

# Course Descriptions

## UNDERGRADUATE COURSES

Each undergraduate course is assigned a number according to the following plan:

1–99 Lower-division courses

100–199 Upper-division courses

Uppercase “A” and “B” following a number indicate related courses that may be taken out of sequence (unless prerequisites are noted).

Directed study, with permission of the instructor, department chair or program director and the dean, is available to advanced students in several fields (see p. 126).

Courses carry from 1 to 6 units of credit in one trimester or term, depending upon the number of semester hours assigned to that course. Primary focus and consideration are given to expected learning outcomes and the way in which they are affected. Generally, for traditional in-person instruction, academic credit is assigned on the basis of one semester credit hour for each 15 hours of classroom contact. However, credit is not entirely derived by a simple arithmetic conversion of contact hours but considers factors such as course assignments and activities, course materials and the nature of the learning experience, required outside preparation and assessment instruments. These factors are the sole factors for determining credit hours for classes involving distance learning.

### California Articulation Number

The California Articulation Number (CAN) System identifies many transferable, lower division, major preparation courses commonly taught on California college and university campuses.

The system assures students that CAN courses on one participating campus will be accepted “in lieu of” the comparable CAN courses on another participating campus. For example: CAN ECON 2 on one campus will be accepted for CAN ECON 2 on every other participating campus that has also qualified CAN ECON 2. Each campus retains its own numbering system, but adds the CAN designation parenthetically in its publications.

Check with counseling offices, departmental offices or articulation officers for current listings of CAN qualified courses. A CAN catalog listing campuses and courses is published in January and June.

## GRADUATE COURSES

Graduate courses are assigned numbers according to the following plan:

200–299 Foundation Program Courses

300–499 Advanced Program Courses

800–899 Doctoral Seminars

Only one directed study may be taken for credit by a candidate for a master's degree. The dean's approval is required.

Courses carry from 1 to 3 units of credit in one trimester or term, depending upon the number of semester hours assigned to that course. Primary focus and consideration are given to expected learning outcomes and the way in which they are effected. Generally, for traditional in-person instruction, academic credit is assigned on the basis of one semester credit hour for each 15 hours of classroom contact. However, credit is not entirely derived by a simple arithmetic conversion of contact hours but considers factors such as course assignments and activities, course materials and the nature of the learning experience, required outside preparation and assessment instruments. These factors are the sole factors for determining credit hours for classes involving distance learning.

## PREREQUISITES AND COREQUISITES

Prerequisites are courses that must be taken before the course for which they are required. Prerequisites, if any, are listed following the description.

Corequisites are prerequisites, which if not taken before a course for which they are required may be taken at the same time as the course for which they are required. Like prerequisites, corequisites are listed after the course description.

## ACCOUNTING (ACCTG)

### Undergraduate Courses

#### ACCTG 1A Introductory Financial Accounting — 3 units

Introduces financial accounting emphasizing accounting terminology, ethics and the role of accounting information in business decisions. Coursework will provide you with a basic understanding of the accounting process; financial statements; and the content of certain asset, liability and owner's equity accounts. The corporate form of business is discussed in detail. The focus of the course will provide you with an understanding of accounting information in a decision context. The course includes a computerized practice set. (CAN BUS 2)

#### ACCTG 1B Introductory Managerial Accounting — 3 units

Introduces you to managerial accounting focusing on business decisions using internal accounting information. Introduces and explores Activity Based Costing (ABC), cost-volume analysis, costing systems, cost behavior, budgeting, standard costing and performance measurements. Prerequisite: ACCTG 1A.

**ACCTG 100A Intermediate Accounting I — 3 units**

Examines current pronouncements and practical applications. You will read, discuss and implement the most current accounting requirements as prescribed in the FASB statements and other current accounting pronouncements. Topics include statement presentation, required disclosures, in-depth study of current assets, the time value of money, inventories and problem solving using computer spreadsheets. Prerequisites: ACCTG 1A and MATH 20. A knowledge of spreadsheets is recommended.

**ACCTG 100B Intermediate Accounting II — 3 units**

Continues intermediate accounting with an emphasis on current pronouncements and practical applications. You will read, discuss and implement the most current accounting requirements as prescribed in the FASB statements and other current accounting pronouncements. Topics include plant and equipment, intangible assets, current liabilities, long-term debt, stockholders' equity, investments, and problem solving using computer spreadsheets. Prerequisite: ACCTG 100A.

**ACCTG 100C Intermediate Accounting III — 3 units**

Continues intermediate accounting with an emphasis on current pronouncements and practical applications. You will read, discuss and implement the most current accounting requirements as prescribed in the FASB statements and other current accounting pronouncements. Topics include earnings per share, leases, pensions, deferred taxes, accounting changes, statement of cashflows, financial statement analysis, full disclosure and problem solving using computer spreadsheets. Professional writing is emphasized through various assignments. This course is required for students in the BS in accounting and the MBA with a concentration in accounting degree programs. Master of accountancy students must take ACCTG 305. Prerequisite: ACCTG 100B.

**ACCTG 103 Advanced Accounting: Consolidations — 3 units**

Presents advanced accounting topics related to partnerships; simple and complex business combinations; foreign operations including consolidation into US GAAP financial statements; and accounting issues related to the formation, consolidation and liquidation of corporations. Prerequisite: ACCTG 100C.

**ACCTG 104 Governmental and Not-for-Profit Accounting — 3 units**

Focuses on accounting theory, techniques and reporting requirements for local governmental units, colleges and universities, healthcare providers, voluntary health and welfare organizations, and other not-for-profits. Prerequisite: ACCTG 100C.

**ACCTG 105 Cost Management — 3 units**

Surveys the methods and procedures used in determining cost for manufacturing, including cost-volume-profit relationships, costing systems in the manufacturing and merchandising sectors, process and job costing, master and flexible budgeting, variances and responsibility accounting, and allocation of overhead. Prerequisites: ACCTG 1A or ACCTG 201, and MATH 20.

**ACCTG 106 Strategic Uses of Accounting Information — 3 units**

Examines advanced cost accounting techniques including decision-making theory and problem solving using computer spreadsheets. Topics include budgets, standard costs, distribution costs and direct costing. Prerequisite: ACCTG 105.

**ACCTG 108A Federal Income Tax I — 3 units**

Introduces federal taxation for individuals. You will study taxable income, gross income exclusions and inclusions, capital gains, depreciation, business and itemized deductions, personal exemptions, passive activity losses, tax credits and methods of accounting. This course is required for students in the BS in accounting and the MBA with a concentration in accounting degree programs. Master of accountancy students must take ACCTG 360. Prerequisite: ACCTG 1A. Students who have passed the Enrolled Agents Exam are not required to take this course; another upper division accounting course must be substituted for those students in the bachelor's degree program. Satisfies part of the educational requirements to sit for the CFP™ examination.\*

**ACCTG 108B Federal Income Tax II — 3 units**

Introduces taxation of installment and deferred payment sales, partnership taxation, income taxation of estates and trusts, corporations ("S" and "C"), and other specialized corporate tax matters. Prerequisite: ACCTG 108A.

**ACCTG 108C Tax Strategy and Research — 3 units**

Examines advanced topics through research of California and federal taxation. Prerequisite: ACCTG 108B.

**ACCTG 109 Financial Statement Analysis — 3 units**

Presents concepts, methods and tools for analyzing and interpreting the content of financial statements prepared on the basis of generally accepted accounting principles and on the basis accepted in certain international settings. Using lecture, discussion, case studies, and projects, the course serves as a capstone to the study of financial accounting theory by adjusting the attention of the student from that of the preparer to that of one of the broad classes of users. You will perform analyses on companies and industries of your own choosing. Prerequisites: ACCTG 100C, MATH 40 and FI 100.

**ACCTG 111 Auditing — 3 units**

Examines auditing theory and practice, emphasizing audit standards, reports and professional ethics, sampling, accountants' liability, and audit programs. Prerequisite: ACCTG 100B and MATH 40.

*\*Golden Gate University does not award the CFP™ and Certified Financial Planner™ designations. The right to use the marks CFP™ and Certified Financial Planner™ is granted by the Certified Financial Planner Board of Standards (CFP™ Board) to those persons who have met its rigorous educational standards, passed the CFP™ Board's Certification Examination, satisfied a work experience requirement and agreed to abide by the CFP™ Board's Code of Ethics and Professional Responsibility. Only persons registered with the CFP™ Board are permitted to sit for the Certification Examination. CFP™ certificates and licenses are issued only by the CFP™ Board.*

**ACCTG 119 Accounting Information Systems — 3 units**

Examines accounting systems as integral components of management information systems. Coursework will introduce you to general systems and information theory, databases, and systems analysis. You will be required to implement a computerized accounting system. Prerequisites: ACCTG 100A and ITM 10.

**ACCTG 146 Business Law — 3 units**

Focuses on business law and its effects on audit performance. Topics include the law of contracts, negotiable instruments, sales, bankruptcy, partnerships, corporations, secured transactions and accountants' legal liability.

**ACCTG 159 Accounting Research and Communication — 3 units**

Presents the theory and methods of accounting research and applying technical literature to selected problems. Should be taken as part of the final twelve units in your degree program. Prerequisites: ACCTG 100C, ENGL 1A and ENGL 1B.

**ACCTG 197A-ZZ Special Topics in Accounting — 1-3 units**

Address significant, topical and practical problems, issues and theories in accounting. Topics will be selected by the department chair. This course may be taken more than once, provided the same topic is not repeated. Prerequisite: consent of the department. Prerequisites will vary based on topic.

**ACCTG 198 Internship: Accounting — 3 units**

Offers you the opportunity to receive work experience in an accounting setting. You will be responsible for your own placement in an internship approved by the department chair. A written internship proposal is required before consideration for this course. A written report is required upon completion of the internship. Prerequisite: consent of the department.

**ACCTG 199 Directed Study in Accounting — 1-3 units**

Provides individual study of selected topics under supervision of a faculty member. You are limited to one directed study course per trimester. Prerequisite: consent of the department.

**Graduate Courses****ACCTG 201 Accounting for Managers — 3 units**

Introduces financial and managerial accounting for non-accounting majors. Areas of study include financial statement analysis, financial accounting concepts and principles and managerial cost systems. This course will not satisfy the Financial Accounting proficiency requirement for the MBA with a concentration in accounting or the master of accountancy degrees.

**ACCTG 300 Accounting Research and Communication — 3 units**

Examines advanced theory and methods of accounting research emphasizing professional methods of communication. You will analyze, interpret and apply authoritative accounting literature to various topics. Prerequisite: ACCTG 305.

**ACCTG 302 Analysis of Accounting Information — 1.5 units**

Focuses on the application of data analysis to accounting and auditing problems and on researching the professional literature for mandated requirements and procedures when using data analysis techniques. Using a combination of lecture, problem solving, and case studies, you will survey the various types of problems the accountant could face in practice and present alternative approaches to the problem resolution. Each student will collect, analyze, and draw conclusions using real data. Prerequisites: MATH 40 (or MATH 240), ACCTG 310, and ACCTG 320

**ACCTG 304 Issues in Governmental and Not-for-Profit Accounting — 3 units**

Studies the concepts, methods, and reporting issues in accounting for federal, state and local governments and for other nonprofit entities, including voluntary health and welfare agencies, hospitals, colleges and universities, and religious organizations. In addition, the course will overview some of the issues of management's information requirements and taxation problems and the role that the accountant plays. Prerequisite: ACCTG 100B.

**ACCTG 305 Advanced Financial Accounting — 3 units**

Examines advanced topics in intermediate financial accounting. You will read, discuss, and apply the most current accounting pronouncements to accounting problems such as deferred taxes, leases, pension, and the Statement of Cash Flows with accordance with FASB and other current accounting pronouncements. You will work on projects in groups and individually researching advanced topics and current issues, presenting your research to your classmates. This course is only open for students in the master of accountancy degree program. This course may not be taken if ACCTG 100C has been completed. Prerequisite: ACCTG 100B.

**ACCTG 306 Advanced Issues in Financial Reporting — 3 units**

Covers business combinations, international financial reporting issues, foreign currency accounting, and introduces students to accounting for derivatives. In addition to understanding the process of consolidations, you will look at why businesses combine in the first place and will understand the importance of assessing current value. You will understand and appreciate the major issues in the move toward international harmonization of financial accounting. You will develop a rudimentary understanding of hedging and the use of derivatives as well as how to account for these financial instruments. Prerequisite: ACCTG 305.

**ACCTG 309 Analysis and Use of Financial Statements — 3 units**

Focuses on the analysis of information incorporated in financial statements, including the impact of alternative accounting procedures and assumptions. Offers ways to adjust for selected reporting differences. Discusses applications using cross sectional and time series analysis. Uses case studies of US and international firms as well as discussions of computer databases and computer-based assignments. Course will include a project based on company and industry of your own choosing. Prerequisites: ACCTG 100B, MATH 40, ECON 1 and ECON 2 (or ECON 202). Corequisite: ACCTG 305.

**ACCTG 310 Auditing — 3 units**

Focuses on the environmental, professional and technical aspects of internal and external auditing. You will study ethics, auditor's legal responsibility and liability, auditor's report, audit evidence, internal controls, statistical sampling and requirements of professional associations and regulatory agencies. This course cannot be taken if ACCTG 111 or its equivalent has been taken. Prerequisites: ACCTG 100B, MATH 40, ACCTG 146.

**ACCTG 313 Performance Auditing — 3 units**

Provides an overview of performance auditing, (including internal business audits) focusing on audit process and reporting. By the end of the course, you will be able to apply the tools needed to conduct a performance audit in a governmental or business entity. Prerequisite: ACCTG 1A or ACCTG 201.

**ACCTG 316 Accounting for SEC Reporting — 3 units**

Introduces the structure and functions of the Securities and Exchange Commission (SEC). The course will provide you with an understanding of the accounting requirements for SEC reporting and registration. Prerequisite: ACCTG 103 or ACCTG 306 or FI 317.

**ACCTG 319 Accounting Information Systems — 3 units**

Examines accounting systems as integral components of management information systems. Coursework will provide you with an understanding of general systems theory, information theory, databases and systems analysis. You will focus on detailed examination of specific accounting applications. Prerequisites: ACCTG 100A and ITM 10.

**ACCTG 320 Issues in Modern Management Accounting — 3 units**

Focuses on current trends in managing the accounting function within an organization and defines the role of the top financial officers and the expertise they provide. Topics will demonstrate the accountant's role in the decision making, implementation and evaluation process of the firm. Prerequisite: ACCTG 105 or ACCTG 201, MATH 40, and ECON 202 (or ECON 1 and ECON 2).

**ACCTG 321 Strategic Cost and Management Control Systems — 3 units**

Examines the emerging role of the accountant as chief financial information officer and financial adviser to management teams. Focuses on examination of the strategic decision-making process and the need for accounting information. Through lectures, readings, problems and cases you will study topics that include performance measurement for responsibility centers, structuring of investment and profit centers, transfer pricing, control of managed costs, incentive systems, budgeting systems and long-range planning. Prerequisite: ACCTG 105 or ACCTG 201.

**ACCTG 331 Consulting: The Role of the Accountant — 1.5 units**

Examines the role and the services of consulting within the accounting profession. Through lectures, presentations, readings, discussions, and case analysis, you will overview the consulting industry, professional standards, and ethical responsibilities of the Certified Public Accountant. Using forensic services, assurance services, and performance measurement services as examples of these opportunities, the student will move beyond the traditional audit and tax roles of the accountant. Prerequisites: ACCTG 100B or FI 300 or consent of the department.

**ACCTG 334 Consulting: Tax Planning — 3 units**

Familiarizes you with the many federal tax planning opportunities and pitfalls that must be considered in making management decisions. Emphasizes recognition of the tax consequences of common business transactions, including domestic and international tax planning opportunities. Prerequisite: ACCTG 108A or ACCTG 360.

**ACCTG 335 Consulting: Business Valuations — 3 units**

Provides a basic foundation in the principles and methods of valuing closely held businesses. Upon completion of this course, you should be able to prepare a basic valuation of a closely held enterprise, understand the key issues related to stock options and warrants, and critically review valuation reports prepared by others. Prerequisite: ACCTG 309 or consent of the department.

**ACCTG 336 Consulting: Buying and Selling Businesses — 3 units**

Provides the opportunity to build the skills necessary to assist small business owners in buying or selling their businesses. In addition to analyzing case studies of actual businesses, the students will participate in a real consulting engagement. As a member of a buyer or a seller team, the students will review actual company data, interview company management, prepare an industry analysis, a SWOT analysis, financial projections and business valuation calculations for the company. They will negotiate a sales price and terms for the sale of the company and present their findings to company management in the final class session. Prerequisite: ACCTG 309 or ACCTG 335 or FI 300.

**ACCTG 341 Assurance: Current Issues — 1.5 units**

Examines current issues and topics in the area of assurance and attestation such as techniques for integrating professional standards related to fraud and special procedures engagements. Prerequisite: ACCTG 310.

**ACCTG 360 Federal Taxation — 3 units**

Studies federal taxation emphasizing taxation of individuals. This is a comprehensive course that covers taxable income, gross income exclusions and inclusions, capital gains, depreciation, business and itemized deductions, personal exemptions, passive activity losses, tax credits, and the various methods of accounting. This course is only open for students in the master of accountancy degree program. This course may not be taken if ACCTG 108A has been completed. Prerequisite: ACCTG 1A. Corequisite: ACCTG 100A.

**ACCTG 361 Taxation of Corporations and Other Entities — 3 units**

Studies federal income tax with a focus on more advanced topics applicable to individuals, corporations and partnerships. Income taxation of estates and trusts, and gift and estate taxes are also covered. Prerequisite: ACCTG 360 or consent of the department.

**ACCTG 396A-ZZ Selected Topics in Accounting — 1-3 units**

Address significant, topical and practical problems, issues and theories in accounting. Topics are compiled and selected by the department chair. This course may be taken more than once, provided the same topic is not repeated. Prerequisites will vary based on topic.

**ACCTG 398 Internship: Accounting — 3 units**

Offers you the opportunity to receive graduate-level work experience in an accounting setting. You are responsible for your own placement in an internship approved by the department chair. A written internship proposal is required before consideration for this course. A written report is required upon completion of the internship. Prerequisite: consent of the department.

**ACCTG 399 Directed Study — 1-6 units**

Provides an opportunity for the advanced student with a specific project in mind to do reading in a focused area and to prepare a substantial paper under the direction of a faculty member. Only one directed study course may be taken for credit toward a master's degree. Prerequisite: Completion of five, advanced graduate Accounting courses, or consent of the department.

**ARTS (ARTS)****Undergraduate Courses****ARTS 105 Contemporary Arts and Culture — 3 units**

Explores selected issues in contemporary arts (1960-present) in various cultures of the world. Includes reading, discussion and extensive media presentations of music, theater, dance, visual arts, architecture and literature. Analyzes traditional and experimental forms of the arts worldwide. Prerequisites: ENGL 1A.

**ARTS 198A-ZZ Special Topics in Arts — 1-3 units**

Address significant, topical and practical problems, issues and theories in the Creative Arts. Topics will be selected by the department coordinator. This course may be taken more than once, provided the same topic is not repeated. Prerequisite: consent of the department.

**ARTS 199 Directed Study in Arts — 1-3 units**

Provides individual study of selected topics under supervision of a faculty member. You are limited to one directed study course per trimester. Prerequisite: consent of the department.

**COMMUNICATIONS (COMM)****Undergraduate Courses****COMM 35 Speech Communication — 3 units**

Teaches the principles of effective public speaking. You will prepare and deliver speeches, and become a supportive and critical audience for others' speeches. Your own speech video will provide a tool for, and record of, your speaking improvement and success. (CAN SPCH 4)

**COMM 40 Understanding Communication — 3 units**

Examines the theory and practice of communication, from the ancient world through today's mass media, networked organizations, and virtual workspaces. Looks at the social and cultural aspects of communication in small group interactions, organizational development and interpersonal behavior.

**COMM 199 Directed Study in Communication — 1-3 units**

Provides individual study of selected topics under supervision of a faculty member. You are limited to one directed study course per trimester. Prerequisite: consent of the department.

## CRITICAL THINKING (CRTH)

### Undergraduate Courses

#### CRTH 10 Critical Thinking — 3 units

Trains you in developing effective study and learning skills, as well as active critical reading and writing skills. You will analyze how language operates in everyday situations, in personal relationships, the professional world, and the media. You will develop abilities to evaluate and construct arguments as well as techniques of persuasion applicable in personal, professional, and academic situations. Prerequisite or corequisite: ENGL 1A.

#### CRTH 198A-ZZ Special Topics in Critical Thinking — 1-3 units

Address significant, topical and practical problems, issues and theories in critical thinking. Topics will be selected by the department coordinator. This course may be taken more than once, provided the same topic is not repeated. Prerequisite: consent of the department. Prerequisites will vary based on topic.

#### CRTH 199 Directed Study in Critical Thinking — 1-3 units

Provides individual study of selected topics under supervision of a faculty member. You are limited to one directed study course per trimester. Prerequisite: consent of the department.

## ECONOMICS (ECON)

### Undergraduate Courses

#### ECON 1 Principles of Microeconomics — 3 units

Introduces the process and analysis of resource allocation in a decentralized market economy. Special focus on the coordination of consumer and producer decisions through price adjustments under alternative market structures and public policies. (ECON 1 and ECON 2 need not be taken in sequence and can be taken simultaneously.) Prerequisite: MATH 20. (CAN ECON 4).

#### ECON 2 Principles of Macroeconomics — 3 units

Introduces the nature and analysis of data and phenomena that impact the national economy. Special focus on the problems of inflation, recession, unemployment, international trade and financial system instability. (ECON 1 and ECON 2 need not be taken in sequence and can be taken simultaneously.) Prerequisite: MATH 20. (CAN ECON 2).

#### ECON 103 Money and Banking — 3 units

Studies money and the capital market; monetary policies; structure, conduct and performance of the banking system; international finance. Prerequisites: ENGL 1A, ENGL 1B, ECON 1, ECON 2 and MATH 30.

#### ECON 108 International Economics — 3 units

Surveys international trade and monetary theory, the forces and institutions that guide our external relations, and the issues and problems that constrain growth in foreign trade. Provides you with a thorough grounding in the interaction of US business and those abroad. Prerequisites: ENGL 1A, ENGL 1B, ECON 1, ECON 2 and MATH 30.

#### ECON 109 Economic Development — 3 units

Studies the problems of theory and policy that are common to the developing nations of the world. The fundamental problem of increasing per capita income is related to capital formation, population growth and internal migration, international trade, market policies, and the ability to attract and use foreign aid. Emphasis is placed on the relation between the political system and the economy. Prerequisites: ENGL 1A, ENGL 1B, ECON 1 and ECON 2.

#### ECON 198A-ZZ Special Topics in Economics — 1-3 units

Address significant, topical and practical problems, issues and theories in economics. Topics will be selected by the department chair. This course may be taken more than once, provided the same topic is not repeated. Prerequisite: consent of the department. Prerequisites will vary based on topic.

#### ECON 199 Directed Study in Economics — 1-3 units

Provides individual study of selected topics under supervision of a faculty member. You are limited to one directed study course per trimester. Prerequisite: consent of the department.

### Graduate Courses

#### ECON 202 Economics for Managers — 3 units

Surveys macroeconomics and microeconomics, domestic and international economic policies, and major issues in business economics; emphasis on the application of economic analysis to current economic issues. Prerequisite: MATH 30.

#### ECON 340 International Trade and Finance — 3 units

Explores the theory of international trade and foreign investments and the foundation of the world trading order; commercial policies of US and major trading countries; national policies affecting trade; commodity agreements and cartels; customs unions, direction, volume and composition of US and world trade; the case for multilateral trade; GATT; US Trade Reform Act of 1979; US export regulations and US government-assistance programs with exports and foreign investments. Prerequisite: ECON 202.

**ECON 380 Financial Markets and Institutions — 3 units**

Examines the transfer of funds in the economic system through financial intermediaries. Topics include the flow of funds, capital markets, debt, liquidity, nature of money in the US economy, the innovations and interrelationships of institutions within the changing financial services industry, governmental regulation and agencies, and the impact of public policy on economic transfers. Prerequisite: ECON 202.

**ECON 396A-ZZ Selected Topics in Economics — 1-3 units**

Address significant, topical and practical problems, issues and theories in economics. Topics are compiled and selected by the department chair. This course may be taken more than once, provided the same topic is not repeated. Prerequisites will vary based on topic.

**ECON 399 Directed Study — 1-3 units**

Provides an opportunity for the advanced student with a specific project in mind to do reading in a focused area and to prepare a substantial paper under the direction of a faculty member. Only one directed study course may be taken for credit toward a master's degree. Prerequisite: consent of the department.

**ENGLISH (ENGL)  
[See also: Literature (LIT)]****Undergraduate Courses**

NOTE: All students wishing to enroll in ENGL 1A must take the English Placement Exam during the first week of the trimester or term. The results of the exam will be used to determine if ENGL 10A or ENGL 10B will be required prior to enrolling in ENGL 1A.

**ENGL 10A Writing Skills Workshop I — 3 units**

Reviews the basics of well-formed sentences, paragraphs and essays. Earns three units of lower-division general elective credit. Prerequisites: Satisfactory score on the English Placement Exam.

**ENGL 10B Writing Skills Workshop II — 3 units**

Teaches you the skills for composing well-formed essays for both academic and professional writing purposes. Earns three units of lower-division general elective credit. Prerequisites: Satisfactory score on the English Placement Exam or a grade of C or better in ENGL 10A.

**ENGL 1A Expository Writing — 3 units**

Introduces the comprehensive skills of expository writing and critical reading. You will learn to analyze various types of reading material and will strengthen your writing skills in a variety of genres. These skills will support your academic work and prepare you to meet the reading and writing demands of professional activities. Prerequisites: Satisfactory score on the English Placement Exam or a grade of C or better in ENGL 10B. (CAN ENGL 2).

**ENGL 1B Research Writing — 3 units**

Provides extensive practice in research and writing techniques that can be applied in both academic and professional settings. You will learn to analyze various types of reading material and will practice information-gathering techniques, library and online research strategies, and the use of surveys, interviews and field observations. Prerequisite: Students must complete ENGL 1A with a grade of C or better.

**ENGL 120 Business Writing — 3 units**

Helps you develop the skills necessary for effective business writing. You will write, edit and format letters, memos, reports and a research paper. You will analyze business articles and other professionally-oriented material. Prerequisites: ENGL 1A; ENGL 1B or consent of the department. Students must complete ENGL 1B with a grade of C or better.

**ENGL 198A-ZZ Special Topics in English — 1-3 units**

Examine specific topics in English. Topics are selected by the department coordinator. You may take this course more than once, provided the topic is not repeated. Prerequisite: consent of the department.

**ENGL 199 Directed Study in English — 1-3 units**

Provides individual study of selected topics under the supervision of a faculty member. You may enroll in only one directed study course each trimester. Prerequisite: consent of the department.

**Graduate Courses****ENGL 301 Graduate Writing II — 3 units**

Prepares graduate students to write in both academic and professional settings. Reviews unity, coherence, clarity, conciseness, audience analysis and document formatting. Using library and online research, you will prepare documents appropriate for presentation in your professional field. Required of all MBA students who score 3.0 or below on the Analytical Writing Assessment section of the GMAT.

**EXECUTIVE MBA****Graduate Courses****EMBA 430 Managerial Economics — 1-4 units**

Analyzes the management processes associated with resource acquisition and allocation, theories of demand, production, cost and pricing with emphasis on applications and the forecasting of business and financial conditions. Quantitative methods are stressed. The emphasis will be on the practical application of economic analysis and information in making strategic decisions and integration into the strategic plan.

**EMBA 440 Accounting for Decision Making — 1–4 units**

Introduces, in an accelerated format, the fundamental concepts and terminology of accounting for business enterprises: generally accepted accounting principles, the financial accounting process, analysis and interpretation of financial statements, and contemporary cost management principles. Emphasis is on the use of accounting and financial information in making strategic decisions and integrated into the strategic plan.

**EMBA 450 Financial Management — 1–4 units**

Looks at the field of financial management from a managerial perspective. In addition to presenting the techniques that managers use to assess a firm's financial health, the course explores financial decisions that are made with the intention of enhancing shareholder value. These decisions involve corporate investments, should term as well as long term; financing of the firm's investments; and acquisition of other businesses for the purpose of vertical or horizontal integration and expansion. It will examine the analytical framework of each of these decisions and their implication for increasing the wealth of the shareholders. A parallel practice throughout the twelve-month program will be the ongoing integration and application of this in the strategic projects by developing the financial planning component of the strategic planning project.

**EMBA 455 Leadership and Organizational Performance — 1–4 units**

Analyzes organizational theories and frameworks, corporate cultures, qualities of excellent companies and the dynamics of organizational change; in-depth study of management decision making, leadership styles, employee performance and managing during uncertainty and crisis. Integrates textbook materials, articles, case studies, and your management experience. A parallel practice throughout the twelve-month program will be the ongoing integration and application of this in the strategic projects and international cases.

**EMBA 460 Career Development and Planning — 1–4 units**

Uses a workshop method consistently throughout the year to provide you with opportunities to learn and obtain skills and knowledge necessary for effective career and life planning. The focus of this class is to develop a concrete action/development plan that integrates self-awareness with a life goal. This, in turn, results in career/lifestyle choices that fit your personalized vision.

**EMBA 465 Marketing Management — 1–4 units**

Introduces the basic principles of marketing management, the vocabulary of marketing management, and the strategic implications of marketing decision making in the domestic and global marketplace. You will focus on the marketing environment, the competitive challenges of changing market environment, and strategic marketing planning in which the marketing mix is adapted to various marketing activities including, market segmentation, consumer behavior, product development, marketing infrastructure, quality and marketing research. You will be involved in a range of individual and group activities including a case analyses, the development of a comprehensive marketing assessment and country analysis for the international trip, and the marketing planning component of the strategic planning project.

**EMBA 470 Operations Management — 1–4 units**

Explores the impact of the operations-related functions on the firm's strategies and competitiveness and their links with other key functional areas of the business. You will develop an in-depth understanding of business processes related to the acquisition and allocation of resources, products and services design, process design and improvement techniques, supply-chain management, production systems of goods and services, and technology deployment to support and improve the entire value chain. You will be introduced to contemporary operations management concepts such as just-in-time systems, flexible production systems, agile production systems, mass customization, process reengineering, and quality management programs. A parallel practice throughout the twelve-month program will be the ongoing integration and application of this in the strategic projects by developing the operational planning component of the strategic planning project.

**EMBA 475 International Management — 1–4 units**

Reviews the global market by analyzing the economic structure of various regions, their resource base, trade patterns and capital flows. Focuses on the role of multinational corporations (MNCs) in the international economy, and on the changing economic and political constraints within which MNCs operate. Examines the major issues facing MNCs such as product development, organizational structure, operations management and global marketing strategies. A parallel practice will be the integration of this course material into the strategic planning project and the international case analysis.

**EMBA 475IT International Trip — 1 unit**

Covers the international trip, leveraging the international case assignments that were done in the marketing and international business courses as well as the other previous courses. You will be expected to explore through the company visits and question and answer sessions with these companies their issues and plans in addressing the situations that you analyzed in your international case assignments.

**EMBA 480 Government and the Legal Environment — 1-4 units**

Examines the critical impact of non-market forces including the legal, political, social and cultural roles played by the private business institution. The focus is on commercial law and such contemporary issues in business-government relations as lobbying, anti-trust policy, government regulation and de-regulation. In addition to purely legal concerns, consideration is given to the ethical and social obligations of both the individual manager and the corporation as a whole. A parallel practice will be the integration of this course material into the strategic planning project and the international case analysis.

**EMBA 490 Strategic Planning — 1-4 units**

Covers the development and implementation of strategies for gaining competitive advantage. You will consider the strategic problems encountered by top-level managers in a competitive global market from an integrated perspective. You will learn varied approaches to analyzing strategic situations, developing a competitive strategic plan and managing policies to implement these strategies including: controlling organization-wide policies, leading organizational change and the allocation and leverage of resources. The major objective of the course is to develop the capability to do strategic analysis and the resulting formulation of strategic plans. A parallel practice throughout the twelve-month program will be the ongoing integration and application of this in the strategic projects and international cases.

**EMBA 490P Strategic Project — 1-4 units**

Covers the final preparation and presentation of the strategic projects, integrating the individual functional and contextual components of the strategic plan that were developed in the previous courses. Emphasis is on building a “big picture” set of objectives and plans that respond to the needs of the firm and aligns the functional and contextual plans toward that set of objectives. Consistent with this is building a compelling presentation that establishes the appropriateness of your solution plan.

**EXECUTIVE MPA (EMPA)****Graduate Courses****EMPA 300 Theory, Ethics and Practice in Public Service — 4 units**

Introduces you to key thinkers in public administration, examines the boundaries of the field and its overlaps with political science, international studies and political economy. You will better understand and appreciate the rigors and riches in the field of public administration.

**EMPA 301 Research Methods and Analysis — 4 units**

Provides you with the writing, analytical and research tools required by professional public managers. Emphasis is on the methods of problem identification, developing a research strategy and formal research proposal; identification of secondary sources essential to public policy and management research; use of the Internet as a research tools; appropriate research methodologies; and, a special emphasis on improving your ability to write concisely and in a persuasive style. Training in the use of multi-media presentation methods will be provided as well.

**EMPA 302 Public Policy Analysis and Program Evaluation — 4 units**

Explores the environment of the policy analyst, including an examination of the frames of reference that both guide and constrain work in the field. You will be introduced to policy analytical paradigms, will examine historical themes in the policy literature, and will use the major tools used in policy analysis and program evaluation, including benefit-cost analysis, factor analysis and time series analysis. The advantages and disadvantages of these tools will be critically examined. Case studies will be used extensively as example and source material for theory building.

**EMPA 303 Organizational Analysis and Development — 4 units**

Examines the development and current emphases in organization theory from scientific management to the present. The focus is on the uses of pertinent theories in public management as well as the specific diagnosis and intervention tools and strategies employed in organizational development and change. Specific emphasis is given to experiential skill-building techniques, action research, work design and organizational development methods.

**EMPA 304 Public Enterprise Management and Public Sector Business Relations — 4 units**

Focuses on the growing trend toward market-based public service delivery systems. Public administrators in many levels of government are being challenged to become more entrepreneurial in their management of public enterprises. Contracting with private firms to provide public services is becoming the norm, rather than the exception. The course examines these trends and provides you with needed competencies related to contract management, marketing, customer service and quality management.

**EMPA 305 Budgeting and Financial Management — 4 units**

Examines financial administration in public and not-for-profit organizations. Topics include: concepts and activities in public financial management, budgeting, taxation, revenue planning, borrowing, fiscal controls, and the analytical skills needed to direct and control public fiscal activities. Particular attention is given to the nature of public expenditure controls, the budget cycle (preparation, submission, review, adoption, execution and evaluation), financial management, legislative and accounting analysis of budgets.

**EMPA 306 Public Service and the Law — 4 units**

Introduces public service managers and executives to administrative law and related administrative procedures. The major constitutional and statutory provisions that impact public service activities are discussed. Major topics include constitutional law and special provisions of the California Constitution, the Freedom of Information Act, the Federal and California Administrative Procedures Acts, The Brown Act and the Privacy Act. Cases will be used extensively to illustrate concepts and the application of the law.

**EMPA 307 Personnel Management and Labor Relations — 4 units**

Covers contemporary issues surrounding employer/employee relations in public sector organizations. Topics include images of public service, work life in organizations, staffing, training and development, merit systems, labor relations, equal employment opportunity and affirmative action and job evaluation. Particular attention is given to developments in public service employees' collective bargaining legislation, improved employee participation programs, and strategies and techniques used in conflict resolution.

**EMPA 396 Graduate Research Project in Public Management — 4 units**

Presents the capstone course taken in the final trimester of the EMPA program. You will undertake a major research project to integrate and synthesize the knowledge and skills acquired in the program. The research project is expected to have practical utility, hopefully in relationship to your organization.

**EMPA 399 Directed Study — 4 units**

Provides an opportunity for the advanced student with a specific project in mind to do reading in a focused area and to prepare a substantial paper under the direction of a faculty member. The project to be undertaken should include an element of creativity and lend itself to completion within 150 hours. Ordinarily, directed individual study courses must be completed within one trimester. Only one directed study course may be taken for credit toward a master's degree. Prerequisite: consent of the department.

**FINANCE (FI)****Undergraduate Courses****FI 100 Financial Management — 3 units**

Introduces financial analysis and management in terms of its most important functions: raising funds at minimum cost and risk and allocating those funds among competing short- and long-term uses. Topics include financial statement analysis, discounted cash flow analysis, financial markets and interest rate determination, stock and bond valuation models, capital budgeting methodologies and working capital management. Concepts of risk and return, cost of capital calculation and capital structure are introduced. Prerequisites: ACCTG 1A, and MATH 20 or MATH 30.

**FI 101 Strategic Decisions in Financing and Investment — 3 units**

Expands and completes the discussion of issues raised in Finance 100 and extends the examination of the field of finance to include such important areas as dividend policy, leasing, mergers and acquisitions. Case analysis is used extensively. Prerequisite: FI 100.

**FI 102 Financial Analysis — 3 units**

Introduces tools for an applied approach to the analysis of financial problems. Topics include funds flows, ratio analysis, cash-flow budgets and projections, and financial and operating leverage models. Includes identification of sources of financial information. Prerequisite: FI 100.

**FI 105 Modeling for Financial Analysis — 3 units**

Presents the techniques of financial analysis and modeling using electronic spreadsheet tools. Includes basic operations such as organizing spreadsheets, entering numbers and text, performing calculations, using financial commands, creating charts, embedding spreadsheets in word processing documents, file management, etc. It emphasizes advanced spreadsheet methods for doing sensitivity analysis, break-even ratio analysis, capital budgeting, sales forecasting, funds forecasting, cash budgeting, cash flow and financial ratio analysis, and capital structure analysis. This is a hands-on course that develops spreadsheet skills and shows how to use the results to make better financial decisions. It highlights the use of spreadsheets for communicating as well as calculating. Prerequisites: ITM 10 and FI 100.

**FI 106 International Corporate Finance — 3 units**

Brings a study of corporate financial practices into the international arena. Multinationals confront the familiar problems of financing and investment in unique new forms as these firms seek to expand across national borders. Topics include foreign exchange risk management, long-run investment decisions, international financial markets, international banking and trade financing. Prerequisite: FI 100.

**FI 120 Investments — 3 units**

Introduces the theory of portfolio analysis and the characteristics of various investment instruments with a focus on securities investment analysis, with some consideration of other investment forms. Topics include sources of investment information, risk/return analysis, money-market investments, measuring investment performance. Satisfies part of the educational requirements to sit for the CFP™ examination.\* Prerequisite: FI 100.

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**FI 141 International Banking and Finance — 3 units**

Surveys operational aspects of international banking. Topics include financing international operations, sources of capital, the foreign-exchange market, transaction and translation risks, international financial institutions (including the Euro-currency market), international collections, lending policies, government regulations, services available to the global manager.

Prerequisite: FI 100.

**FI 160 Personal Financial Planning — 3 units**

Introduces the process of comprehensive personal financial and estate planning. Topics include historical context of personal financial planning and services, career opportunities, analysis of personal financial statements, time-value-of-money applications, consumer decision-making analysis, personal risk/insurance analysis, house-buying analysis, savings and investment strategies, income/retirement/ estate tax planning. Satisfies part of the educational requirements to sit for the CFP™ examination.\*

Prerequisite: ACCTG 1A.

**FI 197 Internship: Finance — 3 units**

Offers you the opportunity to receive work experience in a job directly related to your academic major and career goals. You will be responsible for your own placement in an internship approved by the department chair. A written internship proposal is required before consideration for this course. A written report is required upon completion of the internship.

Prerequisite: consent of the department.

**FI 198A-ZZ Selected Topics in Finance — 3 units**

Address significant, topical and practical problems, issues and theories in finance. Topics will be selected by the department chair. This course may be taken more than once, provided the same topic is not repeated. Prerequisite: consent of the department. Prerequisites will vary based on topic.

**FI 199 Directed Study in Finance — 1-3 units**

Provides individual study of selected topics under supervision of a faculty member. You are limited to one directed study course per trimester. Prerequisite: consent of the department.

**Graduate Courses****FI 203 Financial Analysis for Managers — 3 units**

Introduces financial analysis and management in terms of its most important functions: raising funds at minimum cost and risk and allocating those funds among competing short- and long-term uses. Topics include financial statement analysis, discounted cash flow analysis, financial markets and interest rate determination, stock and bond valuation models, capital budgeting methodologies and working capital management. Concepts of risk and return, cost of capital calculation and capital structure are introduced. Prerequisites: ACCTG 201 (or ACCTG 1A) and MATH 20 or MATH 30.

**FI 300 Corporate Finance — 3 units**

Presents an intermediate level treatment of corporate finance that builds on the conceptual and technical foundation of FI 203.

Topics include risk and return models, cost of capital calculations, real options in capital budgeting, capital structure theory and practice, leasing, option valuation and the analysis of option-like securities, financial risk management and multinational finance.

Prerequisites: ACCTG 201 (or ACCTG 1A and ACCTG 1B), ECON 202 (or ECON 1 and ECON 2), FI 203 (or FI 100 or FI 300A) and MATH 40.

**FI 300A Managerial Finance — 3 units**

Introduces the principles of financial management at the level of the strategic business unit, in the departments and divisions of the firm. You will focus on understanding capital budgeting and on planning and control decisions: how the firm's funds are to be allocated across the universe of investment opportunities, and how the success of these efforts are to be monitored and evaluated. In addition, liquidity or cash management, a daily preoccupation of the financial manager will be explored. You will learn the concepts, tools, and techniques necessary to making value-adding decisions in the SBU. In the process, the integration of finance with the other functional areas and strategic concerns of the firm will be emphasized. Case analysis and team projects are used as appropriate. Prerequisites: ACCTG 201, MATH 240

**FI 305 Financial Reporting and Analysis — 3 units**

Combines theoretical concepts underlying the presentation of financial statements with the practical techniques of financial analysis. Topics include accounting processes; examination of the components of the balance sheet, the income statement and the statement of cash flows; application of the various quantitative techniques of financial analysis, such as ratio interpretation and EPS evaluation; and the meaning and significance of the auditor's opinion. Prerequisite: FI 300.

**FI 307 Financial Modeling — 3 units**

Presents the theory and practice of financial management with emphasizing computer-based modeling and forecasting. Uses spreadsheet and other software products to analyze the impact of financial decisions related to financial statement analysis, cash budgeting, cost of capital determination, capital budgeting and capital structure choices. The course covers a variety of techniques, such as sensitivity and scenario analysis, optimization methods, Monte Carlo simulation, regression and time-series analysis and neural network models. Prerequisite: FI 300.

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**FI 308 Management Control Systems — 3 units**

Surveys systems for controlling and monitoring resource utilization within the context of the organization's objectives. Topics include performance measurement for responsibility centers, structuring of investment and profit centers, transfer pricing, control of managed costs, incentive systems, budgeting systems and long-range planning. Prerequisite: FI 203 (or FI 100) or FI 300A.

**FI 312 Capital Budgeting and Long-term Financing — 3 units**

Analyzes capital budgeting and long-term financing decisions in depth. Topics include interaction of investment and financing decisions, project cash flow analysis, risk analysis, alternative valuation methods, capital structure theory and the selection of various financing methods. Prerequisite: FI 300.

**FI 314 Working Capital Management — 3 units**

Examines financial decisions that affect the value of the firm in the short run. Topics include receivables management, inventory management, marketable securities management, short-term liability management and cash management. Prerequisite: FI 300.

**FI 317 Mergers and Acquisitions — 3 units**

Surveys the field of mergers and acquisitions, using case studies. Topics include accounting for acquisitions, tax implications of mergers, legal aspects of mergers, the role of investment bankers in mergers, valuing business, merger negotiation, risk management, leveraged buyouts, tenders and defenses. Prerequisite: FI 300.

**FI 318 Venture Capital and Start-up Financing — 3 units**

Examines the strategic and financial issues facing high-growth start-ups. Helps you develop a sophisticated understanding of the tools and techniques employed by successful entrepreneurs in raising start-up, growth, and acquisition capital for their ventures. You will explore alternative financing sources, notably venture capital and "angel" investors. In addition, you will review the exit strategies available to companies, including IPOs and mergers. Topics discussed include: the history and current direction of the venture capital industry, valuation techniques for new ventures and established private firms, raising venture capital and alternative financing, entrepreneurial management issues in capital raising, maintaining control and direction, and harvesting the venture via IPO or merger. Prerequisite: FI 203 (or FI 100) or FI 300A.

**FI 320 Financial Strategy and Value Creation — 3 units**

Demonstrates the use of competitive strategy to create shareholder value, industry attractiveness, firm-based resources and competitive advantage in a variety of settings, including technology-intensive and mature industries. Introduces the use of transaction cost economics and the capital-asset pricing model to analyze vertical integration, diversification and global strategies. Extensively uses case studies to build strategy development skills. This course may not be taken by MBA students. Prerequisite: FI 300.

**FI 340 Investments — 3 units**

Presents the theory and practice of investment analysis. Topics include efficient market theory; risk and return analysis for stocks, bonds and cash equivalents; modern portfolio theory; asset pricing models; bond pricing and the term structure of interest rates; effects of taxes and inflation on investment choices; and derivative asset analysis. Prerequisite: FI 300.

**FI 343 International Corporate Finance — 3 units**

Surveys the international aspects of financial management. Topics include the international currency arrangement for the settlement of private and public transactions; the theory of international financial adjustments; functions of financial institutions including the Federal Reserve System, the Euro-currency market, IBRD and IMF; financing of trade including EXIM and FCIA and commercial banks; foreign-exchange markets; management of currency exposure; estimating country debt-servicing capacity; and external debt-financing problems. Prerequisite: FI 203 (or FI 100) or FI 300A.

**FI 344 Fundamental Analysis of Securities — 3 units**

Presents the concepts and theory underlying stock and bond analysis. Topics include understanding financial statements; income manipulations; common stock valuation techniques; industry analysis; company analysis; fixed income securities analysis; other investments such as convertibles, warrants, options and short-term fixed income securities; efficient market theory. Prerequisite: FI 203 (or FI 100) or FI 300A.

**FI 346 Derivative Markets — 3 units**

Introduces theory and practice in the forward, futures, swap and options markets. Topics include commodity derivatives, currency derivatives, stock options, stock index futures and options, interest rate derivatives, arbitrage strategies, Black-Scholes and Binomial option-pricing models and computer applications. Prerequisite: FI 340.

**FI 347 Financial Engineering and Risk Management — 3 units**

Covers risk management techniques for corporations and managers of equity, bond and derivative portfolios. Topics include measurement of corporate risk exposure, portfolio risk exposure and value at risk for financial institutions; hedging the price risk of commodities, exchange rates, interest rates and equity markets; credit risk management; portfolio insurance; portfolio immunization; synthetic assets; and computer applications. Prerequisite: FI 340; Corequisite: FI 346.

**FI 350 Portfolio Management — 3 units**

Applies the theoretical principles of portfolio management to domestic and international asset allocation, the management of equity and fixed income portfolios and the use of derivatives to manage portfolio risk. Topics include passive and active management; quadratic optimization; international diversification; tactical asset allocation; market timing; factor models for risk measurement, optimization and performance attribution; hedging; and computer applications. Prerequisite: FI 340.

**FI 352 Technical Analysis of Securities — 3 units**

Examines empirical evidence concerning non-efficient markets in which technical analysis is thought to apply. Topics include trend analysis, turning-point analysis, charting techniques, volume and open interest indicators, contrary opinion theories, and technical theories such as Dow theory and Elliott waves. Prerequisite: FI 203 (or FI 100) or FI 300A.

**FI 354 Wyckoff Method I — 3 units**

Studies the Richard D. Wyckoff method, a complete, time-tested and effective approach to market analysis and trading. The action sequence is a unique active-learning way to acquire the skills and judgment needed to apply the Wyckoff method. Prerequisite: FI 352 or consent of the department.

**FI 355 Wyckoff Method II — 3 units**

Continues the study of the Richard D. Wyckoff method, a complete, time-tested and effective approach to market analysis and trading. The action sequence is a unique active-learning way to acquire the skills and judgment needed to apply the Wyckoff method. Prerequisite: FI 352 and FI 354, or consent of the department.

**FI 358 Technical Market Analysis Strategies — 3 units**

Provides advanced studies in technical analysis and trading. Money management, investor psychology and technical analysis elements are considered. Focuses upon development of a trading plan. Prerequisite: FI 352 or consent of the department.

**FI 360 Behavioral Finance — 3 units**

Introduces the theories developed by research into cognitive biases, investor emotions and herd effects; it explores the applications of these theories in corporate finance and investment management and suggests approaches through which sophisticated investors can exploit the opportunities created by non-rational investors. Traditional (or standard) finance builds its theories on the presumption that assets are valued in modern financial markets through the buy-and-sell decisions of rational, profit-maximizing investors. An accumulating body of research challenges this fundamental presumption, suggesting instead that investment decisions are motivated by a complex array of non-rational psychological factors.

**FI 382 Management of Banks and Financial Holding Companies — 3 units**

Analyzes the management of the operations of banks, savings and loans, credit unions and other lending institutions. Topics include the banking industry, firm organizational structure, the legal and regulatory environment, performance analysis, services and financial statements, constraints on management decisions, and marketing strategies. Prerequisite: FI 203 (or FI 100) or FI 300A.

**FI 420 Personal Financial Planning — 3 units**

Introduces the broad scope of financial planning as it relates to personal goals/values, as well as its role in the financial services industry. Topics include careers in financial services, management of personal financial statements, time-value-of-money analysis, calculator/computer applications, insurance, social security, house-buying strategies, investments, retirement planning, income tax and estate planning. Satisfies part of the educational requirements to sit for the CFP™ examination.\* Prerequisite: FI 203 (or FI 100) or FI 300A.

**FI 421 Personal Investment Management — 3 units**

Investigates the investment process from the perspective of the individual investor. Typically, such investors have small portfolios and must work with lower-quality information, greater time constraints, and less-sophisticated analytical skills than their institutional counterparts. This course will discuss approaches and techniques that enable individual investors to build and manage portfolios that offer returns commensurate with their risks. Familiarity with the universe of securities, the mechanics of trading, the many and varied sources of investment information, and with the vocabulary of investing will be emphasized. Satisfies part of the educational requirements to sit for the CFP™ examination.\* Prerequisite: FI 203 (or FI 100) or FI 300A. This course is not open to students who have completed FI 340.

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**FI 422 Retirement and Employee Benefits Planning — 3 units**

Strategies used by financial planners to help clients assess employee benefits and to reduce the tax burden while planning for retirement. Topics include: retirement needs analysis, defined benefit and contribution plans; profit sharing; 401k; 403b; ESOP; IRA; SEP-IRA; Roth-IRA; Keogh; TSA; social security benefits and integration; vesting; employee benefits analysis; funding vehicles; plan installation and administration; asset balancing; buy-sell agreements, ERISA; stock redemption and cross-purchase plans; evaluation of retirement timing; life-cycle planning, retirement lifestyle issues, distribution planning, and post-retirement financial and qualitative assessment of needs. Satisfies part of the educational requirements to sit for the CFP™ examination.\*

Corequisite: FI 420 (or FI 160) or FI 425 (or ACCTG 108A), or consent of the department.

**FI 425 Income Tax Planning — 3 units**

Strategies used by financial planners to help clients achieve greater tax efficiency. Topics include income tax concepts and calculations, income tax research methods, gross income realization, exclusions and deductions, passive activities, alternative minimum tax, tax considerations of business forms, taxable and non-taxable property transactions, compensation planning, family tax planning, audit risk and dealing with the IRS. Satisfies part of the requirements to sit for the CFP™ examination.\*

Prerequisite: FI 420 or FI 160.

**FI 426 Estate Planning — 3 units**

Introduces estate planning tools and strategies to assist a client in developing, maintaining and transferring his/her wealth consistent with objectives. Topics include professional role differentiation between financial advisers, CPAs, and estate-planning attorneys; writing disclaimers in a financial plan; gift and estate taxation; ownership of personal and real property issues; wills; letter of last instructions; trusts; trustees/personal representatives and their fiduciary responsibilities; probate strategies; implications for individuals; general/limited partnerships; closely held businesses; corporations; life insurance funding; post-mortem planning; creative estate planning strategies consistent with client goals and values; charitable giving strategies; California estate planning issues; and how to implement and monitor the estate plan. Satisfies part of the educational requirements to sit for the CFP™ examination.\* Prerequisite: FI 420.

**FI 428 Business Valuation — 3 units**

Surveys valuation and financial planning methods and strategies for closely-held businesses for a broad range of purposes. Topics include financial statement and ratio trends and analyses; economics industry and comparable company analyses; research techniques for obtaining company, industry and economic information; income and cash-flow valuation and planning methods vs. balance sheet valuation; owner's interests as they relate to control, compensation, profit sharing, taxes and fringe benefits; and related estate-planning issues. Prerequisite: FI 203 (or FI 100) or FI 300A.

**FI 430 Business Development in Financial Services — 3 units**

Presents a qualitatively oriented approach for financial services professionals (e.g. in investments, banking, financial and estate planning, real estate, insurance, consulting and accounting) wanting to develop greater business development skills in attracting and maintaining clients. Topics include seven habits of highly effective professionals, principle-centered professionalism and ethics, client assessment, helping clients make financial decisions, negotiating, financial sales and practices, ethical and professional issues, and professional presentations.

**FI 434 Cases in Financial Planning — 3 units**

Uses case studies that apply financial planning principles to strategic personal wealth management for advising clients in the comprehensive financial and estate-planning approach. Topics include: integrating and balancing client needs with financial products and strategies, update on taxation and new financial products, writing a comprehensive financial plan, presenting the plan, implementing the plan, providing periodic review, professional literature and resources, qualitative client factors and analysis, financial counseling techniques, and computer resources. Prerequisites: FI 420, FI 421, FI 422, FI 425, FI 426 and FI 483.

**FI 460 Real Estate — 3 units**

Analyzes real estate concepts and presents an overview of the industry. Topics include the nature of real estate assets as distinct from non-real-estate assets; the institutions, market forces and regulatory groups that affect real estate; special attention to the terminology and language used in connection with the conversion of land from non-urban to urban use; examination of activities and functions of those engaged in developing, building, appraising, financing, marketing, leasing and planning; and their interrelationships. This course fulfills part of the educational requirements of the California Department of Real Estate for salesperson and broker licensing, contact the DRE for more information. Prerequisite: FI 203 (or FI 100) or FI 300A.

**FI 463 Real Estate Finance and Investment — 3 units**

Presents an analytical and applications approach to real estate finance and investment. Topics include real estate markets and institutions, real estate project analysis, conventional and creative financing, governmental and tax-related issues, real estate investment products, yield analysis and decision models. This course fulfills part of the educational requirements of the California Department of Real Estate (DRE) for salesperson and broker licensing, contact the DRE for more information. Prerequisite: FI 203 (or FI 100) or FI 300A.

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**FI 483 Insurance Planning — 3 units**

Explores personal risk analysis and insurance planning in the context of personal financial planning. Topics include: career issues; contractual and agency legal issues; insurance distribution systems (including Internet); evaluating insurers; personal risk assessment; risk strategies; alternative risk transfer approaches; life insurance programming and product analysis; key-person insurance; business continuation applications; life insurance use in income and estate tax planning; applicability of other insurance products (e.g., health, disability, general liability, property and casualty); HMOs, group insurance plans; workers compensation; relevant aspects of social security; negligence issues; errors and omissions policies; and professional ethics. Satisfies part of the educational requirements to sit for the CFP™ examination.\* Corequisite: FI 420 (or FI 160) or consent of the department.

**FI 497 Internship: Finance — 3 units**

Offers you the opportunity to receive graduate-level work experience in a job directly related to your academic major and career goals. You are responsible for your own placement in an internship approved by the department chair. A written internship proposal is required before consideration for this course. A written report is required upon completion of the internship. Prerequisite: consent of the department.

**FI 498A-ZZ Selected Topics in Finance — 1-3 units**

Address significant, topical and practical problems, issues and theories in finance. Topics are compiled and selected by the department chair. This course may be taken more than once, provided the same topic is not repeated. Prerequisite: FI 300. Other prerequisites will vary based on topic.

**FI 499 Directed Study in Finance — 1-3 units**

Provides an opportunity for the advanced student with a specific project in mind to do reading in a focused area and to prepare a substantial paper under the direction of a faculty member. Only one directed study course may be taken for credit toward a master's degree. Prerequisites: FI 300; consent of the department.

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**HISTORY (HIST)****Undergraduate Courses****HIST 88 Business in World History — 3 units**

Looks at the history of globalization from the perspective of European, Asian, African, and American civilizations, from the beginnings of long-distance ocean navigation to the present era of satellite communication and cyberspace. Examines economic, social, and cultural effects of exploration, trade, migration and settlement, technological development, and cultural exchange. Prerequisite or corequisite: ENGL 1A.

**HIST 198A-ZZ Special Topics in History — 1-3 units**

Address significant, topical and practical problems, issues and theories in history. Topics will be selected by the department coordinator. This course may be taken more than once, provided the same topic is not repeated. Prerequisite: consent of the department. Prerequisites will vary based on topic.

**HIST 199 Directed Study in History — 1-3 units**

Provides individual study of selected topics under supervision of a faculty member. You are limited to one directed study course per trimester. Prerequisites: consent of the department.

**HUMANITIES (HUM)****Undergraduate Courses****HUM 156 Business and Civilization — 3 units**

Examines the historical interactions between business and such other aspects of civilizations as religion, philosophy, art, science, economic life, and government and military policies. Studies how the values, institutions and actions of business are shaped by the civilization of which they are an intrinsic part. Case studies are chosen from the western and non-western world and from a wide spectrum of historical periods. Prerequisites: ENGL 1A.

**HUM 198A-ZZ Special Topics in Humanities — 1-3 units**

Address significant, topical and practical problems, issues and theories in the humanities. Topics will be selected by the department coordinator. This course may be taken more than once, provided the same topic is not repeated. Prerequisite: consent of the department. Prerequisites will vary based on topic.

**HUM 199 Directed Study in Humanities — 1-3 units**

Provides individual study of selected topics under supervision of a faculty member. You are limited to one directed study course per trimester. Prerequisite: consent of the department.

**INFORMATION TECHNOLOGY (ITM)****Undergraduate Courses****ITM 10 Small Computers for Business — 3 units**

Provides you with hands-on learning of popular business application tools. You will develop skills in word processing, spreadsheets, database and business presentations. Skills in Internet/World Wide Web use will be presented, including navigation and search. An overview of computer theory is included, to create an understanding of computer function, and the relationship of microcomputer technology to the business environment. The class material will address the requirements for Microsoft Office Specialist certification.

**ITM 100 Mobile Wireless Communications — 3 units**

Explores the different types of mobile wireless communications. Focuses on some key mobile wireless technologies and studies their advantages and limitations. You will understand the hardware and software requirements for mobile wireless communications and will research the available mobile wireless devices. You will learn about the concept of wireless communications; wireless regulations and frequency allocations; key wireless technologies — GSM, TDMA and CDMA; Wi-Fi; Bluetooth; WAP (wireless applications protocol); worldwide mobile wireless applications; available mobile wireless products; and the advantages and issues as well as future trends of mobile wireless communications. Features a case study approach on the applications of mobile wireless technologies. Prerequisite: ITM 115 or consent of the department.

**ITM 101 Fundamental Programming Concepts with Java — 3 units**

Provides an introduction to fundamental programming concepts and methods based on the Java programming language. Designed to be a first course for students with little or no prior programming experience, it is not primarily a computer language (Java) class. Rather, it is a class in basic programming principles applicable to a variety of languages and programming environments, introducing you to the most up-to-date programming technologies including object-oriented programming, visual programming and programming for the Internet. Topics include introduction to computers, programming languages and Java; problem solving using object-oriented and algorithmic development methods; good programming practices and style; primitive data types; variables; arithmetic operations; assignment operations; relational and logical expressions; branching (if/else); loop control structures (while, for, do/while); multi-way branching (switch, break, continue); debugging strategies and tools; subprograms, object-based functions (methods), arrays, exception handling, files and streams.

**ITM 102 Advanced Programming Concepts with Java — 3 units**

Provides a continuation of ITM 101, emphasizing object- and event-oriented programming. While the course is based on the Java programming language, it is not primarily a computer language (Java) class. Rather, it is a class in basic programming principles applicable to a variety of languages and programming environments. You will study the most up-to-date programming technologies including object-oriented programming, visual programming, and programming for the Internet. Topics include object-based programming, object-oriented programming, strings and characters, graphics, basic graphical user interface (GUI) components, multithreading, bit manipulation and introductory data structures. Prerequisite: ITM 101 or consent of the department.

**ITM 103 Introduction to Visual Basic — 3 units**

Provides an introduction to Visual Basic programming for students with an introductory knowledge of computer programming. Topics include introduction to graphical, event-oriented programming under Microsoft Windows; the Visual Basic development environment; creating and using controls to build a Graphical User Interface (GUI); the Visual Basic programming language; debugging techniques; introduction to Visual Basic graphics; handling mouse input; file input-output; data access and selected advanced topics such as Object Linking and Embedding (OLE). A significant section of this course will cover using Visual Basic as a graphical “front-end” for desktop database development.

**ITM 113 Database Management Systems — 3 units**

Provides a solid foundation in database management systems, concentrating on the benefits, structures and views of data. You will analyze the existing database design methodologies, and use Oracle and SQL.

**ITM 115 Digital Communications — 3 units**

Introduces you to the telecommunications profession through its history, acronyms, architecture, technologies and systems as well as major telecommunications players and vendors, regulatory bodies and their roles. Focuses on digital communications and technologies, switching systems, transmission modalities, networks architectures and interoperabilities. You will learn how to prepare a business plan and case study analysis; to prepare and evaluate technical requests for proposals (RFPs) and SWOT analyses; to describe how voice and data are digitized and sent over networks; to assess the technologies required for digital communications. Research and analytical skills will be deepened through SWOT analyses, case studies and general research. Ethical considerations for RFP generation will be discussed, as will global assessment of digital communications.

**ITM 125 Management Information Systems — 3 units**

Studies the managerial aspects of information systems in business organizations. Emphasis is placed on the planning, implementation, evaluation, budgeting and management of information systems. Emerging technological trends will be explored. Prerequisite: ITM 10 or consent of the department.

**ITM 130 Network Security — 3 units**

Defines network security in the context of networks, information and computer systems. This course identifies threats and vulnerabilities; major aspects of encryption, digital signatures and other authentication procedures are covered. LAN, Wireless and other aspects of network security are reviewed with discussions focusing on firewalls, VPN and ISO17700 compliance. Strong emphasis is placed on analysis, monitoring and evaluation of network security. Intrusion and detection strategies are reviewed. An overview of vendors and other security resources is covered. Course content will be aligned with the expectations for the Comp TIA Security+ Certification.

**ITM 133 Systems Analysis: Analysis and Design — 3 units**

Covers the application of systems development concepts to the analysis and logical design of computer systems, emphasizing methodologies and tools specific to automated business systems. Prerequisites: ITM 10 and ITM 125.

**ITM 143 Structured Query Language and PL/SQL — 3 units**

Provides a solid foundation in the syntax and the use of the Structured Query Language (SQL). This course builds upon the introduction to SQL provided in ITM 113. SQL is the standard language for most of the current relational database management systems. You will learn how to create applications using the programming language known as PL/SQL. The following topics will be covered: writing basic SQL select statements, restricting and sorting data, single row functions, displaying data from multiple tables, aggregating data using group functions, the syntax and use of the PL/SQL programming language, how to create functions, procedures, packages and triggers. This course makes extensive use of ORACLE.

Prerequisite: ITM 113 or consent of the department.

**ITM 144 Database Administration Fundamentals — 3 units**

Provides a solid foundation on database administration. You will learn how to get started with the database server, how to manage a database instance, how to create a database, the basics of the database architecture, how to manage the physical database structure, tablespaces, datafiles, storage structures, undo data, database objects and database users. Extensive use of ORACLE. Prerequisites: ITM 113 or consent of the department.

**ITM 150 Network Design — 3 units**

Provides in-depth coverage of network design, and knowledge of different types of network infrastructures involving LAN, WAN and dial access services. Focuses on gathering customers' internetworking requirements, identifying solutions, and designing the network infrastructure and elements to ensure the basic functionality of proposed solutions. Focuses on the technology, methods and best practices available today for network design. You will learn the methodology of network design for the internetwork infrastructure; how to design routed and switched networks involving LAN, WAN and dial-access services for business and organization; and will be aligned with expectations for the Cisco CCDA Exam.

**ITM 185 Area Networks — 3 units**

Introduces multi-layer switching technology for area networks. Identifies the key components — gateways, routers, switches, hubs — necessary to effect multi-layer switching. Describes how MLS functions on a switch and how to configure a switch to participate in multi-layer switching in different area networks. Different trunking protocols as well as VLAN configurations and operations are also studied. You will learn how to configure the switch devices to improve spanning tree convergence; how to establish the connectivity between devices within a switch block; the connectivity from an end user station to an access layer device, and will become acquainted with expectations for the Cisco CCNP Exam.

**ITM 191 Capstone: Creating Value in the IT Career — 3 units**

Explores understanding, creating and communicating value through technology, for the benefit of both the enterprise and your career. In measuring your progress toward the BSIT degree, we will take a look backward to assess what you have accomplished, and will take a look ahead and project what you will have to offer as an IT professional in the global, real-time, real-world enterprise. As part of the process, we take a long and serious look at the "soft skills" that industry experts agree are key to a student's employability and success in the workforce and/or graduate school. Those areas include ethics, leadership, research and writing skills, and a global perspective. With these and a keen awareness of how technology may be used to create value, you will be prepared for the transition to real world concerns and equipped for career longevity. Competing in the global marketplace will also be a focus: global industry and regulatory policy as well as social, economic, and cultural issues that impact IT. Business value creation through technology is the focus both of the subject matter of the course and the project requirements. Case study analyses and writing a business plan for a technology proposal will be part of the requirements. As part of the capstone project, you will create an employability skills portfolio that will add value to your applications for jobs and/or graduate school. Must be taken in the last 12 units of the BSIT.

**ITM 197 Internship: Information Technology — 3 units**

Offers you the opportunity to receive work experience in the information technology industry. You will be responsible for your own placement in an internship approved by the department chair. A written internship proposal is required before consideration for this course. A written report is required upon completion of the internship. Prerequisite: consent of the department.

**ITM 198 A-ZZ Special Topics in Information Technology — 3 units**

Address significant, topical and practical problems, issues and theories in the information technology industry. Topics will be selected by the department chair. This course may be taken more than once, provided the same topic is not repeated. Prerequisite: consent of the department. Prerequisites will vary based on topic.

**ITM 199 Directed Study in Information Technology — 3 units**

Provides individual study of selected topics under supervision of a faculty member. You are limited to one directed study course per trimester. Prerequisites: consent of the department.

**Graduate Courses****ITM 225 Management Information Systems — 3 units**

Studies the managerial aspects of Information Systems in business organizations. Emphasis is placed on the planning, implementation, evaluation, budgeting and management of information systems. Emerging technological trends will be explored.

**ITM 300 Enterprise Information Systems and Technologies — 3 units**

Introduces you to the contemporary, technology-mediated, global business environment. Assists you in developing management skills from basic through strategic, while interacting with current and evolving technologies that lift the contemporary digital enterprise. You will become acquainted with information architecture and infrastructure, converged network and application tools and concepts, enterprise technology tools, databases, distributed computing, storage and information distribution, systems and information security, customer and sales force management, as well as evolving tools. Provides a broad survey of information technology in current business conditions. Gives you a basic understanding of the most relevant aspects of information technology. You will also gain an understanding of the differences between a data-processing system, a management-information system, a decision-support system, office automation and an expert system.

**ITM 301 Information Technology Program Management — 3 units**

Centers on planning, estimating and controlling information technology (IT) programs for the whole enterprise. You will learn management tools and techniques to improve cost, time and quality areas of IT program management and its corresponding systems and projects management. A global perspective to IT program management will be covered, as well as team management and the use of other approaches to systems developments, such as rapid prototyping and the ramifications of outsourcing for multinational organizations. Automated tools and case studies will be used. The standard software tool for this course is Microsoft Project. Corequisite: ITM 300.

**ITM 302 Network-based Systems — 3 units**

Surveys different types of network-based systems including host-based systems, server-based systems, web-based systems, SOHO-networking systems, multimedia systems and wireless systems; and investigates the technologies employed by those systems. Specifically, the principles and paradigms of distributed systems will be covered in greater detail. You will learn the basics of data communications, TCP/IP, wireless technologies, Web infrastructure, XML, Web services and information security. You will also learn the features and applications of all major network-based systems and perform system analysis and design. Corequisite: ITM 300.

**ITM 303 Enterprise-wide Applications — 3 units**

Provides an overview of issues involved in the analysis, planning and implementation of enterprise-wide applications. Enterprise resource planning (ERP) and customer relationship management (CRM) systems are emphasized, including the key factors associated with selection, integration, culture, project management and technologies. You will learn the value and uses of ERP/CRM systems and you will be able to manage the design and implementation of these systems. The value of ERP systems and enterprise process reengineering and the latest ERP technologies are discussed. ERP topics will include, but are not limited to, supply-chain management, e-procurement, data warehousing and analytics, web portals and knowledge management. CRM topics will include the methods, technologies and capabilities needed to support CRM. Corequisite: ITM 300.

**ITM 304 Managing Distributed Data Systems — 3 units**

Introduces you to concepts and practices of contemporary database technologies and data systems, their design and deployment, and their use as operational and strategic tools. Assists you in developing knowledge of a broad range of database technologies and applications, including database types, the database-management system (DBMS), data mining, data security, and the role of data within the organization as levers for both operational information and strategic impact. You will become acquainted with specific technologies and applications such as the relational database, the database management system, data mining, data warehousing, data marts, online analytical processing, distributed databases, data security, data and privacy. You will also be introduced to contemporary tools such as customer relationship management, sales force automation, business intelligence systems and multimedia database applications. Corequisite: ITM 300.

**ITM 305 Enterprise Requirements Management — 3 units**

Provides a solid understanding of enterprise requirements management. You will learn how to identify, collect, organize and store enterprise requirements for future planning, design, evaluation and implementation of information technology systems and strategic applications. Special emphasis will be given to the enterprise infrastructure that will support enterprise-wide applications at different hierarchical levels and in different functional areas. Corequisite: ITM 300.

**ITM 306 Emerging Enterprise and Commercial Technologies — 3 units**

Introduces you to leading-edge technologies, with an emphasis on evaluation and application of those technologies for business. Innovative technologies must be understood and evaluated according to their impact on technology infrastructure, and their real and long-term utility in business practice. You will consider the role and implementation of emerging, innovative technologies to effect competitive advantage, local, regional and global business strategies. You'll consider their role in traditional business practice, as well as recent organizational trends such as expanded industry sets, partnerships, and alliances among diverse and competitive firms. Corequisite: ITM 300.

**ITM 307 Digital Security in the Network World – 3 units**

Provides an in-depth overview of the issues, concerns and technologies involved in providing digital security in a globally connected world. You will learn what digital security is and its history; the global nature of threats; about the security structures, (e.g. an overview of cryptography and its use); hackers, terrorists and organized crime; security terminology; and the security process of design, detection and response. You will use case studies and prepare research briefings and RFPs appropriate to deepening your course knowledge. Corequisite: ITM 300.

**ITM 308 Business Intelligence — 3 units**

Provides an in-depth focus on the use of information technologies and systems to improve the processes and outcomes of human decision-making. Topics will include individual decision support systems, data warehousing and knowledge management, executive information systems, and group decision-support systems. You will learn to evaluate commercially available business-intelligence systems and plan, implement and administer these systems. Other topics to be covered include, but are not limited to, information valuation, knowledge management principles and systems, artificial intelligence, fuzzy logic, CRM systems, data warehousing and data mining. Corequisite: ITM 300.

**ITM 309 Systems Analysis, Design and Implementation — 3 units**

Introduces information analysis and the logical and physical specifications of the system. You will learn structured information requirements determination, problem need identification, feasibility assessment; and systems analysis, design and implementation for business enterprises. Surveys alternative methodologies, uses cases studies and CASE tools. Corequisite: ITM 300.

**ITM 310 Distributed Systems — 3 units**

Examines digital communication architecture, technologies and strategies. Studies distributed processing systems, distributed database systems and networking systems. Surveys current architectures and future directions, design and operational considerations. Uses case studies. Prerequisite: ITM 304.

**ITM 311 Software Evaluation and Selection — 3 units**

Introduces you to issues of systems planning, integration, analysis, purchase, implementation, maintenance and support. You will consider both management and technical matters. Management issues will include needs analysis, systems change, managing systems projects, addressing risk, working with companies and vendors, and articulating system value and return on investment. Technology issues will include understanding the role of technology in the enterprise, technology and productivity, technology as a strategic tool, and the study of various contemporary systems: strategic technologies, enterprise resource planning systems, middleware, use of the Web and Internet protocols as a part of infrastructure, as well as customer relationship management and sales force automation systems. Corequisite: ITM 300.

**ITM 312 Network Infrastructure, Architecture and Design — 3 units**

Focuses on today's major network infrastructures and architectures as well as design methodologies. Different types of network infrastructures and architectures, especially the e-business model, are investigated and studied. You will learn data communications standards and protocols, internetworking, performance considerations, switching, routing, network management, globalization, e-business security, data-storage and backup. You will also learn the hardware and software requirements for each type of architecture as well as research the available tools and their uses. Networking monitoring, managing and trouble-shooting tools are also investigated. Emerging network infrastructures and architectures are also researched and studied. Corequisite: ITM 300.

**ITM 313 Digital Communications — 3 units**

Focuses on digital communications and technologies, different digitalization techniques, switching systems, transmission media, signaling and addressing schemes, networking protocols and architectures and inter-networking. You will learn how to prepare and evaluate technical requests for proposals (RFPs) and SWOT analyses; to understand and describe how voice is digitized, then integrated with data and sent over digital switching networks; the technologies and devices required for digital communications and applications such as VoIP, wireless digital communications, case study analysis and global assessment of digital communications. Research and analytical skills will be deepened through SWOT analyses, case studies and general research. Corequisite: ITM 300.

**ITM 314 Data Management Systems — 3 units**

Explains the architecture of database-management systems. The major topics covered are how to manage a database system, how to understand and perform backup and recovery operations, and how to conduct database-performance tuning. Uses Oracle.

Prerequisite: ITM 304.

**ITM 315 Strategic IT Planning and Administration — 3 units**

Examines the strategic planning, organizing and administration of the information technology function in the organization. You will learn to plan, design and implement complex IT systems; and the management and administrative support requirements for successful IT administration. Topics will include the design, integration and implementation of technically complex and geographically diverse systems, the strategic uses of information and information technologies, global and cultural implications, network-based systems, information security and integrity, cultural variables and corporate-level IT management. Corequisite: ITM 300.

**ITM 316 Enterprise Security — 3 units**

Focuses on the technologies, networks, information systems and enterprise networks that are vulnerable to security breaches. Sources of current security attacks are reviewed and analyzed. Key procedures, technologies and systems for securing the enterprise network and e-business are examined. You will learn the elements of enterprise networking, VPNs and area networks; cryptography and encryption considerations; how to construct and maintain a secure enterprise network; access and authentication procedures; analyze case studies to examine secure online transactions: virtual private networks (VPN), secure payment schemes; SET, SSL (secure socket layer) and TLS protocol standards; digital signatures; public key infrastructure and encryption; secure multipurpose Internet mail extensions (S/MIME); how to prepare an enterprise/e-business security plan; to survey and analyze security vendors and resources. Corequisite: ITM 300.

**ITM 317 Databases on the Web — 3 units**

Introduces the concepts and techniques necessary to incorporate database applications and content into Web pages. The World Wide Web has become an important vehicle for networked database applications. Topics to be covered include an overview of DBMS (database management systems) technologies, using HTML forms to access server-side databases, and “front-end” database development tools for the Web. Tools such as Oracle, ColdFusion, IntraDev and IntraBuilder will be discussed.

Prerequisite: ITM 304.

**ITM 318 Ng Wireless Systems — 3 units**

Introduces emerging wireless technologies and their potential applications and services today, as well as in coming generations. Due to the rapid development of wireless technology and deployment of wireless networks, some wireless carriers are already testing their 4th generation (4G) services and products focusing on the next generation broadband wireless mobile communications which converge wireless access, wireless mobile, wireless LAN and packet-division-multiplexed (PDM) networks. The 4GMF is launched on a new, different platform so as to complement (and not to compete with) WWRF, Darpa XG, mITF, K4G, J4G, FuTURE, F4G, B3G, 802.20. You will learn the definitions and features of 1G, 2G, 2.5G, 3G and 4G; different types of technologies; advantages and issues of 3G/4G wireless; potential applications; impact of 3G/4G technologies to our society; compatibility and migration issues of different generations. You will analyze the merits and impacts of Ng technologies via case studies, and prepare an RFP to select and evaluate various wireless technologies in a given business enterprise. Corequisite: ITM 300.

**ITM 319 Data Warehouses and Data Marts — 3 units**

Provides advanced coverage of data warehousing and data marts. You will be exposed to the components of data warehousing and data marts and will learn how to identify their requirements. Focuses on design and implementation. There will be extensive use of Oracle in our computer labs. Prerequisite: ITM 304.

**ITM 320 Geographic Information Systems — 3 units**

Introduces information-technology managers to geographic information systems (GIS) and their applications. You will learn the combination of software and hardware through which you can manipulate, analyze and display spatially referenced information — information that is referenced by its location on the earth’s surface. By linking data to maps, a GIS can reveal relationships not apparent with traditional item-referenced information systems and database-management products. By displaying information in a graphical form, you can communicate complex spatial patterns succinctly. This course is applicable to IT managers in technology, business and government fields. GIS plays a major role in fields like market research, site selection, real estate, civil engineering and telecommunications — both fixed and wireless (cable networks, traffic pattern analysis, etc). City and county governments are incorporating GIS as part of their planning and decision-making processes. States and the federal government are adopting GIS to manage operations from highway planning to environmental resource conservation. Through lectures, lab work (using ArcGIS software) and discussion, this course will introduce the concepts needed to use GIS effectively and correctly, and develop basic proficiency in GIS software usage. Applications will primarily focus on urban and regional analysis, through business, environmental and geological applications. Corequisite: ITM 300.

**ITM 321 Network Security — 3 units**

Defines network security in the context of networks, information and computer systems operating on a global basis. Networking architecture, technologies and systems are briefly introduced; ISO compliance requirements are covered; network threats and vulnerabilities are explored. You will learn about network security analysis, prevention and monitoring; the history of network security; the role of cryptography in network security; an in-depth overview of digital security vendors and security resources; analysis and presentation of security case studies and preparation of an RFP for network security applications. Corequisite: ITM 300.

**ITM 322 Gaining and Sustaining Competitive IT Advantage — 3 units**

Examines information technology (IT) systems as a key strategic tool for gaining and sustaining competitive advantage, and explores how IT is used to achieve enterprise goals. You will learn the strategic role of IT; how IT is used in both enterprise operations for cost control and reduction, and in market intelligence and marketing for competitive positioning and revenue enhancement. You will also learn to develop IT strategy and, through the use of case studies, how to determine the return-on-investment for IT systems. Since IT systems are based on complex network-based systems, special attention is given to the international aspects of IT strategy in the design and deployment of these systems. Corequisite: ITM 300.

**ITM 323 Decision Support Systems Strategy — 3 units**

Introduces the concept of decision-support systems strategy for an enterprise. You will learn how knowledge-based systems can support the decision-making process. You will also learn various aspects of artificial intelligence applied to the enterprise — like expert systems, natural language processing, reasoning, problem solving, human cognition and group decision-support systems. You will work with an expert system shell applied to an enterprise problem. Corequisite: ITM 300.

**ITM 324 Web-based Systems — 3 units**

Introduces you to the architecture of the Internet and World Wide Web. You will learn the history of the Internet, the server-client paradigm, HTML (hypertext markup language), website design and organization, HTTP (hypertext transfer protocol), TCP/IP, CGI (common gateway interface), server- and client-side program and script deployment, web server installation and configuration, and necessary Unix skills. After completing this course, you will have a working knowledge of the architecture of a web site and a familiarity with the architecture and structure of the Internet and its basic services. You will also have an introductory knowledge of basic features and concepts related to the Internet and World Wide Web, with an emphasis specific to WWW site design, creation and maintenance. Special emphasis will be placed on Extensible Mark-Up Language (XML). Corequisite: ITM 300.

**ITM 325 Business Data Analysis — 3 units**

Introduces the computer programming language Statistical Analytical System (SAS) in a hands-on course. Oriented towards beginners to SAS. SAS is used by many Fortune 1000 companies in the US, and in other prominent businesses around the world. Students from all majors can take this course. We will make extensive use of a computer lab. Students with access to a computer (Mac or PC compatible), a modem and an Internet account from a private Internet provider will be able to access the SAS system available in the Golden Gate University computer network from remote sites for assignments and projects. We will make extensive use of electronic mail for communication among students and the instructor. Topics will include the programming logic to produce an SAS program, working with temporary and permanent SAS files, using built-in procedures and functions, producing simple and complex reports, building SAS business applications and using the UNIX operating system. Corequisite: ITM 300.

**ITM 326 Data Mining — 3 units**

Explores the use of computers employing artificial intelligence and “machine learning” techniques to discover previously unknown and potentially useful information from a data set. You will learn basic theoretical concepts and practical techniques for data mining. Topics will include overview of data mining, applications of data mining, data preparation, defining a study, introduction to the use of neural networks for classification studies (supervised learning) and clustering studies (unsupervised learning), interpreting model results, and data visualization techniques. Class projects will include the hands-on use of one or more data-mining software packages. Prerequisites: ITM 304 and MATH 40.

**ITM 327 Structured Query Language — 3 units**

Provides an in-depth coverage of Structured Query Language (SQL) and PLSQL. SQL is the standard relational database-access and programming language for computers of all sizes. You will be exposed to Oracle/SQL and will have extensive use of our computer labs during the course. Prerequisite: ITM 304.

**ITM 328 Advanced Data Modeling — 3 units**

Provides advanced coverage of data modeling and design. You will use Entity-Relationship Diagrams (ERD), Semantic Object Modeling (SOM), database planning and normalization. There will be extensive use of Oracle in our computer labs. Prerequisite: ITM 304.

**ITM 329 Business Continuity: Crisis Management, Recovery and Restoration — 3 units**

Emphasizes the development of protocols and procedures designed to minimize business and enterprise risks associated with disasters and other major disruptions to ensure the rapid recovery of critical business functions. You will learn how to write a disaster plan; the importance of rapid response and business recovery; how to identify critical business functions; considerations for developing alternative business operations, including virtual continuity and collaboration with inter-company business-continuity planning teams; and internal and external communications requirements. Corequisite: ITM 300.

**ITM 330 The Network Society — 3 units**

Reviews the historical sequence of the information technology revolution and the emergence of the information technology paradigm. You will learn the cultural, institutional and economic components of the network enterprise and how the informational society continues to transform work and employment. The course will include in-depth discussions about the geography and uses of the Internet and its role in shaping global political, social and economic realities. This course offers you a chance to develop a macro view of the continuing global evolution of the network society and its larger impacts and potential consequences. Corequisite: ITM 300.

**ITM 331 Mobile Wireless Communications — 3 units**

Explores the different types of mobile wireless communications. Focuses on some key mobile wireless technologies and studies their advantages and limitations. You will understand the hardware and software requirements for mobile wireless communications and will research the available mobile wireless devices. You will learn concepts of wireless communications; wireless regulations and frequency allocations; key wireless technologies — GSM, TDMA and CDMA; mobile TCP/mobile IP; WAP (wireless application protocol); worldwide mobile wireless applications; available mobile wireless products; and the advantages, issues and future trends of mobile wireless communications. Features a case-study approach to the application of mobile wireless technologies. Prerequisite: ITM 313.

**ITM 396A-ZZ Selected Topics in Information Technology — 3 units**

Address significant, topical and practical problems, issues and theories in areas encompassed by the School of Business graduate degrees. Topics are compiled and selected by the department chairs. Prerequisites will vary based on topic.

**ITM 397 Technology Innovation and Business Value: Capstone — 3 units**

Provides an opportunity for you to complete a project in which you will demonstrate the strategic, technical and management skills you have developed over the course of your MSIT degree program as you have interacted with the current and evolving technologies that lift the contemporary enterprise. This course will also bring together all you have learned about ROI analyses, innovation impact analysis, prototype plans, how to evaluate innovation opportunities to solve business problems globally, managing programs, accuracy of financial analysis/recommendations, business plans and transparency of business decisions. Must be taken during the last nine units of your degree program.

**ITM 398 Internship: Information Technology Management — 3 units**

Offers you the opportunity to participate in graduate-level work experience in the information technology field. You are responsible for your own placement in an internship approved by the department chair. A written internship proposal is required before consideration for this course. A written report is required upon completion of the internship. Prerequisite: Completion of five advanced graduate seminars or consent of the department.

**ITM 399 Directed Study — 3 units**

Provides an opportunity for the advanced student with a specific project in mind to do reading in a focused area and to prepare a substantial paper under the direction of a faculty member. Only one directed study course may be taken for credit toward a master's degree. Prerequisite: consent of the department.

**LITERATURE (LIT)****Undergraduate Courses****LIT 150 Business in Literature — 3 units**

Examines business and social values in American life as reflected in stories, novels, and plays of the past and present. Prerequisite: ENGL 1A.

**LIT 160 Business in Movies — 3 units**

Looks at business in American life as reflected in movies, from slapstick comedy to Wall Street drama.

**LIT 198A-ZZ Selected Topics in Literature — 1-3 units**

Examine specific topics, authors or genres in English, American or world literature. You may take this course more than once, provided the topic is not repeated. Prerequisite: consent of the department.

**LIT 199 Directed Study in Literature — 1-3 units**

Provides individual study of selected topics under supervision of a faculty member. You are limited to one directed study course per trimester. Prerequisites: consent of the department.

## MANAGEMENT (MGT)

### Undergraduate Courses

#### **MGT 100 The Manager as Communicator — 3 units**

Seeks to improve communication skills in various management situations such as interviewing, oral presentation, group leadership and decision making. You are encouraged to develop individual evaluative criteria with the aid of the instructor and fellow students. Prerequisites: ENGL 1A, ENGL 1B; one Management (MGT) or Marketing (MKT) course.

#### **MGT 140 Management Principles — 3 units**

Teaches the application in formal organizations of the principles of management, staffing, planning, organizing, controlling and leading as well as management concepts of motivation, morale and communications. Case studies are included.

#### **MGT 141 Organizational Behavior — 3 units**

Studies the impact that individuals, groups and organizational structure and processes have on behavior within organizations. Examines the foundations of individual and small group behavior and how this behavior affects organizational processes and performance. Utilizes case studies, role plays, and experiential exercises and requires extensive student participation.

#### **MGT 145 Law of Contracts, Sales and Commercial Transactions — 3 units**

Reviews law and legal theory relating to business; essentials of a binding contract; law of sales; nature and use of negotiable instruments; and Uniform Commercial Code.

#### **MGT 156 Management Policy and Strategy — 3 units**

Focuses on the development of company policy and strategy, examines the impact of a company's internal and external environment on strategic decisions and assigns case practice in analyzing and formulating business policy and strategy. Lower-division requirements must be satisfied. To be taken in the last 12 units of the BBA degree or Bridge programs. Prerequisites: FI 100, MGT 140 and MKT 100.

#### **MGT 173 Human Resource Management — 3 units**

Surveys the principles and practices in managing personnel; human resource planning, recruiting, selection, training; development of personnel policies; government regulation including EOC, OSHA, wage-and-hour laws; introduces labor relations and collective bargaining.

#### **MGT 174 Labor-Management Relations — 3 units**

Traces the growth of the labor movement and management reactions and policies; examines the role of government, contemporary problems, current practices in collective bargaining, grievance handling, state and federal labor legislation. Prerequisite: MGT 173.

#### **MGT 175 Personnel Recruitment, Selection and Placement — 3 units**

Examines the personnel process of human resource planning; generating applications (internal and external); analyzing qualifications, selection methods and decisions (including test evaluation); interview methods and practice; placement and exit programs (outplacement, retirement, etc.); and legal considerations. Utilizes simulation case practice, role play etc. Prerequisite: MGT 173.

#### **MGT 176 Compensation Decision Making — 3 units**

Reviews the elements necessary to make sound compensation decisions. Topics include types of compensation plans, employee motivation, economic theory, labor markets, compensation surveys, job analysis and evaluation, performance assessment, compensation methods, employee benefits, non-economic rewards and compensation administration. Prerequisite: MGT 173.

#### **MGT 177 Training Methods and Administration — 3 units**

Examines the role of the training function within the field of Human Resource Management. You will identify performance problems related to training, practice a variety of training methods and materials and decide the methods of evaluation. You design a training package and do a brief training session in class. Demonstrations of interactive video and computer programs. Prerequisite: MGT 173.

#### **MGT 179 Introduction to International Business — 3 units**

Examines environmental, economic, political and social constraints on doing business abroad; effects of overseas business investments on domestic and foreign economies; foreign market analysis and operational strategy of a firm; management problems and development potential of international operations.

#### **MGT 188B Doing Business in East and Southeast Asia — 3 units**

Focuses on the conduct of business between the United States and our major trading partners in East and Southeast Asia. You will prepare a market analysis for one of these countries and a product or service of your choice. You will learn how to identify what products and services are in demand, how to conduct business, what barriers to trade exist and what trade assistance is available for US companies. Corequisite: MGT 179.

#### **MGT 188C Doing Business in Western Europe — 3 units**

Focuses on the conduct of business between the United States and our major trading partners in Western Europe. You will prepare a market analysis for one of these countries and a product or service of your choice. You will learn how to identify what products and services are in demand, how to conduct business, what barriers to trade exist, and what trade assistance is available for US companies. Corequisite: MGT 179.

**MGT 188D Doing Business in Latin America — 3 units**

Focuses on the conduct of business between the United States and our major trading partners in Latin America. You will prepare a market analysis for one of these countries and a product or service of your choice. You will learn how to identify what products and services are in demand, how to conduct business, what barriers to trade exist, and what trade assistance is available for US companies. Corequisite: MGT 179.

**MGT 190 Entrepreneurship and Small Business — 3 units**

Reviews the principles and practices of entrepreneurship and small businesses. Explores entrepreneurship as an alternative to regular corporate executive career paths, entrepreneurial strategies, ownership alternatives, buying/selling business, franchising, venture capital and other related subjects. Both academic and hands-on real world exercises will be included. Prerequisite: Any Accounting course.

**MGT 197 Internship: Management — 3 units**

Offers you the opportunity to receive work experience in a job directly related to your academic major and career goals. You will be responsible for your own placement in an internship approved by the department chair. A written internship proposal is required before consideration for this course. A written report is required upon completion of the internship. Prerequisite: consent of the department.

**MGT 198A-ZZ Special Topics in Management — 1-3 units**

Address significant, topical and practical problems, issues and theories in management. Topics will be selected by the department chair. This course may be taken more than once, provided the same topic is not repeated. Prerequisite: consent of the department. Prerequisites will vary based on topic.

**MGT 199 Directed Study in Management — 1-3 units**

Provides individual study of selected topics under supervision of a faculty member. You are limited to one directed study course per trimester. Prerequisite: consent of the department.

**Graduate Courses****MGT 204 International Business and Strategy — 3 units**

Examines common trade theories and how these affect government policy and regulation. Considers alternative strategies for the conduct of multinational and global business. Explores the different international configurations of business-government - society relationship systems and how these affect international business strategies. Considers policy, strategy and management challenges in marketing, finance, production and personnel faced by multinational and global corporations.

**MGT 210 Management Theory and Communications — 3 units**

Teaches the application in formal organizations of the principles of management, staffing, planning, organizing, controlling, leading, and communicating, as well as management concepts of motivation, morale and communications. Students are encouraged to develop individual evaluative criteria for communications style with the aid of the instructor and peers.

**MGT 300 Managerial Analysis and Team Dynamics — 3 units**

Develops skills needed for individual effectiveness as a manager, including business analysis and problem-solving, leadership, group dynamics and teamwork. Must be taken in the first 6 units of the MBA Advanced Program.

**MGT 301 Entrepreneurship — 3 units**

Studies the underlying principles and theories of entrepreneurship, exploring its “how tos” and “pitfalls.” Entrepreneurial strategies and management alternatives will be examined. Emphasis on starting new ventures, acquiring other businesses and making existing enterprises profitable. You will be able to work on projects while learning the “ins” and “outs” of being successful and happy entrepreneurs. Both academic and practical considerations will be emphasized.

**MGT 305 Managing People in International Settings — 3 units**

Presents issues and challenges for managing a multinational work force in light of an organizations strategic objectives and the larger global environment in which multinational organizations operate. Discusses techniques and strategies for managing performance in multinational settings to insure effective and efficient performance. Topics include cross-cultural teams and leadership and international dimensions of human resource management.

**MGT 306 Legal Aspects of International Business Transactions — 3 units**

Reviews the origin, nature and scope of international law; examines the bases for jurisdiction; sovereign immunity; dispute resolution; US export controls; trade regulation; and extraterritorial application of US laws governing international business transactions. Also examines the legal aspects of establishing an overseas operation; joint venturing abroad; using a foreign distributor; exporting technology; and the Export Administration Act, Foreign Corrupt Practices Act and relevant antitrust laws .

**MGT 320 Management Leadership: Theory and Practice — 3 units**

Examines theories of leadership, their history and their application to current management theory and practice. Uses lectures, case methods and discussions in review of classic models and emerging trends; compares entrepreneurial, hierarchical and team management. Examination of one's own leadership styles and those of others. Prerequisite: MGT 140 or MGT 141.

**MGT 338 The Manager as Communicator — 3 units**

Examines professional communication skills in a variety of interpersonal and group situations. Develops an understanding of the communication process and allows you to evaluate your skills critically. Practices, analyzes ineffective communication behavior, efficient interpretation of meanings and developing listening skills. Stresses nonverbal communication and persuasive skills.

**MGT 341 Benefits Administration — 3 units**

Reviews the health/welfare and retirement-plan management fields. Examines benefit planning and negotiation; controlling benefit costs; administering benefit programs; legal issues, including ERISA impact; future trends. Corequisite: MGT 346.

**MGT 342 Compensation Administration — 3 units**

Examines procedures and strategies for determining compensation systems in contemporary organizations, considering both traditional and more innovative methods of compensation. Addresses the need for strategically focused compensation systems and examines the related variables that impact employee motivation and performance in a variety of organizational settings. Corequisite: MGT 346.

**MGT 343 Labor Relations — 3 units**

Examines issues and trends in the relationship between organized labor and management in a variety of organizational settings. Provides an in depth understanding of the National Labor Relations Act and the role of the National Labor Relations Board. Addresses the negotiation and collective bargaining process as well as forms of alternative dispute resolution. Corequisite: MGT 346.

**MGT 344 Training and Development — 3 units**

Provides a rigorous study of the functions and roles of individual employee and team training and development to insure effective performance. Examines the role of training from a strategic perspective including planning and assessment, design and delivery, evaluation of training and integration of training with performance management and compensation systems. Includes study of technology applications in training. Corequisite: MGT 346.

**MGT 345 Business, Government and Society — 3 units**

Examines the relationships of business, government and society in the social, economic and political systems of the United States and the world. Issues in business/government relations, regulation, business ethics, law and international competition are discussed, and case material is used.

**MGT 346 Human Resource Management — 3 units**

Provides an overview of the critical functions and activities of human resource management from the perspective of the general manager. Illustrates the need for an integrated approach towards human resource planning, staffing, training, performance management, compensation and benefits, labor relations and employee separation. Special attention paid to the role of HR in assuring compliance with legal regulation of the employment relationship.

**MGT 348 Negotiating in Business — 3 units**

Examines the knowledge and skills needed to be an effective negotiator. Applications include employment and salary negotiations; negotiating with employees/employers; sales negotiations; and negotiating with colleagues. Stresses knowledge, discipline and skill that you need to achieve your objectives during negotiations.

**MGT 353 Organizational Development — 3 units**

Applies behavioral science theory to corporate change and problem solving through the organizational development method; examines the role of the facilitator and client, data collection, climate studies, diagnosis, interventions such as data feedback and confrontation; planning and institutionalizing change. You will practice the techniques of the facilitator.

**MGT 356 Management Development Methods and Strategies — 3 units**

Surveys management development within and outside of organizations. Focuses on career-management systems: the recruiting, selection, and assessment process; training techniques; appraisal; career planning; exit programs; examines "in-house" practices and programs; and additional resources for education and development.

**MGT 358 Employment Law — 3 units**

Surveys federal and state laws and their impact on the employment relationship, with particular emphasis on Title VII of the Civil Rights Act and other laws that regulate the terms and conditions of employment. Emphasis placed on the role of the Equal Employment Opportunity Commission and on judicial interpretation of newer laws whose terms are ambiguous and hence present special challenges to organizations. Discusses the roles of the employer, federal government and public and private interest groups and their impact on employer/ employee relations. Corequisite: MGT 346.

**MGT 359 Managing the Employment Function — 3 units**

Examines techniques and strategies for recruiting, selecting, motivating and retaining a high quality work force. Considers alternative forms of work organization and their impact on employee careers as well as organizational efficiency and effectiveness. Studies techniques of human resource planning and strategies for managing employee separation, including termination, retirement and layoffs to insure smooth personal and organizational transitions while maintaining compliance with relevant employment laws. Corequisite: MGT 346.

**MGT 362 Developing Strategies for Competitive Advantage — 3 units**

Covers the development and implementation of strategies for gaining competitive advantage. You will consider the strategic problems encountered by top-level managers in a competitive global market from an integrated perspective. You will learn varied approaches to analyzing strategic situations, developing a competitive strategy and managing policies to implement these strategies including: controlling organization-wide policies, leading organizational change and the allocation and leverage of resources. You will consider such emerging topics as competitive dynamics, technology-based competition, business-governmental relationships, corporate social responsibility and cooperative strategy. Prerequisites: Satisfactory completion of MGT 300; MGT 362 must be taken as part of the final six units in the MBA Advanced Program.

**MGT 364 Technology Applications in Human Resource Management — 3 units**

Investigates various technological applications to assist an organization in managing its employees. Examines system requirements and available standard or customized software options for processing HR-related information, including Internet and intranet development, and usage for human resource planning, staffing, training, compensation, career management and legal compliance. Prerequisite: MGT 346

**MGT 366 Methods of Action Research and Consultation — 3 units**

Applies both classical and contemporary organization theory to complex organizations. Examines diagnostic and analytic research skills and assessment of organizational phenomena that need to react to external conditions. You will practice methods and skills for consulting together with action research methods. A major field-based research project, which can include an action intervention component, is required. Prerequisites: MGT 140 or MGT 141; ITM 10; and MATH 40 or consent of the department.

**MGT 370 Strategic Human Resource Management — 3 units**

Analyzes the critical role of human resource management in achieving an organization's strategic objectives. Examines techniques for developing a holistic, integrated approach toward the various human resource functions that is aligned with the organization's strategy. Compares and contrasts models of traditional human resource management with strategic human resource management and the application of strategic HR in a variety of traditional and nontraditional organizational settings. Prerequisite: MGT 346

**MGT 396A-ZZ Selected Topics in Management — 1-3 units**

Address significant, topical and practical problems, issues and theories in management. Topics are compiled and selected by the department chair. This course may be taken more than once, provided the same topic is not repeated. Prerequisites will vary based on topic.

**MGT 398 Internship: Management — 3 units**

Offers you the opportunity to receive graduate-level work experience in management. You are responsible for your own placement in an internship approved by the department chair. A written internship proposal is required before consideration for this course. A written report is required upon completion of the internship. Prerequisite: consent of the department.

**MGT 399 Directed Study — 1-3 units**

Provides an opportunity for the advanced student with a specific project in mind to do reading in a focused area and to prepare a substantial paper under the direction of a faculty member. Only one directed study course may be taken for credit toward a master's degree. Prerequisite: Completion of six graduate seminars in the Advanced Program; consent of the department.

**MARKETING (MKT)****Undergraduate Courses****MKT 100 Principles of Marketing — 3 units**

Provides an introduction to the theory and practice of marketing. You will learn about price policies, channels of distribution, promotion techniques, the management of products and services, and marketing research. The course also covers the impact of government regulations and competitive practices, integration of marketing with other activities of the business enterprise, and strategic implications of marketing actions.

**MKT 102 Consumer Behavior — 3 units**

Investigates the cultural, psychological and behavioral factors affecting consumers' actions and the demand for consumer products and services. You will learn the impact of consumer behavior on the marketing strategies of firms and the role of marketing in shaping consumer demand. Prerequisite: MKT 100

**MKT 103 Marketing Research — 3 units**

Examines the research methods and techniques applicable to problem solving in marketing. You will learn how to define, gather and interpret information for marketing decision making, including how to conduct surveys and to analyze the results. Prerequisite: MKT 100.

**MKT 105 Integrated Marketing Communication — 3 units**

Analyzes the total range of activities involved in marketing communication: advertising, selling, sales management, public relations and sales. You will learn strategies and tools to develop favorable inter- and intracompany relationships. Prerequisite: MKT 100.

**MKT 120 Business Marketing — 3 units**

Covers the development and application of marketing principles in the business-to-business setting. You will learn how to analyze business buying behavior. You will learn about the classification of industrial products, industrial product planning, channel decisions, promotional applications and pricing practice. The course also covers the strategic problems facing the business-to-business marketer. Prerequisite: MKT 100.

**MKT 124 International Marketing — 3 units**

Identifies international marketing opportunities; the impact of varying cultural, economic, legal and political environments on marketing strategy; technical and financial features; determinants and principles of foreign marketing policy as they relate to domestic marketing practice. Prerequisite: MKT 100.

**MKT 152 Internet and Direct Interactive Marketing — 3 units**

Covers the planning, design and execution of direct response and database marketing techniques such as direct mail, catalog marketing, telemarketing, direct response in print media, radio, and TV, in different contexts such as services, industrial, and consumer markets. Emphasis is also placed on the use of the Internet for marketing. In this class you will learn to use low cost press releases to reach hundreds of journalists online, conduct product promotions at other companies' websites, set your website for search-engine registration, use online discussion groups, awards, and newsletters to build site traffic, and much more. You will create a marketing idea, and develop a plan to promote it during the trimester. Prerequisite: MKT 100

**MKT 162 Selling Skills and Sales Management — 3 units**

Focuses on the importance of good selling skills and the personal qualifications required for effective selling, as well as the techniques for organizing, staffing, motivating and evaluating the sales force. You will learn the psychological principles involved in selling and will examine the sales interview, the sales person as a merchandiser, use of advertising, customer services, sales correspondence and records and how to conduct a sales meeting. You will also learn about types of sales organizations and functions, forecasting, sales-force selection and training and compensation. Prerequisite: MKT 100.

**MKT 171 Public Relations for Managers — 3 units**

Examines the skills of public relations: working with PR professionals; techniques of publicity, photography, event management, media relations and opinion surveys; image building, proactive and reactive techniques; internal and external communications; ethics.

**MKT 197 Internship: Marketing — 3 units**

Offers you the opportunity to receive work experience in marketing. You will be responsible for your own placement in an internship approved by the department chair. A written internship proposal is required before consideration for this course. A written report is required upon completion of the internship. Prerequisite: consent of the department.

**MKT 198A-ZZ Special Topics in Marketing — 1-3 units**

Address significant, topical and practical problems, issues and theories in marketing. Topics will be selected by the department chair. This course may be taken more than once, provided the same topic is not repeated. Prerequisite: consent of the department. Prerequisites will vary based on topic.

**MKT 199 Directed Study in Marketing — 1-3 units**

Provides individual study of selected topics under supervision of a faculty member. You are limited to one directed study course per trimester. Prerequisite: consent of the department.

**Graduate Courses****MKT 300 Marketing Management — 3 units**

Focuses on marketing management and problem-solving. You will learn methods for managing product positioning, pricing, distribution and external communications. You will learn about customer behavior, demand determination and marketing research. You will be exposed to marketing in a variety of contexts such as for-profit, non-profit, Internet and the global context. Emphasis is on developing fully integrated marketing programs as well as interfunctional coordination. The case method is used.

**MKT 305 Integrated Marketing Communications — 3 units**

Enables you to prepare, present and manage an integrated marketing communications plan using a blend of advertising, personal selling, sales promotion, public relations, direct marketing, Internet techniques and related marketing tools. Through case studies and practical exercises, you will learn how to reach appropriate market targets in the most cost-efficient and measurable way. Prerequisite: MKT 100 or MKT 300.

**MKT 307 Sales Promotion and Sponsorships — 3 units**

Focuses on how to achieve marketing objectives through direct inducements that offer an extra value or incentive for a product/service to ultimate consumers, sales force or distributor as well as through special events, sports, and causes, which together form a multi-billion dollar industry. You will learn how to help an organization of any size develop closer relationships with target markets as well as trade partners and how to enhance the value of marketing communications strategies. Through lectures, case studies, and practical exercises you will learn how to incorporate sales promotion activities into an Integrated Communications plan, how to plan an event, create pricing and location strategies, and how to cost effectively promote them. Sponsorship development will be studied from the points of view of both event planner and corporate sponsor. Emphasis throughout will be on Integrated Marketing Communications. Prerequisite: MKT 300.

**MKT 308 Professional Practice Project in Integrated Marketing Communications — 3 units**

Provides you with the opportunity to carry out a professional practice project in integrated marketing communications. This project may or may not be team based; its output will be an integrated marketing communications plan for an actual product or service, working with the firm or organization. Through research on the product's marketing strategy current marketing communications problems and target market(s), you will develop a cost-effective and measurable plan using a blend of the various promotion tools. Registration in this course is restricted to students in the master of science program in integrated marketing communications. This course should be completed in the final nine units of the program only. Please note that students are required to notify the IMC program director at least two months prior to the start of the relevant trimester. Prerequisite: MKT 305

**MKT 321 Direct and Database Marketing — 3 units**

Covers the planning, design, and execution of direct marketing programs, including methods for utilizing databases and targeting techniques. You will learn how to design direct-mail, telephone, catalog, email and web-based marketing programs for consumer goods, services and industrial markets. You will learn the principles of database design for marketing and the basic techniques of statistical analysis for targeting, utilizing case studies and guest speakers. Excel Spreadsheet program will be used. Prerequisites: MKT 300 and MATH 40.

**MKT 325 Brand and Product Management — 3 units**

Explores the field of "Brand Management" including product management, brand positioning and building, measuring and managing brand equity over time. This course utilizes classic and current consumer and B-to-B case studies of leading marketers and their strategies for effectively building and managing products and brands. Topics include customer focus, brand positioning and identity, creating points of difference and competitive advantages, marketing communications and messages including the Internet and building customer loyalty. Building brand portfolios, sub-brands and line extensions and distribution strategies will also be covered. Prerequisite: MKT 300.

**MKT 331 Business-to-Business Marketing — 3 units**

Provides a strategic view of industrial and other business-to-business marketing. You will gain experience in solving marketing mix problems over the product life-cycle and will learn about the impact of technology, derived demand, complex buying processes, and customization. You will study the impact and use of business e-commerce exchanges and other web-based techniques. The case method is used. Prerequisite: MKT 300 or MKT 350.

**MKT 332 Sales Management — 3 units**

Focuses on the operating and management problems of sales-management executives. You will learn how to relate the sales function to other functions of business and will study techniques for estimating sales potential, forecasting sales, manning territories, and selecting, training, supervising and compensating the sales force. You will learn about sales force automation tools, including web methods. Case method used. Corequisite: MKT 300 or MKT 350.

**MKT 334 Services Marketing — 3 units**

Focuses on the distinctive aspects of service organizations including the importance of service quality and how marketing goals, mixes and strategies are tailored accordingly. You will learn about new developments in the marketing of services, including the Internet, and how they apply in different settings, including financial, professional and not-for-profit. Case studies are used. Corequisite: MKT 300 or MKT 350.

**MKT 335 New-Product Decisions — 3 units**

Examines the issues, strategies and approaches associated with developing, introducing and managing new products and services. You will learn methods for identifying business opportunities, market segmentation, idea generation, concept development and testing, market testing and introductory market programs. Case studies are used. Prerequisite: MKT 300 or MKT 350.

**MKT 336 Marketing Research — 3 units**

Surveys the principles and techniques of marketing research, with emphasis on survey methods. You will gain an in-depth knowledge of the planning and execution of market-research projects, including the acquisition and analysis of both primary and secondary data; use of statistical methods; questionnaire design; interview methods, including the Internet; testing and communication of results achieved. Case materials are used. Prerequisites: MKT 100 or MKT 300 and MATH 40 or MATH 240.

**MKT 337 Marketing Strategy and Planning — 3 units**

Studies strategic and operational aspects of the marketing plan for consumer, industrial and service industries; formulation of top management strategic goals; and all elements of the annual marketing plan, including management summary, background data, quantitative objectives and implementation. Also covered is planning for long-range market development. Case studies. Prerequisite: MKT 300 or MKT 350.

**MKT 338 Consumer Behavior — 3 units**

Studies the influence of consumer behavior upon marketing-management strategy; examines behavioral concepts as they relate to the buying situations, types of consumer research instruments and types of marketing issues. Focus on use of consumer-behavior knowledge in realistic action-oriented situations; readings and case materials. Corequisite: MKT 300 or MKT 350.

**MKT 339 Advertising Strategy — 3 units**

Covers the uses of various media in formulating an overall consumer-communication strategy, with an emphasis on consumer-targeting techniques and media-mix programming. You will learn about the advantages and disadvantages of differing types of advertising vehicles, including the Internet, in reaching the target audience. The course uses a variety of readings and case materials. Corequisite: MKT 300 or MKT 350.

**MKT 343 International Marketing — 3 units**

Examines the following processes: estimates of market potential, pricing and distribution strategies; role of communications in serving markets outside the US, serving these markets through branches, the Internet, warehousing operations, international brokers and traders and foreign affiliates; analyzing markets in countries with different cultural, political and economic characteristics. Reviews marketing and distribution methods in selected US and foreign companies.

**MKT 352 Advanced Marketing Issues in E-Business — 3 units**

Gives you answers and takes you deep into the marketing arm of the e-commerce business landscape. You will learn how marketing decisions and business models interact and support one another. You will learn about privacy and security, technology issues, online branding, customer interface and community building. You will view the Internet as a channel, then analyze how integrated multi-channel marketing and customer management work. Finally, you will learn to apply marketing research and public policy to database marketing. This course will go substantially beyond the introductory marketing course in e-commerce. Prerequisite: MKT 300.

**MKT 396A-ZZ Selected Topics in Marketing — 1-3 units**

Address significant, topical and practical problems, issues and theories in marketing. Topics are compiled and selected by the department chair. This course may be taken more than once, provided the same topic is not repeated. Prerequisites will vary based on topic.

**MKT 398 Internship: Marketing — 3 units**

Offers you the opportunity to receive graduate-level work experience in marketing. You are responsible for your own placement in an internship approved by the department chair. A written internship proposal is required before consideration for this course. A written report is required upon completion of the internship. Prerequisites: at least 15 units completed in the Advanced Program and permission of the department chair at least 30 days before the start of the trimester.

**MKT 399 Directed Study — 1-3 units**

Provides an opportunity for the advanced student with a specific project in mind to do reading in a focused area and to prepare a substantial paper under the direction of a faculty member. Only one directed study course may be taken for credit toward a master's degree. Prerequisite: Completion of six graduate seminars in the Advanced Program and consent of the department.

**MATHEMATICS (MATH)****MATH PLACEMENT, WAIVER, PROFICIENCY and CLEP TESTS**

Most undergraduate and graduate students need to take MATH 20 or MATH 30. A Placement Test (described below) will be used to determine the appropriate starting point of the algebra sequence of classes.

**PLACEMENT TEST**

- Designed to place you in the math class that best suits your current skills.
- Students are placed into either MATH 10, 20 or 30.
- Students may register directly for MATH 10 without taking the Placement Test.
- Offered by the Math Department • No fee.

**Undergraduate Students:**

If you have not received credit for MATH 20 or MATH 30 either through transfer credit or by taking the appropriate classes at Golden Gate University, you may satisfy these course requirement(s) by taking a CLEP Test.

**COLLEGE EXAMINATION PROGRAM (CLEP)**

• Offered throughout the trimester by Golden Gate University's Testing Services. • Fee required • Students are given academic credit for MATH 20 by passing the exam called College Mathematics or given academic credit for MATH 30 by passing the subject exams called College Algebra or Precalculus.

**Graduate Students:**

If you have not received credit for MATH 20, MATH 30, MATH 40 or MATH 106, either through transfer credit or by taking the appropriate classes at Golden Gate University, you may satisfy these course requirement(s) by taking one of the tests listed below, or the CLEP Test, above. Graduate students should see the Catalog section, "Proficiency in English, Mathematics, Writing and Computer Skills Required for Certain Master's Degrees, p. 144, for additional ways to satisfy the MATH 20 or MATH 30 requirement.

**PROFICIENCY TEST FOR MATH 20 AND MATH 30**

• Designed to establish proficiency at a given level of algebra and eliminate the need to take the course • MATH 20 or MATH 30 can be waived for students who pass the proficiency test with an acceptable score • Offered by the Math Department • 2 1/2 hour exam • Fee required.

**PROFICIENCY TEST FOR MATH 40**

• Designed to establish proficiency at the college statistics level. • Open to graduate students whose programs include a MATH 40 proficiency requirement • MATH 40 can be waived for students who pass the test with an acceptable score • The test may not be substituted for the course in programs which require 3 units of course credit for statistics. • Offered by the Math Department • 3 hour exam • Fee required.

**Undergraduate Courses****MATH 10 Introductory Algebra — 3 units**

Introduces the concepts of elementary algebra. Topics include fundamental operations, the real number system, linear equations and inequalities, linear systems, polynomials, quadratic equations and graphs. Intended for students with little algebraic background. See Math Placement notation above.

**MATH 20 Intermediate Algebra — 3 units**

Continues MATH 10. Examines the concepts of equations (linear, quadratic, polynomial, rational and algebraic) and inequalities (linear and quadratic), linear and nonlinear systems, functions and graphs. Prerequisite: Grade of C- or better in MATH 10 (or its equivalent) or satisfactory results on the Mathematics Placement Exam. See Math Placement notation above.

**MATH 30 College Algebra — 3 units**

Introduces the concepts and techniques of advanced algebra including algebra of functions, polynomial, rational, exponential and logarithmic functions, and linear and nonlinear systems. Prerequisite: Grade of C- or better in MATH 20 (or its equivalent) or satisfactory results on the Mathematics Placement Exam. See Math Placement notation above.

**MATH 40 Statistics — 3 units**

Introduces the concepts and techniques of elementary statistics. Topics include collection and analysis of data, probability distributions (normal, binomial and Poisson), confidence intervals and hypothesis testing, linear regression and correlation, and computer applications. Prerequisite: MATH 20 (or equivalent). (CAN STAT 2)

**MATH 100 Calculus I — 3 units**

Introduces the concepts of differential and integral calculus including the derivative and the definite integral, and differentiation of algebraic, exponential and logarithmic functions. You will apply concepts to business and social sciences. Prerequisite: MATH 30 (or equivalent).

**MATH 104 Applied Regression Analysis — 3 units**

Applies multiple regression and correlation analysis to forecasting (in particular, managerial interpretation of the regression equation) using a case-study approach. Other topics include: time-series analysis and regression of time-series data. Prerequisite: MATH 40.

**MATH 106 Quantitative Analysis for Management — 3 units**

Examines the applications of quantitative analysis to the formulation and solution of managerial problems. You will study decision theory, linear programming, inventory theory, network diagramming, queuing analysis, simulation, and computer applications. Prerequisites: MATH 30 and MATH 40.

**MATH 110 Discrete Mathematics — 3 units**

Introduces various topics in discrete mathematics. Topics include codes and coding, cryptology, mathematical induction, recursion, algorithms, set theory, relations and functions, combinatorics, graphs, and Boolean Algebra and trees. Prerequisite: MATH 30.

**MATH 198A-ZZ Special Topics in Mathematics — 1-3 units**

Address significant, topical and practical problems, issues and theories in mathematics. Topics will be selected by the department coordinator. This course may be taken more than once, provided the same topic is not repeated. Prerequisite: consent of the department. Prerequisites will vary based on topic.

**MATH 199 Directed Study in Mathematics — 1-3 units**

Provides individual study of selected topics under supervision of a faculty member. You are limited to one directed study course per trimester. Prerequisite: consent of the department.

## Graduate Courses

### **MATH 240 Data Analysis for Managers — 3 units**

Examines the importance data analysis plays in managerial decision making. Real world data using spreadsheet applications and add-ins will be used throughout the course. Course topics include data analysis, descriptive and inferential statistics, regression analysis, model building and time series modeling. Prerequisite: MATH 20.

### **MATH 340 Statistical Inference with Data Mining — 3 units**

Provides a second course in statistics. Techniques and applications of statistical inference are featured. You will study advanced methods in estimation, hypothesis testing, inference based on two samples, regression analysis, factor analysis, model building, forecasting, ANOVA, nonparametric techniques and chi-square. Statistical software is extensively used to develop actual data samples for analysis. Prerequisite: MATH 30 and MATH 40; prerequisite/corequisite: ITM 325.

### **MATH 396A-ZZ Selected Topics in Mathematics — 1-3 units**

Address significant, topical and practical problems, issues and theories in mathematics. Topics are compiled and selected by the department coordinator. This course may be taken more than once, provided the same topic is not repeated.

Prerequisite: consent of the department. Other prerequisites will vary based on topic.

### **MATH 399 Directed Study — 1-3 units**

Provides an opportunity for the advanced student to study in a focused area under the direction of a faculty member. Only one directed study course may be taken for credit toward a master's degree. Prerequisite: consent of the department. Prerequisites will vary based on topic.

## OPERATIONS MANAGEMENT (OP)

### Undergraduate Courses

#### **OP 100 Principles of Operations Management — 3 units**

Surveys the processes and techniques relating to both manufacturing and service systems. It emphasizes the systems approach to the efficient allocation of resources within the firm. You will learn about the challenge of managing people, equipment and materials to jointly achieve organizational objectives. You will have the opportunity to use relevant computer applications. Prerequisite: MATH 40.

#### **OP 108 Supply Chain Logistics — 3 units**

Focuses on the business application of the integrated functions of logistics within the supply chain, including: transportation, warehousing, materials handling, packaging, inventory control, customer service, and logistics information systems. The role of government will be examined, and costing and pricing practices within the supply chain will be studied. You will discover how logistics and the supply chain play major roles interacting with production, marketing and finance within the firm, and extend to suppliers, customers and others outside the organization.

#### **OP 113 Import/Export Fundamentals — 3 units**

Emphasizes the practical aspects of import and export operations. You will study the start-up and operation of an export department, the administration of international transactions, letters of credit and other forms of payment, collection methods, and shipping procedures. Documentation, export regulations, import customs clearance and other government requirements will also be examined.

#### **OP 121 Production Planning and Inventory Control — 3 units**

Surveys the design, development, implementation and management of production planning systems, including master production scheduling, aggregate planning, material requirements planning, capacity and inventory planning and production activity control. You will be exposed to contemporary approaches such as just-in-time, theory of constraints and the relationship of enterprise-level planning and control systems to the overall materials flow.

#### **OP 124 Business Process Improvement — 3 units**

Surveys the concepts and techniques used by manufacturing and service firms in improving their business processes. You will learn how to design and implement process improvement programs employing such techniques and philosophies as total quality management (TQM), statistical quality control, business process reengineering (BPR), Kaizen, innovation, just-in-time systems, process audit and process flowcharting.

#### **OP 164 Purchasing and Materials Management — 3 units**

Reviews basic purchasing, including organizational policies and procedures, development of requirements and specifications, bid and proposal preparations, selection and evaluation of suppliers, quality assurance and inspection, negotiations, materials management and legal considerations. These concepts will be applied to commercial, industrial, and government contracts administration. You will relate Federal Acquisition Regulations and the Uniform Commercial Code to the purchasing function. You will also review the special problems encountered in global sourcing and negotiation practices in a world-wide setting.

**OP 180 Project Management — 3 units**

Introduces project management tools and techniques and the problems associated with bringing projects in on time and within estimated cost. PERT/CPM, resource leveling, team dynamics and cost estimates will be employed. You will learn how to develop project proposals and project reports.

**OP 197 Internship: Operations Management — 3 units**

Offers you the opportunity to receive work experience in operations management. You will be responsible for your own placement in an internship approved by the department chair. A written internship proposal is required before consideration for this course. A written report is required upon completion of the internship. Prerequisite: consent of the department.

**OP 198A-ZZ Special Topics in Operations Management — 1-3 units**

Address significant, topical and practical problems, issues and theories in operations management. Topics will be selected by the department chair. This course may be taken more than once, provided the same topic is not repeated. Prerequisite: consent of the department. Prerequisites will vary based on topic.

**OP 199 Directed Study in Operations Management — 1-3 units**

Provides individual study of selected topics under supervision of a faculty member. You are limited to one directed study course per trimester. Prerequisite: consent of the department.

**Graduate Courses****OP 300 Operations Management — 3 units**

Introduces operations as a functional area of management and explores its links with other key functional areas of the firm. You will learn about the acquisition and allocation of resources, product and process design, process improvement techniques, supply chain and materials management, operation of the production system, and technology deployment to support and improve the entire value chain. Both manufacturing and service systems will be explored. You will be introduced to contemporary operations management issues, such as just-in-time systems, flexible production systems, agility, mass customization, process reengineering, and quality management programs. Prerequisites: MATH 40 or MATH 240

**OP 302 Quality Management and Process Improvement — 3 units**

Presents a systems approach to the collaboration of all functions in an organization to attain a customer oriented quality operation and to maintain appropriate process improvement programs. The focus of the course is on the roles of customers, vendors, workers and management in setting and achieving quality and process improvement goals. A special emphasis is given to leadership skills, team dynamics, training and motivating employees and process improvement techniques such as business process reengineering (BPR), Kaizen, total quality management (TQM), statistical process control, continuous process improvement, just-in-time systems (JIT) and innovation.

**OP 303 Managing Innovation and Technology — 3 units**

Explores the theory and practice of managing innovation and technology and their role in competitive business situations. You will examine the strategic and managerial issues related to the adoption and implementation of new technologies and the innovation process. Product, process and information technologies will be covered through case studies, readings and class discussions. Emphasis will be placed on technology planning, development and acquisition, and managing the technically oriented business functions.

**OP 305 Supply Chain Management for Electronic Business — 3 units**

Introduces collaborated supply chain management as a key process for successful enterprises in the e-business era. The activities throughout the internal supply chain must be planned and executed in concert with the web-enabled customer relationship management. The requirements for advanced best practices such as instant order commitment, rapid replenishment, and flex manufacturing will require new process alignment, new technologies, and a collaborative channel organization of suppliers, contractors, and customers. The use of the worldwide web to move information between operating activities and partners will be key to establishing c-business (collaborative) operations. This course will use case studies, real world examples, and projects to teach the application of advanced management practices of successful companies.

**OP 320 Purchasing and Supply Management — 3 units**

Examines the purchasing management role and responsibilities in the firm. You will study the internal and external relationships with other company activities and with suppliers. Coursework provides you with the understanding of quality, solicitation techniques, source selection, pricing principles, legal aspects, value analysis, purchasing systems and ongoing administration of commercial, industrial and government contracts. You will review the application of the Law of Contracts and the Uniform Commercial Code as applied to contract interpretation, contract changes, resolution of disputes and remedies for non-performance. You will use the case-study method to understand both the academic and practical aspects of the purchasing and contract administration.

**OP 321 Materials Planning and Control — 3 units**

Covers the control of materials from the planning and scheduling function through the entire supply chain to the ultimate consumer. You will trace the efficient flow of materials from quality oriented suppliers to end-point user. Subject areas studied include: organization for optimum materials control, assurance of continuous supply, key warehousing and storage operations and related activities, inventory management, computerized planning systems and cost analysis. Prerequisite: OP 320.

**OP 323 Supply Chain Management — 3 units**

Studies the role of transportation and logistics in the economy while controlling the flow of materials and services into, through, and out of activity centers. You will examine the physical, economic and functional characteristics of the major transportation modes as well as their increasing intermodal orientation. Course includes the growing role of third party logistics providers. You will review the integration of transportation, warehousing, order processing, inventory control, materials handling, customer service, and other components into the logistics supply chain.

**OP 329 Global Supply Chain Management — 3 units**

Studies the latest applications of logistics and supply chain management to global operations and covers procurement, transportation, warehousing and storage, order processing, packaging, information services, materials handling and customer service. You will review the organization required to establish an export/import operation. Also, you will examine intermodalism, third party utilization, documentation requirements and cargo clearance procedures. You will become familiar with logistics implications of Economic Trading Zones and governmental requirements. Upon completion of the course, you will be able to actively contribute to the management of a global logistics system. Prerequisite: OP 323 or approval of the program director.

**OP 340 Project Management — 3 units**

Introduces the principles and techniques of directing and controlling resources for a fixed-term project established for the accomplishment of specific goals and objectives, including issues pertaining to engineering, construction, and large-systems development projects. Topics covered are the manager's responsibility, use of systems analysis, scheduling and control of project operations, planning, programming, budgeting and staffing; the manager's role in leadership, motivation, communication, conflict resolution and time management. The class material will be integrated with the information in the Project Management Institute's Body of Knowledge (PMBOK).

**OP 343 Project Feasibility, Planning and Control — 3 units**

Presents comprehensive and effective feasibility and risk analysis, and operating plans and control systems that entail administering the critical constraints in the project management environment: scope, time, resources (human, materials, equipment, and financial), contract administration and external constraints. Explores the latest techniques for feasibility and risk analysis, scheduling, selecting appropriate work methods, estimating and budgeting, monitoring and controlling, analyzing and reporting progress compared with established plans and budgets. Applications using computer-based software packages and case studies are drawn from various industries to illustrate the feasibility analysis, planning and control activities common to project management. The class material will be integrated with the information in the Project Management Institute's Body of Knowledge (PMBOK). Prerequisites: OP 340.

**OP 345 Project Administration, Leadership and Team Dynamics — 3 units**

Explores the three critical human aspects of successful project management (administration, leadership and team dynamics) in the context of each stage of the project process. Content includes organizing and supporting human effort, positioning the project across organizational boundaries, internal and external roles and relationships of projects, politics of projects, indispensable leadership actions, influencing and supporting change, project communications, negotiation and managing conflict, and effective team building and leadership. Your participation is focused on case studies, problem solving and creation of innovative approaches to dealing with the human side of projects. The class material will be integrated with the information in the Project Management Institute's Body of Knowledge (PMBOK).

**OP 396A-ZZ Selected Topics in Operations Management — 1-3 units**

Address significant, topical and practical problems, issues and theories in operations management. Topics are compiled and selected by the department chair. This course may be taken more than once, provided the same topic is not repeated. Prerequisites will vary based on topic.

**OP 398 Internship: Operations Management — 3 units**

Offers you the opportunity to receive graduate-level work experience in operations management. You are responsible for your own placement in an internship approved by the department chair. A written internship proposal is required before consideration for this course. A written report is required upon completion of the internship. Prerequisite: Approval of the department chair or program director.

**OP 399 Directed Study — 1–3 units**

Provides an opportunity for the advanced student with a specific project in mind to do reading in a focused area and to prepare a substantial paper under the direction of a faculty member. Only one directed study course may be taken for credit toward a master's degree. Prerequisite: completion of six graduate seminars in the Advanced Program and consent of the department.

**PHILOSOPHY (PHIL)****Undergraduate Courses****PHIL 125 Ethics in Personal and Professional Life — 3 units**

Examines concepts and problems of ethical behavior through the study of classical and contemporary philosophical ideas, and applies these concepts to today's issues in personal, professional and public situations. Prerequisites: ENGL 1A.

**PHIL 198A-ZZ Special Topics in Philosophy — 1–3 units**

Address significant, topical and practical problems, issues and theories in philosophy. Topics will be selected by the department coordinator. This course may be taken more than once, provided the same topic is not repeated. Prerequisite: consent of the department. Prerequisites will vary based on topic.

**PHIL 199 Directed Study in Philosophy — 1–3 units**

Provides individual study of selected topics under supervision of a faculty member. You are limited to one directed study course per trimester. Prerequisite: consent of the department.

**PSYCHOLOGY (PSYCH)****Undergraduate Courses****PSYCH 1 Principles of Psychology — 3 units**

Explores the field of psychology. You will learn about yourself, the mind and the science of psychology. Subject matter includes human development, memory, cognition, perception and psychopathology. (CAN PSY 2)

**PSYCH 100 Theories of Personality — 3 units**

Explores theories of why people behave the way that they do and how they got that way. You will study the works of Freud, Jung, Skinner, Maslow and other major theorists and practitioners of psychology. Prerequisites: ENGL 1A, ENGL 1B.

**PSYCH 197 Internship: Psychology — 3 units**

Provides supervised work experience in psychology. Job and learning objectives are developed in conjunction with the department chair. Prerequisite: consent of the department.

**PSYCH 199 Directed Study in Psychology — 1–3 units**

Individual study of a selected topic under the supervision of a faculty member. Students are limited to one directed study course per semester. Prerequisite: consent of the department.

**Graduate Courses****PSYCH 300 Introduction to Applied Psychology — 3 units**

Examines the kinds of jobs and activities engaged in by professionals in the field of psychology. Guest lecturers representing master's-level professions in psychology will share their insights about what it takes to make it in their business, what the future looks like, and what their day-to-day jobs are like. You will gain an overview of the field of applied psychology and the opportunity to establish a professional network of local psychology professionals. You will also learn methods of researching the psychology professions through organizations and library searches.

**PSYCH 302 Individual and Family Lifespan Development: Theories and Applications for Therapists — 3 units**

Explores the theories of psychological change in humans as they age, and the hallmark transitions of family lifecycles. These theories will be applied to relationships, child rearing and work. Techniques for therapeutic interventions will be covered.

**PSYCH 304 Cross-cultural Aspects of Psychology — 3 units**

Explores the effects of culture and ethnicity on psychology and behavior. You will examine the cultural traits and values of various cultural groups in the United States. Implications for work and organizational environments and for counseling will be explored.

**PSYCH 306 Group Dynamics and Social Processes — 3 units**

Explores the dynamics that occur in small groups. In addition to learning how to lead and facilitate groups, you will acquire an advanced understanding of theoretical constructs such as membership, norms, communication and leadership. Group research methodologies and the principles on which they are based are also covered.

**PSYCH 308 Applied Psychological Research and Testing — 3 units**

Examines the current methods and tools of psychological research and testing, and the interpretation of research reports and psychological tests. Explores the construction and validation of assessment tools used in psychology. Prerequisite: MATH 40, MATH 45 or equivalent.

**PSYCH 320 Therapeutic Communication and Counseling Skills — 3 units**

Examines the specialized communication skills used in the practice of counseling. You will study basic counseling skills, interventions and the use of the psychological interview as an assessment tool.

**PSYCH 321 Psychopathology — 3 units**

Explores the paradigms of mental and emotional dysfunction. Emphasizes the clinical techniques and professional practices used in the evaluation of individual psychological disturbance. Case studies will be used to examine different disorders and to learn how to use the DSM-IV.

**PSYCH 322 Psychological Assessment — 3 units**

Surveys the theoretical and conceptual foundations of psychological assessment. You will learn to select and administer assessment tools and to interpret their findings.

**PSYCH 323 Alternative Methods of Therapeutic Intervention — 3 units**

Compares the major contemporary and traditional models of psychotherapy and counseling. The focus of the course is on developing your own personal therapeutic approach and style.

**PSYCH 324 Child/Adolescent Psychology, Assessment and Treatment — 3 units**

Examines the issues related to child and adolescent therapy, including assessment. This course applies the principles by which a child develops the ability to think, speak, perceive and act, and the moral, intellectual and cognitive changes experienced in adolescence, to the therapeutic process. You will learn the different assessment methodologies and therapies used in working with young people.

**PSYCH 325 Principles of Couple and Family Counseling — 3 units**

Explores the major theoretical approaches and therapeutic techniques used in counseling families and couples. You will study the basic concepts of family systems and learn several methods of intervention.

**PSYCH 326 Legal and Ethical Responsibility for Counselors — 3 units**

Examines the legal and ethical responsibilities of counselors such as; confidentiality, privilege, involuntary hospitalization and mandatory reporting. You will learn the legal obligations of professional practice, laws relating to minors, marriage and the family, and professional codes of ethics.

**PSYCH 329 Psychopharmacology — 3 units**

Examines the principles of neuroscience and the brain mechanisms that are responsible for behavior: the underpinnings of the study of psychopharmacology. You will then explore the major psychotherapeutic drugs, the metabolism of medications and their actions on neurotransmitter systems. Emphasis is on choice of medication, mode of action and side effects. You will learn how to use internet databases, reference texts and websites to update your knowledge. The course will include a focus on the pharmacology of special populations: women, multicultural, pediatric and geriatric. Drugs of abuse and the biological basis of addiction, popular herbal and alternative medicines will also be explored.

**PSYCH 331 Human Sexuality — 1 unit**

Examines human sexuality and sexual development, including dysfunctions and their treatment. You will study the range of sexual behaviors, including atypical and dysfunctional behaviors, examine sexuality issues related to special populations or groups and learn processes and techniques of sex therapy.

**PSYCH 333 Chemical Substance Dependency: Assessment and Treatment — 1 unit**

Examines the dynamics, behaviors and treatment interventions related to addiction and chemical substance dependency.

**PSYCH 334 Relational Abuse: Assessment, Treatment and Reporting — 2 units**

Examines the dynamics and behaviors of child, spousal and geriatric abuse. Typical intervention strategies, reporting requirements and the clinical and legal aspects of relational abuse will be covered. You will also acquire an understanding of the causes and consequences of relational abuse.

**PSYCH 340 Industrial/Organizational Psychology — 3 units**

Explores the theory and practice of industrial and organizational psychology. You will examine the dynamics of organizational life and develop an understanding of the individual, interpersonal and group behaviors in work settings. Methods of assessment and intervention will be covered.

**PSYCH 341 Organizational Behavior and Process — 3 units**

Examines the structure, function and performance of organizations and the impact of psychological and sociological variables on the behavior of groups and their members. You will learn the key relationships between organizational culture, behavior and processes.

**PSYCH 342 Organizational Development, Assessment and Intervention — 3 units**

Explores how systematic organizational interventions are accomplished within complex human networks. You will learn how to use behavioral science to assess an organization's current state and discover routes to its improvement. Also covered will be the role of internal and external consultants in intervention and the resulting impact on human behavior and organizational performance.

**PSYCH 343 Leadership and the Development of Managerial Excellence — 3 units**

Explores the nature and role of leadership in organizations. Special emphasis will be devoted to the role of emotional intelligence in organizational effectiveness and managerial excellence. You will learn through an examination of your own emotional and leadership competencies, and also through readings, cases and group projects.

**PSYCH 344 Tests and Measurements — 3 units**

Prepares you to administer and interpret psychological tests in organizational environments. You will be exposed to the major psychological assessment tools used to measure organizational performance and effectiveness, as well as tools used for employee selection, placement and training. You will be able to select tools to perform key I/O duties like job analysis, performance appraisal and feedback, team building, person-environment fit analysis, leadership training and team morale assessment. You also will be able to construct and validate assessment tools and perform data analysis using SPSS to diagnose organizational problems. This course fulfills the test publishers' educational requirement to purchase testing materials. Prerequisite: MATH 40, MATH 45 or equivalent.

**PSYCH 350 Applied Industrial Psychology — 3 units**

Explores in depth the field of industrial psychology. You will learn how thorough job analysis, carefully selected performance criteria, and an appreciation for individual differences underlie the successful application of performance appraisal, recruitment, screening, selection, placement, training and development.

**PSYCH 351 Career Counseling and Development — 3 units**

Examines the expert skills and knowledge used in helping individuals clarify their career and life goals. You will be introduced to the major career development theories and their application to the world of work. In the process, you will examine issues such as certification and licensure, multicultural counseling, retirement, and dual-career couples. You will learn how to assess interest and ability and how to access occupational and educational information sources.

**PSYCH 352 Structure, Theory and Ethics of Conflict Resolution — 3 units**

Explores professional conflict resolution and mediation as an emerging means of problem solving in family, industrial, environmental and business law. You will examine the theoretical framework of dispute resolution and its relationship to the traditional justice system, and explore related ethical issues.

**PSYCH 353 Conflict Resolution: Skills and Techniques — 3 units**

Explores the skills and techniques necessary for conflict mediation. You will learn communication techniques, problem identification and disagreement management skills, techniques for achieving agreement or settlement and intake skills.

**PSYCH 394 Practicum: Counseling Psychology — 1-6 units**

Provides practical counseling experience in an approved mental health setting. Students must conduct at least 25 hours of face-to-face therapy for each unit of credit. Practicum must be supervised by an approved, licensed therapist. Supervision must include at least one hour of direct supervisor contact for each week of experience and an additional hour of direct supervisor contact for every five hours of client contact. Prerequisites: PSYCH 320 and consent of the department.

**PSYCH 395 Field Research in Industrial/Organizational Psychology — 1-3 units**

Provides practical experience in industrial or organizational psychology through an extensive case analysis under the direction of a faculty member. You will research and assess an organization, and develop an appropriate intervention. This course involves extensive reading and research and a final project summary. Prerequisite: consent of the department.

**PSYCH 396A-ZZ Selected Topics in Applied Psychology — 1-3 units**

Explores significant, topical, practical and theoretical problems and issues in applied psychology. Topics are selected by the department chair. This course may be taken more than once, provided the same topic is not repeated.

**PSYCH 397 Practicum in Conflict Resolution — 3 units**

Provides practical experience in conflict resolution by working with an experienced mediator in a supervised environment. Prerequisite: consent of the department. Pre- or corequisites: PSYCH 352 and PSYCH 353.

**PSYCH 398 Internship: Applied Psychology — 1-3 units**

Provides practical experience and training in applied psychology by working with an experienced practitioner in an appropriate setting. Prerequisite: consent of the department.

**PSYCH 399 Directed Study in Applied Psychology — 1-3 units**

Allows rigorous exploration of a specific topic. You will research and prepare an extensive paper on an area of special interest. This course is for the advanced student only. Only one directed study course may be taken for credit toward a master's degree. PSYCH 399 can be used to satisfy area of concentration requirements for the master's degrees in psychology. Prerequisite: consent of the department.

## **PUBLIC ADMINISTRATION (PAD)** [See also: Executive Master of Public Administration (EMPA)]

### **Undergraduate Courses**

#### **PAD 196 Research Project — 3 units**

Serves as the capstone course, the last in your program. You will synthesize substantive knowledge of public administration with research skills, writing skills and oral presentations.

#### **PAD 197 Internship: Public Administration — 3 units**

Offers you the opportunity to receive work experience in a public management setting. You will be responsible for your own placement in an internship approved by the department chair. A written internship proposal is required before consideration for this course. A written report is required upon completion of the internship. Prerequisite: consent of the department.

#### **PAD 199 Directed Study in Public Administration — 1-3 units**

Serves as an individual study of selected topics under supervision of a faculty member. You are limited to one directed study course per trimester. Prerequisite: consent of the department.

## **PUBLIC RELATIONS (PR)**

### **Graduate Courses**

#### **PR 320 Contemporary Public Relations — 3 units**

Provides a conceptual framework for understanding public relations and its role in present-day social and business environments. You will briefly learn about the evolution of public relations practice from its beginnings to its present professional status. This course will emphasize both the principles as well as the nuts-and-bolts of planning and implementing a public relations campaign, including planning, selecting and developing appropriate publicity tools and evaluating the effectiveness of the program. You will also learn techniques for managing the public relations function within organizations, the public relations process as well as professional and legal issues. Prerequisite: Students must pass the English Placement Test or complete ENGL 301 Graduate Writing II with a grade of B or better before registering for this course.

#### **PR 330A Writing for Public Relations and Marketing Communications — 3 units**

Focuses on development of speed, clarity, brevity and style in writing for a range of audiences. The course will stress the role of the public relations/marketing communications writer as a bridge between the interests of the client organization, its employees, the news media and the general public. You will learn how to do professional writing in the formats most frequently used by the public relations practitioner: news release, feature article, brochure, newsletter and public service announcement. You will also be exposed to writing web copy, as well as advertising copy. Prerequisite: PR 320. Students must pass the English Placement Test or complete ENGL 301 Graduate Writing II with a grade of B or better before registering for this course.

#### **PR 332 Media Relations and the Corporate Spokesperson — 3 units**

Provides knowledge and skills for interacting with the media. You will study the definition of “news” and its role in the management of a business. You will learn techniques for planning and executing successful editorial approaches including placement of news releases with print and electronic media, management of the news event, and effective strategies for corporate spokespersons when meeting the press. Prerequisite: PR 320. Students must pass the English Placement Test or complete ENGL 301 Graduate Writing II with a grade of B or better before registering for this course.

#### **PR 334 Managing Public Issues: Consumer Affairs and Government Relations — 3 units**

Examines the techniques for monitoring social issues, as well as the role public relations plays as a management function to advise and guide upper management in the organizational decision-making process. You will learn about environmental scanning, stakeholder analysis and issue management, and will gain knowledge of programs and methods for establishing and maintaining proactive relationships with community and governmental organizations. Prerequisite: PR 320. Students must pass the English Placement Test or complete ENGL 301 Graduate Writing II with a grade of B or better before registering for this course.

#### **PR 396A-ZZ Selected Topics in Public Relations — 1-3 units**

Address significant, topical and practical problems, issues and theories in public relations. Topics are compiled and selected by the department chair. This course may be taken more than once, provided the same topic is not repeated. Prerequisite: PR 320. Other prerequisites will vary based on topic. Students must pass the English Placement Test or complete ENGL 301 Graduate Writing II with a grade of B or better before registering for this course.

**PR 398 Internship: Public Relations — 3 units**

Offers you the opportunity to receive graduate-level work experience in a job directly related to your academic major and career goals. You are responsible for your own placement in an internship approved by the department chair. A written internship proposal is required before consideration for this course. A written report is required upon completion of the internship. Prerequisite: consent of the department.

**PR 399 Directed Study — 1-3 units**

Provides an opportunity for the advanced student with a specific project in mind to do reading in a focused area and to prepare a substantial paper under the direction of a faculty member. Only one directed study course may be taken for credit toward a master's degree. Prerequisite: Completion of six courses in the advanced public relations program and consent of the department.

**SCIENCE (SCI)****Undergraduate Courses****SCI 125 Science, Technology and Social Change — 3 units**

Examines the impact of scientific thought and technological innovation on major cultures of the modern world. Analyzes the acquisition, application, and adaptation of technology in pre-industrial, industrial, and post-industrial societies. Prerequisites: ENGL 1A and MATH 20.

**SCI 198 A-ZZ Special Topics in Science — 3 units**

Address significant, topical and practical problems, issues and theories in science. Topics will be selected by the department coordinator. This course may be taken more than once, provided the same topic is not repeated. Prerequisite: consent of the department. Prerequisites will vary based on topic.

**SOCIAL SCIENCES (SOSC)****Undergraduate Courses****SOSC 88 Leadership and New Social Demands — 3 units**

Examines the fundamentals of leadership as a daily practice of social interaction and interpretation. Analyzes power, multiculturalism, and sexism as they pose challenges to leadership in business, health care, education, and public life. Prerequisite or corequisite: ENGL 1A.

**SOSC 198A-ZZ Special Topics in Social Sciences — 1-3 units**

Address significant, topical and practical problems, issues and theories in social science. Topics will be selected by the department coordinator. This course may be taken more than once, provided the same topic is not repeated. Prerequisite: consent of the department. Prerequisites will vary based on topic.

**SOSC 199 Directed Study in Social Sciences — 1-3 units**

Provides individual study of selected topics under supervision of a faculty member. You are limited to one directed study course per trimester. Prerequisite: consent of the department.

**TAXATION (TA)****Graduate Courses****TA 318 Advanced Federal Income Taxation — 3 units**

Examines the basics of federal income taxation with emphasis on statutory materials; special attention to problems of individual taxpayers and specific rules regarding gross income, adjusted gross income, taxable income, deductions, exemptions and credits. You are required to take this course as one of the first two advanced graduate seminars in taxation.

**TA 319 Federal Tax Procedure — 3 units**

Examines federal tax procedure at the administrative level and in litigation; organization of the I.R.S.; legal and practical aspects of Treasury regulations; administrative rulings; closing and compromise agreements; deficiency and jeopardy assessments; waivers; refund claims; mitigation of statute of limitations; pretrial, trial and appellate processes; tax collections; civil penalties; and the rights and privileges of the taxpayer. Corequisites TA 318 and TA 329.

**TA 320 Multistate Corporate Taxation — 3 units**

Analyzes the tax treatment, tax problems and tax-planning techniques of corporations engaged in multistate activities. Emphasis is on California law with substantive discussion of other states. Topics include: Constitutional limitations on states' ability to tax multistate corporations, general vs. financial corporations, state treatment of S corporations, FSCs, holding companies and partnerships; computation of income, business vs. nonbusiness income, formula apportionment, unitary taxation and water's-edge elections. Case studies are used to illustrate concepts. Prerequisites: TA 318 and TA 329.

**TA 321 Principles of International Taxation — 3 units**

Provides an overview of US and foreign country taxation of international transactions. Topics include source rules, resident and NRA taxation, CFC legislation, holding company regimes, and other major tax concepts. Also examines the U.S. and U.N. Model Tax Conventions to include an analysis of specific treaty provisions. Prerequisites: TA 318 and TA 329.

**TA 322A Federal Income Taxation of Corporations and Shareholders I — 3 units**

Analyzes tax treatment, tax problems and tax planning techniques involving transactions between corporations and their shareholders: transfers to corporation; capital structure; dividends and other distributions; stock redemptions and liquidations; stock dividends and preferred stock bailouts; and introduction to S corporations. Prerequisite: TA 330.

**TA 322B Federal Income Taxation of Corporations and Shareholders II — 3 units**

Covers specific issues of operating in corporate form: corporate reorganizations and divisions; carryovers of tax attributes; limitations on carryovers. Prerequisite: TA 322A.

**TA 325 Estate and Gift Taxation — 3 units**

Covers federal estate, gift and generation-skipping transfer taxes; preparation of the federal estate tax return and federal gift tax return. Prerequisites: TA 318 and TA 329.

**TA 328 Federal Income Taxation of Partners and Partnerships — 3 units**

Analyzes tax problems of the organization and operation of partnerships including the treatment of partnership distributions, withdrawal of a partner during his/her lifetime, dissolution of the partnership, sales or exchanges of partnership interests. Prerequisite: TA 330.

**TA 329 Tax Research and Decision Making — 3 units**

Examines the primary sources of income tax law; the I.R.C. and administrative and judicial interpretations. The research process will be analyzed, using both paper products as well as electronic resources. Practical written and computerized assignments will be completed using research tools to locate, understand and interpret primary source materials. You are required to take this course as one of the first two Advanced Program seminars in taxation.

**TA 330 Property Transactions — 3 units**

Analyzes federal income taxation of capital assets, including definition and mechanics of capital transactions; nonrecognition property transactions, including I.R.C. Sections 121, 1031 and 1033; examination of the at risk and passive loss rules. Corequisites TA 318 and TA 329.

**TA 331 Taxation of Exempt Organizations — 3 units**

Analyzes and compares tax-exempt status under section 501(c) of the Code; sophisticated tax planning for charitable contributions; the use of charitable remainder and lead trusts, charitable gift annuities, bargain sales, charitable contributions as a tax shelter; private foundation excise tax problems; unrelated business income problems; special problems and international philanthropy. Prerequisites: TA 318 and TA 329.

**TA 333 Consolidated Income Tax Returns — 3 units**

Explores consolidated return law, including concept and history; eligibility to file; computation of consolidated and separate taxable income; intercompany transactions; SRLY rules; consolidated basis adjustments and procedures. Prerequisites: TA 322A and TA 322B.

**TA 334 Estate Planning — 3 units**

Examines selected topics in estate planning, including general legal principles relating to estate planning, (including a review of relevant, legal documents); lifetime gifting, (including utilization of the annual exclusion and alternative forms of wealth transfer); marital deduction planning, (including quantifying the deduction through partial QTIP elections, utilization of the TPT credit, and the use of formula clauses); gifts to charity, (including the use of both outright and split-interest gifts); the use of life insurance in estate planning; planning for generation skipping transfers; advising elderly clients; and post mortem planning. Prerequisite: TA 325.

**TA 337 Individual Retirement Plans and Distributions — 3 units**

Presents a discussion and analysis of the estate, income and excise tax treatment of retirement plans, SEPS, and IRAs, including various methods of distribution at age 70 1/2, naming of individuals or trusts as beneficiaries, marital deduction and non-citizen spouse issues, comparison of deferral and payment of benefits during life, and after death, with emphasis on actual case studies and examples of the interplay between estate and income tax consequences of retirement plans and IRAs. Prerequisites: TA 318 and TA 329.

**TA 338 Tax Timing — 3 units**

Examines issues related to the allocation of items of income and deduction to the proper taxable year, including adoption of tax year end; definition of method of accounting; the annual accounting concept; cash, accrual and installment methods of accounting; time value of money; and the Uniform Capitalization Rules. Corequisites TA 318 and TA 329.

**TA 344 Federal Income Taxation of Trusts and Estates — 3 units**

Analyzes taxation of trusts and estates and their creators, beneficiaries and fiduciaries, including computation of distributable net income and taxable net income, taxation of simple and complex trusts, operation of "throwback" rules, computation of income in respect of a decedent, preparation of the last return for a decedent and the returns of trusts and estates from inception through termination. Prerequisites: TA 318 and TA 329.

**TA 346K Washington State and Local Taxes — 3 units**

Examines the application of the sales, use, B and O and real estate excise taxes in specific industries and transactions. We will give special attention to the local business doing all or a portion of its business in other states and the accountability of out-of-state business for collecting Washington state taxes, including apportionment formulae and recent developments. We will also cover audits, appeals and negotiations with the Department of Revenue.

**TA 347A Taxation of Employees/Independent Contractors — 3 units**

Surveys the different types of employment taxes, including analysis of common and statutory law related to employees versus independent contractors status including “household help” issues. You will learn proactive tools related to re-characterization and post assessment issues and how to contest a worker re-characterization. Prerequisites: TA 318 and TA 329.

**TA 348 California Sales and Use Taxation — 3 units**

Analyzes constitutional, federal and state limitations on taxation, persons and transactions subject to tax, exemptions, basis of tax, compliance requirement and appeals and procedures. Emphasis placed on taxation of transfers of technology including computer programs and research-and-development contracts; manufacturers, graphic arts and related enterprises, businesses engaged in retailing and transactions in interstate and foreign commerce. Case studies used to illustrate concepts. Prerequisites: TA 318 and TA 329.

**TA 349E Advanced Business Planning — 3 units**

Presents an analysis of choice of entity for family businesses and wealth succession, including buy-sell agreements, compensation planning and equitable allocation of wealth among heirs. Prerequisites: TA 325 and TA 334.

**TA 350A Taxation of Foreign Persons with US Activities — 3 units**

Examines business and investment transactions by nonresident alien individuals and foreign corporations earning income in the US (“inbound transaction”) including: residence for income taxation, sources of income, sources and allocation of deductions, US taxation of passive income by nonresident aliens and foreign corporations, the branch profit tax and gains of foreign taxpayers from the sale of US Real Property. Prerequisite: TA 321.

**TA 350B Taxation of US Persons with Foreign Activities — 3 units**

Covers US taxation of foreign operations by US individuals and corporations including an in-depth analysis of the foreign tax credit, controlled foreign corporations, passive foreign investment companies, foreign sales corporations, and foreign currency transactions. Prerequisite: TA 321.

**TA 350D Transfer Pricing — 3 units**

Provides an in-depth coverage of intercompany pricing rules, including intercompany sales, loans, services, leasing, and transfers of intangibles. Discussion of intercompany sales cases, as well as the treatment of intercompany loans under the imputed interest and below market loan provisions. Examination of advance pricing agreements and relevant treaty provisions. Prerequisite: TA 321.

**TA 350E International Mergers, Acquisitions and Joint Venture — 3 units**

Analyzes the US tax issues relating to both inbound and out-bound mergers, acquisitions, and joint ventures, including taxable acquisitions and dispositions, joint ventures, tax-free acquisitive exchanges and reorganizations, and distributions and divisive reorganizations. Prerequisites: TA 350A and TA 350B.

**TA 352 Taxation of Electronic Commerce and Remote Sellers — 3 units**

Provides a comprehensive examination of the tax issues confronted by companies engaged in electronic commerce, with special attention to remote sellers. Areas of taxation studied include state sales tax, state income tax, cross-border (international) transactions, tax accounting for web site development costs, acquisitions and dispositions of web-based businesses, valuation issues and tax compliance associated with e-commerce. The course emphasizes six unique aspects of e-commerce taxation, including: worldwide reach of web sites, anonymous transactions, digital products, remote operation of a web server, intangible assets in web sites, and fast-changing rules. Prerequisites: TA 318, TA 322A, TA 329 and TA 330.

**TA 356 Limited Liability Companies and S Corporations: A Choice of Entity — 3 units**

Examines and compares the entity classification of the S Corporation versus the Limited Liability Corporation. Explores the tax treatment, problems and planning techniques of formation and operation of both entity forms, including eligibility, election, revocation, termination and accounting rules. This is a highly recommended elective course. Prerequisites: TA 322A and TA 328.

**TA 396A-ZZ Selected Topics in Taxation — 1-3 units**

Address significant, topical and practical problems, issues and theories in taxation. Topics are compiled and selected by the dean. This course may be taken more than once, provided the same topic is not repeated. Prerequisites will vary based on topic.

**TA 398 Internship: Taxation — 3-6 units**

Offers you the opportunity to receive graduate-level tax work experience in an accounting setting. Available for students without prior tax firm experience. You are responsible for your own placement in an internship, subject to approval by the dean. A written internship proposal is required before consideration for this course. A written report is required upon completion of the internship. Prerequisite: consent of the department.

**TA 399 Directed Study — 1–3 units**

Provides an opportunity for the advanced student with a specific project in mind to do reading in a focused area and to prepare a substantial paper under the direction of a faculty member. Only one directed study course may be taken for credit toward a master's degree. Prerequisite: Completion of six graduate taxation courses and consent of dean.

**DOCTORAL SEMINARS IN BUSINESS ADMINISTRATION (DBA)****DBA 800 Doctoral Writing and Research Methods — 4 units**

Covers the basic principles and techniques of doctoral scholarship. You will study the principles of scientific method and techniques of research design common to both qualitative and quantitative research methods, including sampling methods and data collection techniques. You will learn how to critically read research papers and articles. You will be introduced to the techniques of writing necessary to produce expository and analytical papers in a style that meets the standards of publishable work. Literature research methods will acquaint you with both traditional library research and the recent developments in electronic search and retrieval methods.

**DBA 801 Quantitative Research and Analysis — 4 units**

Topics include survey design; experimental design; statistical analysis of survey and experimental data; multivariate statistical analysis including analysis of variance, multiple regression, the general linear model, factor analysis, and other methods; time series analysis; and other topics. You will learn how to interpret the statistical results contained in scholarly papers and articles. You will learn how to apply these methods using statistical software through hands-on analysis of research data sets . Prerequisite: Math 240 or equivalent.

**DBA 802 Qualitative Research and Analysis — 4 units**

Examines contemporary approaches to qualitative analysis in business. You will learn about and practice using such qualitative research techniques as open-ended interviewing, focus groups and the case study approach. Other topics include the use of qualitative research software, the philosophic foundations of knowledge and the effective display of data.

**DBA 803 Economic Theory and Policy — 4 units**

Explores the theory of prices and markets and examines macroeconomics policies of government that affect the management decisions of business. Explores the theoretical roots of competing policy options in areas such as taxation, fiscal and monetary policy, international trade and antitrust regulation. Also assesses the implications for business decisions of various government regulations as they affect the productivity and overall performance of the private sector.

**DBA 804 Management and Organizational Theory — 4 units**

Begins by developing a paradigm perspective on the nature of scientific research and theory. From that platform, we examine seminal contributors to theories of organization and individual behavior in organizations with attention to both historical context and current approaches. Topics such as classical management theory; the human relations perspective; motivation, institutional theory; comparative organizational designs; change processes; the organizational-environment contingency, and systems perspectives; inter-organizational forms, organizational learning; organizational dysfunction and ethical perspectives are examined. Students take an active role in presenting and critiquing early and current theory and practice as well as relating theory and research to their own experience.

**DBA 806 Technology Systems in Business — 4 units**

Integrates the theory, research and practice from the fields of technology management, information systems, and operations management with a focus on the planning and implementation of technology into the organization. You will explore theories of technology evolution and information transfer, resource optimization, and the structuring of work organizations. These theories will be used in the examination of the research and application of technology adoption and transfer strategies, productivity and competitiveness and implementation of technology-based systems in re-defining the organization of work. You will examine the current state of the art in technology systems in both manufacturing and non-manufacturing environments.

**DBA 807 Business, Government, and Society — 4 units**

Examines the complex interface between the public and private sectors within contemporary American society as well as in a comparative context, both historical and global. A review of the extensive scholarly literature in the field includes widely varying visions of the "public interest" with regard to business. At the same time, real world case studies provide you with a practical understanding of and techniques for managing business-government relations at the local, state, federal, and multinational level. You will learn advanced problem-defining, analytical and communication skills in dealing with "messy" problems faced by businesses involving government regulation, politics, ethics and corporate social responsibility.

**DBA 812 Organizational Systems and Change — 4 units**

Uses the development of systems theories and the open systems and network models to study the varieties of organizational designs and their implications. You will study organizational development and other methods for creating and sustaining organizational change including such issues as participation and empowerment, process consultation, team development and implementation, gainsharing, corporate culture and its alteration, and various methods for focusing on quality. Techniques for organizational redesign and organizational learning such as reengineering, action research and the use of consultants for planning and implementing change are examined and critiqued. You will examine practical applications to existing organizations in relation to your current and past organizational experiences.

Prerequisite: DBA 804.

**DBA 820 Corporate Finance — 4 units**

Examines financial processes as they relate to corporate financial decision making and the types of near-term and long-term financial decisions which must be made by managers. Topics include capital structure, credit policies, financial operation, capital budgeting and transaction financing.

**DBA 821 Marketing Management — 4 units**

Covers the full range of the principles, theories, and practice of the management of the marketing function. You will learn the theories of the field including both key seminal literature and current published research. You will explore problem-solving techniques for practical application through cases and modeling techniques, and will study current developments in marketing from both academic and practitioner perspectives.

**DBA 822 Strategy and International Business — 4 units**

Covers the theory and practice of developing and implementing strategies for gaining competitive advantage in the global business environment. You will master the theoretical body of knowledge in the fields of strategic management and international business. In the process of the study of this theoretical work, you will also consider a variety of empirical approaches used to research the international competitive strategy process. You will explore the accelerating globalization of industries, regionalization of competition, and the institutional contexts that both facilitate and impede the formation and implementation of strategies globally. You will also consider such emerging topics as organizational change, competitive dynamics, development of firm resources and capabilities, sustainable competitive advantage, regional approaches to competitive strategy, and the formation of new organizational forms such as strategic alliances and inter-firm networks.

**DBA 830 Financial Theory and Applications — 4 units**

Explores contemporary financial theories and their applications. Topics include asset pricing, option theory and financial risk management.

**DBA 852 Information Systems and Applications — 4 units**

Covers the fundamental principles and issues of management information technology (IT) as a corporate resource. You will focus on the roles of both the IT manager and the functional manager requiring IT resources. You will also explore the future role of information systems and information technology that will contribute to the productivity and competitiveness of organizations and will enhance the quality of work-related activities. Selected issues in systems analysis and design, and project management will be covered with an emphasis on understanding the underlying concepts and translating them into practice. You will survey and critique current literature, perform design exercises and understand the use of case method in business applications. Topics include planning for advanced computer and communication technology as an organizational change process, and planning and forecasting for future technological developments.

**DBA 853 Management of Innovation and Technology — 4 units**

Covers the role of technology and innovation in competitive business situations. You will master the theory and practice of the management of innovation and technology and consider a variety of empirical approaches used to research this field. You will also examine through case studies, readings and class discussions the major strategic and managerial issues that arise as firms strive to manage technologies and the process of technological innovation. Covering product, process and information technologies, you will explore such topics as national issues of industrial competitiveness, the nature of technology and innovation, strategies regarding technology planning, development and acquisition, and managerial issues regarding the implementation of these strategies.

**DBA 860 Operations and Supply Chain Management — 4 units**

Covers the fundamental issues and recent developments in the diverse field of Operations Management, including Manufacturing and Service Management, Supply Chain Management, and Project and Systems Management. You will study the role of Operations and Supply Chain Management and their interactions with other functional areas within the firm. You will examine in-depth the contemporary issues related to Total Quality Management, Just-in-Time Systems, Supply and Value Chains, Reengineering and other Business Improvement Processes. Case method and review and analysis of pertinent scholarly and practitioner research are used to enhance your learning experience and to help you develop a framework for understanding, analyzing and addressing operations and supply chain management issues.

**DBA 862 Project and Systems Management — 4 units**

Covers the mathematical and intuitive methods used to determine the most feasible plans and designs for complex and often large-scale systems and projects. Emphasis is placed on the theory and techniques of directing and controlling resources for a fixed-term project established for achieving specific goals and objectives. You will study the latest techniques for scheduling, selecting appropriate work methods, estimating and budgeting, monitoring and controlling, and progress reporting of actual results against established budgets. You will use computer-based software packages and literature research in developing a comprehensive term project.

**DBA 871 Buyer Behavior — 4 units**

Covers both the consumer and industrial perspectives with regard to the buyer decision processes in reference to need recognition and search; pre-purchase alternative evaluation; buyer purchase; and consumption, satisfaction and divestment. You will examine individual differences along with buyer knowledge, attitudes, motivation and self concept, personality, values and lifestyle. You will study psychological processes — information processing, learning, and influencing attitudes and behavior — as well as environmental influences with emphasis on culture, ethnicity, social class and status, personal influence, family and household influences and, finally, situational influences. A treatment of marketing issues and ethics is provided. Throughout the course, emphasis will be placed on both theoretical and applied research.

**DBA 881 Public Administration Policy and Practice — 4 units**

Explores the role of public administration in contemporary society by means of examining its theoretical foundations, ethical dilemmas, and political environment. Emphasis on intensive readings in original works within the discipline foundation and collateral contemporary work that spans the public, private and independent sectors. Specific subject areas include conceptual analysis and critique of bureaucracy; the development of management theory and its subsequent application in the public sector; organizational design, behavior and change; decision making models and group dynamics; public administration and policy process; the ethics of public service; administrative leadership; and the legal foundations of public administration.

**DBA 891A-ZZ Special Topics in Business Administration — 4 units**

Covers areas and subjects that are not offered in the regular curriculum. Special topics is a mechanism that facilitates the development of new courses and encourages experimentation and curriculum development in the different business administration fields.

**DBA 895 Directed Study — 4 units**

Provides individual study of selected topics under the supervision of a faculty member. Directed study topics are based on seminars in the doctoral program. Directed study may be substituted for seminars under certain conditions, with the approval of the DBA program director.

**DBA 897 Independent Study — 4 units**

Provides the opportunity for you to conduct research based upon a formal proposal, approved by the DBA program director, that results in a research product. Independent Study projects are not substituted for required seminars.

**DBA 899 Dissertation Research — 1-12 units**

May be applied for only after completion of all required coursework and passing all required examinations. See the DBA Policies and Procedures Manual for specifics.

