered on an individual basis by the program director.
- Current résumé reflecting at least seven years of full-time continuous work experience
- Two recommendations from supervisors using forms supplied in the application packet
- Official GMAT score report taken within the last five years. Exceptions considered on an individual basis by the program director.
- Four- to five-page, double-spaced essay to serve as a writing sample and statement of intent/interest in this academic program. The essay should discuss:
 1. The ways in which your professional and educational history has led you to your current role professionally and how these elements interrelate with your career goals.
 2. Your ideas and expectations for the program and how you believe the Leadership-EMBA will help you attain your goals.
 3. How your experience and skills prepare you for graduate work.
 4. Your personal and/or organizational support (both individual and financial) you have for undertaking the program at this time.
- If English is not the applicant's native language, official English proficiency scores meeting the University entrance requirements are necessary. See policy 2008-01 in Admissions Policies for exceptions.

Applicants who reach the final screening will be invited to an interview with the program admissions committee.

Degree Requirements: Leadership Executive Master of Business Administration

The L-EMBA is a 20-month cohort program encompassing 60 credits over six quarters. This program complements executive schedules with courses offered in compact, three-day modules (typically three days per month). Attendance at all class sessions is required. Please refer to posted schedule for class days.

I. Executive Leadership, First and Second Quarters (Fall-Winter)

20 credits:

| | | |
|-----------------|--|----------|
| EMBA 509 | Building Vision for a Global Commons | 2 |
| EMBA 510 | Creating High Impact Teams | 4 |
| EMBA 511 | Leading Organizations | 3 |
| EMBA 512 | Ethical Leadership | 3 |
| EMBA 514 | Leadership Assessment and Coaching | 1 |
| EMBA 516 | Leadership for a Just and Humane World | 3 |
| EMBA 518 | Leadership Synthesis, Reflection, and Development | 4 |

II. Instruments for Organizational Effectiveness, Third Quarter (Spring)

10 credits:

| | | |
|----------|--|---|
| EMBA 505 | Strategic Analysis of Domestic and International Economic Environments | 2 |
| EMBA 513 | Law and Corporate Social Responsibility | 2 |
| EMBA 532 | Accounting for Strategic Decision Making Part I | 2 |
| EMBA 533 | Accounting for Strategic Decision Making Part II | 2 |
| EMBA 566 | Quantitative Analysis for Business Leaders..... | 2 |

III. Strategic Positioning for Global Success, Fourth Quarter (Fall)

10 credits:

| | | |
|----------|---|---|
| EMBA 506 | Microeconomic concepts: Strategic Decision-making Tools and Frameworks..... | 2 |
| EMBA 507 | Global Financial Management, Part I | 2 |
| EMBA 517 | Strategic Marketing..... | 3 |
| EMBA 519 | Global Strategy Formation | 3 |

IV. Enhancing Business Unit Performance, Fifth Quarter (Winter)

10 credits:

| | | |
|----------|--|---|
| EMBA 515 | Global Financial Management, Part II | 2 |
| EMBA 560 | Information Systems: The Role of Executives..... | 2 |
| EMBA 561 | Strategy Implementation: Putting It All Together | 6 |

V. Capstone: Leading for Impact and Legacy, Sixth Quarter (Spring)

10 credits:

| | | |
|----------|---|---|
| EMBA 583 | Emerging Topics in Business | 1 |
| EMBA 585 | Integrating Leadership and Business Practices | 4 |
| EMBA 588 | The Art of Influence and Negotiation..... | 2 |
| EMBA 589 | Planning for Significant Legacy | 3 |

VI. Electives

0 to 4 credits:

| | | |
|----------|---|--------|
| EMBA 596 | Independent Study Course..... | 0 to 4 |
| | Optional International Study Tour | 0 |

(Study Tour occurs in summer and has additional costs)

Leadership EMBA Course Descriptions

EMBA 505 Strategic Analysis of Domestic and International Economic Environments.... 2

EMBA's will use macroeconomic concepts to understand the environment within which they are making strategic decisions. An understanding of macroeconomic concepts, such as the short run and long run impacts of government policies on national output, inflation, exchange rates, interest rates and unemployment will improve strategic decisions such as when to launch new products, which geographic markets (countries) to enter or leave first where in the world are prospects for economic growth the best, and when to take defensive positions in anticipation of recessions or inflation.

EMBA 506 Microeconomic concepts: Strategic Decision-making Tools and Frameworks 2

L-EMBA's will use microeconomic principles for making strategic decisions, including deciding when demand or cost conditions support entering (or exiting) a market segment, deciding on pricing strategy, evaluating risks and deciding how to react to changes in competitive conditions when buying as well as selling. The principles will prepare students to understand the forces influencing financial markets, consumer behavior, incentives in compensation structures, and how constraints and tradeoffs affect efficiency in operations and in choices of production methods.

EMBA 507 Global Financial Management Part I 2

Presents a comprehensive treatment of financial theory that provides a foundation for making value-enhancing strategic decisions. Topics include value-based management (valuation, performance-based compensation, capital structure, M&A and divestiture), financial risk management (i.e., commodity price, equity, interest rate, and currency risk management), financing and investment alternatives (long-term and short-term; domestic and international), and treasury management. EMBA 515 is the second part to this 2-course series.

EMBA 509 Building Vision for a Global Commons 2

Considering the global and multi-cultural context of managerial practice, this course emphasizes the formation and practice of the art of adaptive leadership. We address issues of 'vision' in unprecedented conditions and the critical dimensions of purpose and motivation. Participants explore the functions of authority, trust, and power and their role in complex systems.

EMBA 510 Creating High Impact Teams 4

Begins with an outdoor experiential laboratory in which participants face personal and team challenges during a three day off-site retreat. The experience increases cohesiveness among class members, and provides strong insight into factors that support effective teamwork. Back on campus, participants analyze their workplace teams and the nature of organizational supports for maximum team effectiveness. They also examine their values and behavior in relation to work and personal life.

EMBA 511 Leading Organizations 3

Building on earlier modules, this section of the program applies leadership models to issues facing contemporary organizations. Leadership is analyzed in the context of corporate social responsibility, leading change, strategy, innovation, and globalization, and extends to issues facing organizations represented in the program. Participants also interview local leaders and CEO's, hear guest executive speakers, and contribute to active discussions of cases and articles.

EMBA 512 Ethical Leadership 3

Examines leadership and ethical decision making. Participants gain skills and information needed to establish ethical goals, resolve ethical problems in a global marketplace, address ethical responsibilities as a leader and maintain ethical standards within pluralistic organizations and societies.

- EMBA 513 Law and Corporate Social Responsibility 2**
Examines domestic and international issues in law, focusing on the relationship between the social impetus for laws, the laws themselves, and the outcomes laws are intended to promote. Understanding the social impetus for laws and their intended outcomes creates unique opportunities for corporate social responsibility and leadership. Topics include but are not limited to, employment law, intellectual property, contractual relationships, and regulatory law.
- EMBA 514 Leadership Assessment and Coaching 1**
Early in the program, this course provides comprehensive assessment of participants on their leadership skills, and their cognitive and interpersonal styles. During confidential feedback, we explore the implications of their tendencies for work and personal effectiveness. Participants then work one-on-one with a leadership coach to integrate this material with other learning in the program and improve their leadership capabilities. Graded CR/F.
- EMBA 515 Global Financial Management Part II 2**
Presents a comprehensive treatment of financial theory that provides a foundation for making value-enhancing strategic decisions. Topics include value-based management (valuation, performance-based compensation, capital structure, M&A and divestiture), financial risk management (i.e., commodity price, equity, interest rate, and currency risk management), financing and investment alternatives (long-term and short-term; domestic and international), and treasury management. EMBA 507 is the first part of this 2-course series.
- EMBA 516 Leadership for a Just and Humane World 3**
Involves a project requiring participant-teams to serve a social justice (vs. charitable) need in the community. Groups choose their domain of service, develop a sustainable model for their project, and implement their projects within the community using executive-level skills. The project is a learning laboratory, supporting regular review participants' experiences in leadership and teamwork against a set of clear criteria. Participants learn new methods for making decisions, working in teams, affecting and leading change, among other topics.
- EMBA 517 Strategic Marketing 3**
Firm strategy is based on the principle of satisfying consumer wants and needs better than competitors. Required tools include an understanding of buyer behavior, methods for conducting consumer research, understanding of the roles of environmental factors, and general strategic planning principles. Knowledge of the estimated wants and needs of customers, actions of competitors, and the resources and objectives of the firm are combined to identify the best strategic position. The task of marketing management is to maintain competitive advantage by putting the positioning plan into effect.
- EMBA 518 Leadership Synthesis, Reflection, and Development 4**
Integrates and applies leadership theory to each participant's capabilities. Students review their leadership history, assess personal strengths, create a leadership development plan and implement their learning in concert with an executive coach. Emphasis is placed on exploration and alignment of personal values with organizational and societal needs in order to lead authentically for maximum impact. The course addresses transformation and change as processes involved in both personal growth and organizational leadership.
- EMBA 519 Global Strategy Formation 3**
Focusing on the long-term vision of the firm in relation to capabilities, competition, technology, and market forces, and this course presents the tools by which an organization determines its strategic direction. Emphasis is placed on the economic principles of competition and how they apply in the context of unique company strengths, competencies, and alliances to formulate business strategy.

- EMBA 532 Accounting for Strategic Decision Making Part I 2**
 Introduces principles and concepts of management accounting for strategic decision making. Focuses on the use of managerial accounting information and its impact on business efficiency and effectiveness. Topics include management control, business unit evaluation and strategic cost management.
- EMBA 533 Accounting for Strategic Decision Making Part II 2**
 Provides a grasp of financial reports at the conceptual (as opposed to procedural) level. It seeks to instill the ability to ask effective questions about a company's performance and financial condition and to understand the forthcoming answers. This is achieved by developing the following skills: understanding the message contained in financial reports; computing profitability and risk measures; determining whether financial reports can be trusted; building pro-forma statements; and assessing fair value.
- EMBA 560 Information Systems: The Role of Executives 2**
 Discusses how information and communications technology enables new ways of doing business and changes organizational structures in a global business environment. Topics include alignment of information systems (IS) with business strategies, measuring the value of investment in IS, IS-enabled virtual organizations, global e-commerce (B2C and B2B), outsourcing, and security.
- EMBA 561 Strategy Implementation: Putting It All Together 6**
 Effective strategy implementation requires an integrated consideration of finance, marketing, operations, R&D, human resources, and quality control activities, within the context of the general industry environment. This course integrates prior learning by focusing on business unit performance in a dynamic context. Additional topics may include managing global alliances and outsourcing engagements, project management, and the management of change from a leadership perspective.
- EMBA 566 Quantitative Analysis for Business Leaders 2**
 Providing an overview of statistical techniques, Quantitative Analysis demonstrates methods by which managers can make decisions throughout the organization. Specifically, this course provides an overview of descriptive statistics, common probability distributions, sampling distributions, hypothesis testing, simple linear regression, multiple regressions, and forecasting with an emphasis on their interpretive application.
- EMBA 583 Emerging Topics in Business 1**
 By examining current and emerging issues facing business leaders, this course provides up-to-date information and understanding to apply in their organization. Topics evolve based on current trends and could include such topics as corporate governance, integration of business strategy and information technology, sustainability, new product innovation and creativity, diversity, and joint venturing in China, among others.
- EMBA 585 Integrating Leadership and Business Practices 4**
 Weaving theories and best practices learned from course work with personal experiences, participants generate and conduct an executive-leadership project, under the direction of the faculty. Projects may relate to significant endeavors at work for which students have primary business responsibility, or pertain to the intersection of business and social justice. Important requirements are that the participant be responsible for generating vision, aligning others, and guiding people through change to achieve the outcomes desired.
- EMBA 588 The Art of Influence and Negotiation 2**
 Addresses the influence skills necessary for advanced leadership. It will provide an overview of persuasion, collaborative influence, negotiation, and public relations.

EMBA 589 Planning for Significant Legacy 3

Integrates the conceptual and personal development of leadership (Quarters 1 and 2) with the business knowledge and skills learned in the program (Quarters 3-5). Reflecting on what they have learned, participants engage in structured, topical reflection that guides development of plans for the greatest leadership legacy they can leave over the next 5-10 years. Topics may include: leadership and the new commons; exemplars of significant legacy; truth, reconciliation, and reconstitution; leadership as artistry; and the development of wisdom.

EMBA 596 Independent Study 1 to 4

Allows flexibility to adapt the curriculum for special and unforeseen needs. Examples may include: an optional global study tour, bringing prior ELP alums who return for the EMBA degree to the current credit hour standard (20 hours vs. 17), and/or potentially exempting a student from a course if she/he has advanced training in that area (e.g., a CPA might merit exemption from the Accounting course at the determination of that area's professor).

Executive Leadership Program

Marilyn Gist, PhD, Department Chair

Objectives and Program Description

The Executive Leadership Program (ELP) is a highly-respected, graduate-level certificate program. The curriculum is carefully integrated to provide an intensive exploration of leadership and its personal meaning in each participant's life. The outcome of the program is a deeper knowledge of leadership, greater confidence, and a keen awareness of the values that guide executive decisions so managers serve their organizations and the greater good. ELP is known for developing high-impact leaders of strong character. It broadens leaders' perspective through multi-disciplinary and multi-industry exposure, as well as from course work, reflection, and rigorous application. The ELP program is particularly well-suited for individuals who already hold an MBA or other master's degree or those who may not be able to pursue one at this time.

The ELP is an seven-month cohort program encompassing 20 graduate credits over two quarters. This program will complement executive schedules with courses offered in monthly, three-day modules.

Admissions and Program Requirements

Because of the collaborative nature and academic rigor of this program, it is important that each participant possess the following set of minimum qualifications:

- Endorsement from the company's senior management agreeing to release candidates on class days.
- Evidence of a baccalaureate degree from an accredited college or university (under special circumstances, non-degreed applicants with outstanding work experience may be admitted).
- Seven or more years of business/professional experience, including mid- or senior-level management experience.
- Ability to complete graduate-level course work
- Willingness and ability to commit required time and energy
- Demonstrated leadership ability

Application Procedure

The following materials are required for application:

- Application form
- One letter of recommendation indicating support of release of time
- Current Résumé
- Personal essay (please call for specific essay question)

• Center for Leadership Formation
Seattle University
901 12th Avenue, PO Box 222000
Seattle, WA 98122-1090
Phone: (206) 296-5374
Fax: (206) 296-2374
Email: execleader@seattleu.edu

An admission interview is required. Once we have received your application you will be contacted by program staff to coordinate your interview. Admission to each fall cohort is limited to 17 participants. Qualified applicants who are not admitted will be placed on a waiting list or offered early admission for the following year.

The director is available for advising and consultation with interested sponsoring officials at corporations or organizations.

Program Fee: \$24,000

Covers complete program experience: tuition, books, materials, technology fees, parking, library privileges, food, beverages, hosted social events, access to campus athletic facilities, invitation to special university events and the certificate.

Certificate

Graduates of the Executive Leadership Program receive a graduate-level certificate from Seattle University upon successfully completing the program. The program awards 20 credits, equivalent to master-level course work. Credits are recognized by an official transcript and certificate issued by Seattle University.

Requirements:

Certificate in Executive Leadership

| | | |
|---------------------------------------|---|-----------|
| EXLR 509 | Building Vision for a Global Commons | 2 |
| EXLR 510 | Creating High Impact Teams | 4 |
| EXLR 511 | Leading Organizations | 3 |
| EXLR 512 | Ethical Leadership | 3 |
| EXLR 514 | Leadership Assessment and Coaching | 1 |
| EXLR 516 | Leadership for a Just and Humane World | 3 |
| EXLR 518 | Leadership Synthesis, Reflection, and Development | 4 |
| Minimum credits required | | 20 |

Executive Leadership Courses

EXLR 509 Building Vision for a Global Commons 2
Considering the global and multi-cultural context of managerial practice this course emphasizes the formation and practice of the art of adaptive leadership. We address issues of "vision" in unprecedented conditions and the critical dimensions of purpose and motivation. Participants explore the functions of authority, trust and power and their role in complex systems.

EXLR 510 Creating High Impact Teams 4
This course begins with an outdoor experiential laboratory in which participants face personal and team challenges during a three-day off-site retreat. The experience increases cohesiveness among class members, and provides strong insight into factors that support effective teamwork. Back on campus, participants analyze their workplace teams and the nature of organizational supports for maximum team effectiveness. They also examine their values and behavior in relation to work and personal life.

- EXLR 511 Leading Organizations 3**
 Building on earlier modules, this section of the program applies leadership models to issues facing contemporary organizations. Leadership is analyzed in the context of corporate social responsibility, leading change, strategy, innovation and globalization, and extends to issues facing organizations represented in the program. Participants also interview local leaders and CEO's, hear executive guest speakers, and contribute to active discussions of cases and articles.
- EXLR 512 Ethical Leadership..... 3**
 This course examines leadership and ethical decision making. Participants gain skills and information needed to establish ethical goals, resolve ethical problems in a global marketplace, address ethical responsibilities as a leader and maintain ethical standards with pluralistic organizations and societies.
- EXLR 514 Leadership Assessment and Coaching 1**
 Early in the program, this course provides comprehensive assessment of participants on their leadership skills, and their cognitive and interpersonal styles. During confidential feedback, we explore the implications of their tendencies for work and personal effectiveness. Participants then work one-on-one with a leadership coach to integrate this material with other learning in the program and improve their leadership capabilities. Graded CR/F
- EXLR 516 Leadership for a Just and Humane World 3**
 This course involves a project requiring participants to work in teams to serve a social justice (vs. charitable) need in the community. Groups choose their domain of service, develop a sustainable model for their project, and implement their projects within the community using executive-level skills. The project is a learning laboratory, supporting regular review of participants' experiences in leadership and teamwork against a set of clear criteria. Participants learn new methods for making decisions, working in teams, affecting and leading change, among other topics.
- EXLR 518 Leadership Synthesis, Reflection and Development..... 4**
 Delivered across the length of the program this course integrates and applies leadership theory to each participant's capabilities. Students review their leadership history, assess personal strengths, create a leadership development plan and implement their learning in concert with an executive coach. Emphasis is placed on exploration and alignment of personal values with organizational and societal needs in order to lead authentically for maximum impact. The course addresses transformation and change as processes involved in both personal growth and organizational leadership.