

## College of Business Administration

Nael Aly, Ph.D., *Dean*

Al Petrosky, Ph.D., *Chair, Department of Management, Operations, and Marketing*

Randall B. Brown, Ph.D., *Director, Master of Business Administration Program*

Nael Aly, Ph.D., *Director, Management Development Center and Student Success Center*

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Office: Demergasso-Bava Hall — DBH 202

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### **Master of Business Administration**

### **Master of Science in Business Administration, Finance: International Finance**

The College of Business Administration is fully accredited by AACSB International — The Association to Advance Collegiate Schools of Business. AACSB International accreditation represents the highest standard of achievement for business schools worldwide. AACSB accreditation is the hallmark of excellence in management and business administration education.

The College of Business Administration is organized into three academic departments: Accounting and Finance; Computer Information Systems; and Management, Operations, and Marketing.

In addition to course offerings on the Turlock campus, the College schedules upper-division and graduate courses at the CSU Stanislaus Stockton Center, mediated courses, and on-line courses.

Programs are listed alphabetically within the department that houses them. When a program is housed within the college but not assigned to a specific department, it is listed first.



## Master of Business Administration

Randall B. Brown, Ph.D., *Director*

Office: Demergasso-Bava Hall 209A  
Phone: (209) 667-3280

**Professors:** Aly, Brown, Deng, Gnepa, Hernandez, Khade, Peter Li, Murti, Petrosky

**Associate Professors:** Harris, Johnson, L., Wagner

**Assistant Professors:** Chronis, Petratos

The program provides study in advanced concepts of business, industry, and government operations. This program is designed for the active manager or technical supervisor as well as the recent graduate who is interested in advanced study in the field of business. The program includes accounting, finance, operations management, marketing, economics, management, and computer information systems.

### Admission to the Program

Qualified applicants holding a bachelor's degree from an accredited college or university may be admitted to the program. Each applicant must submit the following to the Enrollment Services Office:

1. A fully completed California State University Graduate Application for Admission form.
2. Two copies of official transcripts from each college attended other than CSU Stanislaus.

Each applicant also must submit the following to the MBA Program Director, College of Business Administration:

1. A completed MBA Program Application Form.
2. Three letters of recommendation from faculty and/or other professional sources.
3. The Graduate Management Admission Test (GMAT) score, which should be sent directly from the testing service. The MBA Program Director will consider indicators of high promise of success in postgraduate business study from the following:
  - a. Performance on the GMAT: All candidates must sit for the GMAT prior to being admitted to the program. They must achieve a score of 450 or higher in the overall category. They must achieve scores in the quantitative and verbal categories at or above the 20th percentile. And, they must achieve a minimum score of 3.5 in the "analytical writing" component.

- b. Candidate's overall or upper-division grade-point average prior to admission to the program: A minimum of 2.5 GPA is required, either overall or upper-division. In addition, a total of 1000 points must be achieved based on the formula (200 times the overall GPA plus the GMAT), or a total of 1050 points based on the formula (200 times the upper-division GPA plus the GMAT).
  - c. Experience: Candidates must demonstrate a two-year record of relevant, full-time employment in a professional or supervisory role. Applicants wishing to enter the program without the required two years experience may achieve a waiver of the work experience requirement by meeting a higher point score of 1150 based on the formula (200 times overall GPA plus the GMAT total score).
  - d. Applicants may take the Graduate Record Exam (GRE) as an alternative to the GMAT. They must achieve a score of 450 or higher in both the quantitative and verbal categories. The average of these two sections should then be applied to the formula used to compute total points (see formulas, 3b).
4. Applicants whose native language is not English must take the Test of English as a Foreign Language (TOEFL) and have a minimum total score of 550 (or 213 electronic) with part scores of at least 54 (21 electronic), reported directly from the testing service.

### Requirements (33 units minimum)

The Master of Business Administration is awarded upon satisfactory completion of 33 units of core and graduate elective courses and either the completion of a graduate project or the passing of a comprehensive examination. Students must have completed the 21 units of foundation courses listed below or their equivalents. To be exempted from any or all foundation courses, equivalent undergraduate courses must have been completed with a grade of C or better within ten years prior to admission to the program. Exemptions from the foundation courses also can be obtained by passing the corresponding qualifying examination.

### Foundation (21 units)

- ACC 5070 Principles of Accounting, 3 units  
ECON 5050 Business and the Economic Environment, 3 units  
FIN 5020 Management of Financial Resources, 3 units  
MGT 5040 Management of International Business, 3 units  
MGT 5050 The Administrative Process, 3 units  
MKT 5090 Marketing Fundamentals, 3 units  
OM 5090 Business Research Techniques, 3 units

In addition, computer literacy is required, equivalent to CIS 2000.

**Master of Business Administration Core** (24 units)

ACC 5110 Management Accounting, 3 units

CIS 5620 Computer Information Systems, 3 units

FIN 5210 Managerial Finance, 3 units

MGT 5310 Business Organization, Theory, and Behavior, 3 units

MGT 5900 Integrated Business Strategy and Project Development,  
6 units

MKT 5410 Marketing Management, 3 units

OM 5630 Seminar in Quality and Productivity Management, 3 units

**Electives** (9 units)Three graduate electives, 9 units, and  
Comprehensive Examination, 0 units, **or**Two graduate electives, 6 units, and  
Graduate Project, 3 units

MBA core and elective units must be earned within seven years immediately preceding the completion of requirements for the degree. A 3.0 grade point average must be maintained in all graduate work.

Enrollment in MBA core and elective classes is limited to students with classified MBA standing at this University. Exceptions to this policy require written approval of the director of the MBA program.

**Writing Proficiency Requirement**

Master of Business Administration students may satisfy the writing proficiency requirement by meeting the required level of proficiency in either of the following courses:

MGT 5310 Business Organization, Theory, and Behavior, 3 units **or**

MKT 5410 Marketing Management, 3 units

**Executive Master of Business Administration**Nael Aly, Ph.D., *Director*

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The Executive Master of Business Administration Program (EMBA) is a specialized degree program that provides study in leadership and management skills for persons in middle to upper-level management positions. It is intended for managers and professionals who work in private corporations, non-profit organizations, the public sector, and small businesses who wish to expand their leadership skills and enhance their careers. This program emphasizes the leadership skills necessary to: (1) analyze complex business problems and situations in a rapidly changing business environment; (2) develop solutions to such problems by working with people within one's organization; and (3) implement solutions through the involvement and commitment to followers within and without the organization.

The EMBA is a lock step, cohort program that is delivered in eight-week sessions. The program is completed within two years or less.

**Admission to the Program**

Applicants are required to have a bachelor's degree from an accredited college or university and at least five years of middle- and upper-level professional management work experience.

Admission to the program will be based on the evaluation of academic and professional portfolios. This approach takes into consideration the following areas:

1. Extend and nature of professional experience.
2. Academic qualifications, including GPA and GMAT, GRE, or other graduate test scores.
3. Potential for leadership and other personal qualities that demonstrate academic and professional promise.
4. A personal interview.

Each applicant to the program must submit the following to the EMBA Office:

1. Fully completed California State University Graduate Application for Admission Form.
2. Official transcripts from each college attended, as well as documentation of professional development education. A cumulative GPA of 2.5 is expected.
3. Current resume which includes documentation of all professional/managerial work experience and accomplishments.
4. Two letters of recommendation from professional supervisors and/or peers.
5. Applicant's performance on GMAT, GRE, or other graduate test scores is required. A GMAT score of 500 is expected.

**Requirements (36 units)**

The Executive Master in Business Administration degree is awarded upon satisfactory completion of 36 units of required (30) and elective (6) courses.

The following required and elective courses comprise the program:

**Required Courses (30 units):**

BUS 5000 Introduction to the EMBA (1 unit)  
BUS 5100 Executive Management Accounting (3 units)  
BUS 5150 Leading Through Technology (3 units)  
BUS 5200 Strategic Finance for Executives (3 units)  
BUS 5250 Leading and Managing People for Success (3 units)  
BUS 5300 Strategic Leadership in Marketing (3 units)  
BUS 5350 Supply Chain Management (3 units)  
BUS 5400 Managing for Strategic Advantage in a Global Market (3 units)  
BUS 5450 Best Practices in Leadership (3 units)  
BUS 5500 Executive Strategic Leadership Management (3 units)  
BUS 5960 Individual Project (2 units)

**Elective Courses (6 units):**

Select two courses from the following four electives:

BUS 5600 Global Business Strategy (3 units)  
BUS 5650 Current Topics in Legal and Business Ethics (3 units)  
BUS 5700 Crafting the Lean Business Enterprise (3 units)  
BUS 5750 Leading High-Performance Teams (3 units)

The program's culminating experience is comprised of a project (BUS 5960).

**Course Descriptions****BUS 5000 Introduction to the EMBA**

An off-site orientation day provides students with an overview of the program, the program structure, and the courses that comprise the program. Includes brief descriptions of each course, helpful strategies for working in an accelerated program structure, research tools, and comprehensive training in technology used for on-line courses. Prerequisite: Acceptance into the EMBA program.

**BUS 5100 Executive Management Accounting (3 units)**

The interpretation and use of accounting information to solve managerial problems in all functional areas of business. Topics include financial planning and control, cost-volume-profit analysis, performance evaluation, transfer pricing, and relevant costs for decision-making. Prerequisite: Acceptance into the EMBA program.

**BUS 5150 Leading Through Technology (3 units)**

Course addresses how to direct and manage the major technological and innovative challenges that organizations face. Key areas include effective technological resources, innovation and growth, technological opportunities and threats. Prerequisite: Acceptance into the EMBA program.

**BUS 5200 Strategic Finance for Executives (3 units)**

Focuses attention on financial management of business enterprises and its relation to other functional areas of management, and to general business policy. Extensive use of case problems and/or simulation exercises provides applications of theory to financial decisions involving cash flow management, capital structure planning, capital costs, capital budgeting, dividend policy, and valuation of enterprises operating for profit. Students will apply analytical methods to cases based on their understanding of finance and financial theory and practice. Prerequisite: Acceptance into the EMBA program.

**BUS 5250 Leading and Managing People for Success (3 units)**

Advanced study of management skills and interpersonal techniques proven most effective in bringing out the best in subordinates and peers. Emphasis on understanding human motivation and behavior in organizations with the aim of engaging cooperation and commitment to organizational goals and interests. Topics include: interpersonal styles and techniques, motivation and motivational skills, cooperation and conflict in organizations, managing conflict, managing dynamics between groups, and managing change. Prerequisite: Acceptance into the EMBA program.

**BUS 5300 Strategic Leadership in Marketing (3 units)**

Advanced course in strategic marketing leadership for Executive MBAs. Integrates managerial marketing concepts and strategies used for creating customer value, sustainable competitive advantage, and economic value. Emphasizes a total system of customer-driven strategic marketing planning, implementation, and control elements that are ethical and responsive to the marketing environment. Describes the key areas that managers need to consider when implementing a marketing strategy including marketing research, segmentation, product development and positioning, integrated marketing communications, pricing, and marketing channels in a variety of markets (e.g., domestic, global, e-commerce, profit, and not-for-profit). Prerequisite: Acceptance into the EMBA program.

**BUS 5350 Supply Chain Management (3 units)**

Course shows how managers can improve a firm's competitive position by employing the latest practices and techniques of supply chain management in the global marketplace. It will discuss the main components and concepts of the supply chain and will explain how to manage best the entire supply chain. Prerequisite: Acceptance into the EMBA program.

**BUS 5400 Managing for Strategic Advantage in a Global Market (3 units)**

Comprehensive course covering international environmental forces and their influence in all functional areas of the international firm - finance, management, marketing, personnel, production, and the multinationals' ethical responsibility to the host countries. Prerequisite: Acceptance into the EMBA program.

**BUS 5450 Best Practices in Leadership (3 units)**

Advanced study of leadership and leadership practices that have proven effective both in fostering an ethical and responsible work environment in business organizations, and in helping to ensure the ongoing continuity and success of the organization. Prerequisite: Acceptance into the EMBA program.

**BUS 5500 Executive Strategic Leadership Management (3 units)**

Course develops a general management perspective to address issues of integration between functional areas and adaptation to a changing global environment for top-level executives. It covers leadership, including analysis, planning, implementation, and formulation of business strategy and solutions to complex business problems and situations. Executives learn how to do industry analysis, market analysis, financial analysis, and competitive analysis. These strategic skills are applied to their strategic planning cases to create a complete deliverable. Prerequisite: Acceptance into the EMBA program.

**BUS 5960 Individual Project (2 units)**

Course focus is on applying EMBA knowledge to actual business problems and solutions. The centerpiece of the final course sequence pairs teams of three/four students with a business opportunity. The team will diagnose, analyze, and resolve a strategic issue in an organization, identifying an entrepreneurial or intrapreneurial business opportunity and formulating a solution. Each student will present individually the results through a written graduate project. Prerequisite: Acceptance into the EMBA program.

## General Business

Nael A. Aly, Ph.D., *Adviser*

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Phone: (209) 667-3507

## Course Description

### **BUS 7005 Continuing Thesis or Project (0 units)**

Non-credit course. Applicable to those students who have completed all registration for graduate coursework and who have registered for the maximum number of thesis or project units required by their program. Students must register each semester or term until they have secured faculty approval for their thesis or projects.

## Department of Accounting and Finance

David H. Lindsay, Ph.D., C.P.A., *Chair*

**Professors:** Campbell, Filling, Garner, Lindsay, Wagner

**Associate Professors:** Johnson, L., Tan

**Assistant Professors:** McGhee, Huang, Zong

Office: Demergasso-Bava Hall — DBH 216  
Phone: (209) 667-3671

## Master of Science in Business Administration, Finance:International Finance

Andrew J. Wagner, Ph.D., *Director*

**Professors:** Gnepa

**Associate Professor:** Wagner

**Assistant Professors:** Huang, Zong

**Cergy Faculty:** Bal, Bellalah, Garcin, Lenfle, Martel, Mellios, Pfeffer,  
Prigent

The program provides study in advanced concepts of international finance. This program is designed for corporate managers of international finance as well as the recent graduates who are interested in advanced study in the field of international finance. The program is a one-year, full-time, lock-step, cohort program. The fall semester is taught on the campus of CSU Stanislaus. The spring semester is taught on the campus of Université de Cergy-Pontoise.

The Université de Cergy-Pontoise is situated in the northwestern part of the Paris region. The town has more than 200,000 residents. The university is multidisciplinary, providing both academic and vocational courses. More than 10,000 students from widely diverse social backgrounds make up its student body.

### **Admission to the Program**

Qualified applicants holding an earned bachelor's degree from an accredited college or university may be admitted to the program. Students who do not hold a bachelor's degree in business administration from an accredited college or university must complete the following courses (15 units) with the grade of "C" or better before being admitted to the program:

ACC 2110 Financial Accounting (3 units)

ACC 2130 Managerial Accounting (3 units)

FIN 3220 Business Finance (3 units)

ECON 2500 Principles of Macroeconomics (3 units)

ECON 2510 Principles of Microeconomics (3 units)

Each applicant must submit the following to Enrollment Services:

1. A fully completed California State University Application for Graduate Admission.
2. Two copies of official transcripts from each college attended other than CSU Stanislaus.

Each applicant also must submit the following to the program director:

1. Three letters of recommendation from faculty and/or other sources.
2. The Graduate Management Admission Test (GMAT) score, which should be sent directly from the testing service. (The Graduate Record Examination [GRE] is not an acceptable substitute for the GMAT.) The program director will consider indicators of high promise of success in a postgraduate study of finance from the following, listed in priority order:

- a. Candidate's performance on the GMAT. All candidates must sit for the GMAT prior to being admitted to the program, and must achieve a score of 500 or higher on that exam. (If a score of 500 or better is not achieved, the candidate will not be considered for admission into the program.)
  - b. Candidate's overall or upper-division grade-point average prior to admission to the program, based on the following criteria:
    - i A total of at least 1150 points on the formula (200 times the overall grade point average plus the GMAT total score).
    - ii A total of at least 1200 points on the formula (200 times the upper-division grade point average plus the GMAT total score).
  - c. Experience as demonstrated by a record of appropriate employment at increasing levels of responsibility.
3. Applicants whose native language is not English or French must take the Test of English as a Foreign Language (TOEFL) and have a minimum total score of 550, with part scores of at least 54, reported directly from the testing service, or the equivalent as approved by the Graduate School.

### **Requirements (32 units minimum)**

The Master of Science in Business Administration, Finance: International Finance is awarded upon satisfactory completion of 32 units of required graduate courses and the passing of a comprehensive examination. A 3.0 grade point average must be maintained in all graduate work.

MGT 5040 Management of International Business (3 units) Stanislaus  
 FIN 5410 Strategy for Financial Managers (3 units) Cergy  
 FIN 5415 Political, Cultural, and Social Environments (2 units) Cergy  
 FIN 5330 International Financial Management (3 units) Stanislaus  
 FIN 5341 European Financial Markets (1 unit) Cergy  
 FIN 5220 Security Analysis and Portfolio Management (3 units) Stanislaus  
 FIN 5210 Managerial Finance (3 units) Stanislaus  
 FIN 5435 Financial Engineering and Risk Management (4 units) Cergy  
 FIN 5425 Corporate Governance and Ethics (2 units) Cergy  
 FIN 5450 Bankruptcy (2 units) Cergy  
 FIN 5950 Selected Topics in Finance (2 units) Stanislaus  
 FIN 5440 Seminar on Financial Professions (1 unit) Cergy  
 FIN 5940 Internship (3 units) Stanislaus

## **Comprehensive Examination Procedures**

Each participating professor will submit a list of questions pertaining to his/her course being taught. The program directors from CSU Stanislaus and Université de Cergy-Pontoise will work together to compile the comprehensive exam from these lists of questions, with each topic to be covered in a separate section. The program directors are responsible for the administration of the comprehensive exam.

After the coursework is completed and prior to participating in the internship course, all MSBA, Finance: International Finance students are required to take the comprehensive exam simultaneously. Participating professors are expected to grade their respective sections. If a student fails the comprehensive exam, then (s)he may retake it after completion of the internship. The new exam will be compiled in the same way that the first exam was. If a student fails the comprehensive exam twice, then the MSBA, Finance: International Finance degree will not be granted.

## **Course Descriptions**

### **Accounting**

#### **ACC 5070 Principles of Accounting (3 units)**

The principles, concepts, and conventions employed in measuring business transactions and analyzing, interpreting, and reporting results to management and other users of financial information.

#### **ACC 5110 Management Accounting (3 units)**

The application of managerial accounting techniques and procedures to the solution of managerial problems in all functional areas of business. Prerequisite: ACC 5070.

#### **ACC 5120 Concepts in Accounting and Fraud Examination (3 units)**

Course provides students with a basic understanding of financial and managerial accounting. Also provides an introduction to internal audit and forensic accounting procedures for non-accountants. Includes case discussion and analysis. Prerequisite: Consent of instructor. (Spring)

**ACC 5145 Business and Investment Tax Planning (3 units)**

A study of the tax factors related to business and investment decisions. The emphasis is on the role of tax planning in maximizing after-tax return. Prerequisite: ACC 5110 or equivalent.

**ACC 5175 Accounting for Governmental and Nonprofit Entities (3 units)**

Accounting and budgeting concepts, standards, and procedures for governmental and nonprofit entities. Prerequisites: Graduate School admission, ACC 5070, or consent of instructor. (Spring)

**ACC 5940 Internship (3 units)**

Supervised field experience in a selected area of accounting. Formal written report(s) will be required. May be repeated for a total of 6 units. Prerequisite: Consent of internship coordinator prior to registration.

**ACC 5950 Selected Topics in Accounting (1-4 units)**

(Topics to be specified in Class Schedule) Innovative course of study. Different topics may be taken for credit. Prerequisite: Consent of instructor.

**ACC 5960 Graduate Project (3 units)**

A terminal graduate project to be taken by students who have completed their course requirements. The project proposal must be approved by the project adviser(s). Prerequisite: Students must have completed all course requirements.

**ACC 5980 Individual Study (1-4 units)**

For students capable of independent work and in need of advanced and specialized study. May be repeated for a total of 6 units. Prerequisites: Consent of instructor and approval of department chair prior to registration.

**ACC 5990 Graduate Thesis (3 units)**

This enrollment involves individual consultation in the preparation of a master's thesis. May be repeated for a total of 6 units. Prerequisite: Completion of coursework.

**Business Law****BLW 5190 International Legal Environment of Business (3 units)**

The impact of different legal environments on international business operations; civil versus common law, international taxation issues; legal safeguards for intellectual property rights; legal restrictions governing the transfer of funds, foreign investment laws, antitrust laws. Prerequisite: All MBA foundation courses.

**Finance****FIN 5020 Management of Financial Resources (3 units)**

Intended to lay theoretical foundations of financial policy. Cases and problems provide application of theory to financial decisions involving cash flow management, capital structure, cost of capital, capital budgeting, dividend policy, etc., of enterprises operating for profit. Accessing computer files (library programs and data banks) in financial analysis and decision-making is introduced. Prerequisites: ACC 5070, OM 5020, or equivalents. (Fall, Spring)

**FIN 5210 Managerial Finance (3 units)**

Focuses attention on financial management of business enterprises and its relation to other functional areas of management and to general business policy. Extensive use of case problems and/or simulation exercises provides applications of theory to financial decisions involving cash flow management, capital structure planning, capital costs, capital budgeting, dividend policy, and valuation of enterprises operating for profit. Prerequisites: FIN 5020, ECON 5050, and ACC 5110 or equivalents. (Fall, Spring)

**FIN 5220 Security Analysis and Portfolio Management (3 units)**

Advanced treatment of the analysis of securities and the theoretical and applied issues of portfolio management. Prerequisite: FIN 5020 or equivalent.

**FIN 5240 Management of Financial Institutions (3 units)**

Detailed examination of the management of financial institutions. Topics include financial statements of financial institutions, investment management, loan management, liability and deposit management, capital management. Prerequisite: FIN 5020 or equivalent.



**FIN 5250 Options, Futures, Swap Contracts (2 units)**

Upon successful completion of this course, the student will possess a working knowledge of applications and the pricing of options, futures, and swap contracts. Prerequisites: FIN 3220 and admission to the MSBA, Finance program or consent of instructor. (Fall)

**FIN 5310 Real Estate Finance and Investment (3 units)**

Advanced treatment of financial analysis as applied to investment in real estate. Emphasis will be on appraisal theory, risk and return measurement. Prerequisite: FIN 5020 or equivalent.

**FIN 5330 International Financial Management (3 units)**

Analysis of the international monetary and financial system and the financial management issues of corporations operating internationally. Prerequisite: FIN 5020 or equivalent.

**FIN 5340 Financial Markets (3 units)**

Analysis of the functioning and role of the financial markets. Topics include wholesale financial markets and retail financial markets, role of the institutions, supply-demand model of interest rates, flow of funds analysis. Prerequisite: FIN 5020 or equivalent.

**FIN 5341 European Financial Markets (1 unit)**

Analysis of the functioning role of financial markets with a special emphasis on American and European markets. Prerequisite: Admission to the MSBA, Finance program or consent of instructor. (Spring)

**FIN 5410 Strategy for Financial Managers (3 units)**

Analysis and evaluation of the problems, opportunities, and ethical responsibilities that face financial managers of a business firm. Students are exposed to a variety of business situations through the case method. Additionally, this course will address the implications of conducting business in a global environment. Prerequisite: Admission to the MSBA, Finance program or consent of instructor. (Spring)

**FIN 5415 Political, Cultural, and Social Environments (2 units)**

Description and explanation of the major differences between the political, social, and cultural environment in the U.S., France, and other European countries. Special emphasis on companies operating in these different markets. Prerequisite: Admission to the MSBA, Finance program or consent of instructor. (Spring)

**FIN 5425 Corporate Governance and Ethics (2 units)**

Examination of institutional and policy framework for corporations as they are created (entrepreneurship), through their governance structures, to market exit (insolvency). Addresses the philosophical processes involved with moral reasoning as they relate to financial management. Moreover, the course goes beyond moral development to include motivation, virtue, personal character, and other elements to ethical decision-making. Prerequisite: Admission to the MSBA, Finance program or consent of instructor. (Spring)

**FIN 5435 Financial Engineering and Risk Management (4 units)**

Analysis of different financial techniques used by banks and venture capital firms to measure and manage the risks faced by businesses. Prerequisite: Admission to the MSBA, Finance program or consent of instructor. (Spring)

**FIN 5440 Seminar on Financial Professions (1 unit)**

Examination of various financial professions in private firms and banks. Materials will be used to strengthen student knowledge of current opportunities and practices in the U.S., France, and other European countries. Guest speakers from various corporations and institutions will share their knowledge and experiences. Prerequisite: Admission to the MSBA, Finance program or consent of instructor. (Spring)

**FIN 5450 Bankruptcy (2 units)**

Course will focus on corporate bankruptcy, corporate governance after Enron and Parmalat, financial management with bankruptcy risk, stakeholder incentives under varying restructure strategies, trends in mergers and acquisitions, changes in bankruptcy laws and practices in Europe and in the U.S. Prerequisite: Admission to the MSBA, Finance program or consent of instructor. (Spring)

**FIN 5940 Internship (3 units)**

Supervised field experience in a selected area of finance. Formal written report(s) will be required. May be repeated for a total of 6 units. Prerequisite: Consent of internship coordinator prior to registration.

**FIN 5950 Selected Topics in Finance (1-4 units)**

(Topics to be specified in Class Schedule) Innovative course of study. Different topics may be taken for credit. Prerequisite: Consent of instructor.

**FIN 5960 Graduate Project (3 units)**

A terminal graduate project to be taken by students who have completed their course requirements. The project proposal must be approved by the project adviser(s). Prerequisite: Students must have completed all course requirements.

**FIN 5980 Individual Study (1-4 units)**

For students capable of independent work and in need of advanced and specialized study. May be repeated for a total of 6 units. Prerequisites: Consent of instructor and approval of department chair prior to registration.

**FIN 5990 Graduate Thesis (3 units)**

This enrollment involves consultation in the preparation of a master's thesis. May be repeated for a total of 6 units. Prerequisite: Completion of coursework.

## Department of Computer Information Systems

Eleftherios (Al) Tsacle, M.S., *Chair*

**Professors:** Deng, Gackowski, Lodewyck, Tsacle

**Assistant Professors:** Pengtao Li, Petratos

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## Course Descriptions

**CIS 5620 Computer Information Systems (3 units)**

Overview of the concepts and structure of computer-based information systems which support decision-making at all levels of management. Topics include the definition and role of CIS; the uses of CIS; various organizational information systems; computer hardware, software; database systems, and the principles of CIS development and management. Prerequisites: OM 5040, CIS 5060, ACC 5070, or equivalents.

**CIS 5710 Decision Support Systems (3 units)**

Concepts and structure of Decision Support Systems and Expert Systems. Emphasis on the design of knowledge-based interactive systems to assist management decision-making. Systems will be developed using expert system development, modeling, and database management software. Corequisite: CIS 5712. Prerequisite: CIS 5620 or equivalent. (Lecture, 2 hours; laboratory, 2 hours)

**CIS 5750 Data Base Management Systems (3 units)**

Design and implementation of data bases utilizing a database management system. Acquaints students with the concepts of Information Resource Management, including information as an organization resource, database design, database administration, data dictionaries, query systems, and data security. Students will design and implement a database information system using a database management software package. Corequisite: CIS 5752. (Lecture, 2 hours; laboratory, 2 hours)

**CIS 5940 Internship (3 units)**

Supervised field experience in a selected area of computer information systems. Formal written report(s) will be required. May be repeated for a total of 6 units. Prerequisite: Consent of internship coordinator prior to registration.

**CIS 5950 Selected Topics in Computer Information Systems (1-4 units)**

(Topics to be specified in Class Schedule) Innovative course of study. Different topics may be taken for credit. Prerequisite: Consent of instructor.

**CIS 5960 Graduate Project (3 units)**

A terminal graduate project to be taken by students who have completed their course requirements. The project proposal must be approved by the project adviser(s). Prerequisite: Students must have completed all course requirements prior to registration.

**CIS 5980 Individual Study (1-4 units)**

For students capable of independent work and in need of advanced and specialized study. May be repeated for a total of 6 units. Prerequisites: Consent of instructor and approval of department chair prior to registration.

**CIS 5990 Graduate Thesis (3 units)**

This enrollment involves consultation in the preparation of a master's thesis. May be repeated for a total of 6 units. Prerequisite: Completion of coursework.

**Department of Management,  
Operations, and Marketing**

Al Petrosky, Ph.D., *Chair*

**Management**

**Professors:** Brown, Chan, Gnepa, Hernandez, Peter Li

**Associate Professor:** Harris

**Lecturer:** Badal

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**Course Descriptions****MGT 5040 Management of International Business (3 units)**

(Formerly MGT 5350) Focuses on selected specific problems involved in the management of a company which operates in more than one country. Emphasis may vary from term to term in accordance with the interests of the students involved.

**MGT 5050 The Administrative Process (3 units)**

The nature of administration, its role, responsibilities, and functions; special attention will be paid to the student's ability to function within the administrative process using written and oral communication skills.

**MGT 5100 Organizational and Administrative Theory  
(3 units)**

(Same as PADM 5100) Examination of development and current emphasis in organization theory from scientific management to existentialism. Focuses on the use of theory.

**MGT 5200 Seminar in Organizational Behavior (3 units)**

Study of human behavior in complex organizations. An emphasis on behavioral science theories and research methods and their contributions to selected topics such as: motivation, innovation, managing change, interpersonal conflict and communications, power, leadership, and job-related stress. Prerequisite: MGT 5050 or equivalent.

**MGT 5310 Business Organization, Theory, and Behavior  
(3 units)**

Advanced study of complex business organizations. Analysis of organization systems and managerial actions in terms of their influence on patterns of behavior. Prerequisite: MGT 5050 or consent of instructor.

**MGT 5540 New Business Ventures (3 units)**

Study of selected problems involved in starting and operating new business ventures. Prerequisites: MGT 5050, FIN 5020.

**MGT 5610 Human Resources (3 units)**

Advanced study in selected areas within the human resources field. Among subjects to be included are: human relations and organizational development, current labor legislation on the federal and state level, Theory Z application, innovations in manpower planning and development, and possible solution to unemployment.

**MGT 5620 Collective Bargaining (3 units)**

Advanced study of collective bargaining under the National Labor Relations Act and amendments. Students will participate in full-scale "mock" negotiations. Specific attention to be given to preparations, strategies, conflict resolution, and construction of language.

**MGT 5900 Integrated Business Strategy and Project Development (6 units)**

An integrated approach to the formulation, implementation, and administration of corporate strategy linked to specific strategic opportunities and problems. Extensive use of the case method in developing analytical skills applicable to strategic issues. Economic, social, and ethical considerations included in the analysis process along with functional-area skills related to strategic objectives. Individual and team structures will be used. Corequisite: Refer to the Schedule of Classes for the activity corequisite. Corequisite will involve activity work directed towards project planning, to include project development, background information search, and data gathering techniques. Prerequisites: ACC 5110, FIN 5210, and MKT 5410; and two of the following: CIS 5620, MGT 5310, and OM 5630. The third core course may be taken concurrently with MGT 5900.

**MGT 5940 Internship (3 units)**

Supervised field experience in a selected area of management. Formal written report(s) will be required. May be repeated for a total of 6 units. Prerequisite: Consent of internship coordinator prior to registration.

**MGT 5950 Selected Topics in Management (1-4 units)**

(Topics to be specified in Class Schedule) Innovative course of study. Different topics may be taken for credit. Prerequisite: Consent of instructor.

**MGT 5960 Graduate Project (3 units)**

A terminal graduate project to be taken by students who have completed their course requirements. The project proposal must be approved by the project adviser(s). Prerequisite: All course requirements completed.

**MGT 5980 Individual Study (1-4 units)**

For students capable of independent work and in need of advanced and specialized study. May be repeated for a total of 6 units. Prerequisites: Consent of instructor and approval of department chair prior to registration.

**MGT 5990 Graduate Thesis (3 units)**

This enrollment involves consultation in the preparation of a master's thesis. May be repeated for a total of 6 units. Prerequisite: Completion of coursework.

**Marketing**

**Professors:** Gnepa, Petrosky, Williams

**Assistant Professor:** Chronis

Office: Demergasso-Bava Hall — DBH 223

Phone: (209) 667-3507

**Course Descriptions****MKT 5090 Marketing Fundamentals (3 units)**

Analysis of management decisions arising from the marketing tasks of the firm. Role of the marketing executive in use of research. The elements of marketing strategy, product, channels of distribution, promotion, price, and policy decisions.

**MKT 5410 Marketing Management (3 units)**

Emphasis on managerial decision-making, problem solving to formulate and administer effective marketing activities. Marketing as a total system designed to plan, price, distribute, and promote goods and services to users. Major emphasis on case method covering buyer behavior, product, channel of distribution, pricing, and promotion. Prerequisites: MKT 5090 and consent of instructor.

**MKT 5430 International Marketing (3 units)**

Examination of the international marketing environment including special consideration of economic, political, and social systems and their effect on marketing decision making. Management of the export function, and Federal and State support of export activities are stressed. Simulation and cases. Prerequisite: MKT 5410.

**MKT 5440 Physical Distribution (3 units)**

Selected topics from the management of physical distribution systems and other logistical problems such as inventory control, warehouse location, etc. Prerequisite: MKT 5410.

**MKT 5450 Marketing Research (3 units)**

Selected topics from market research design and methodology. Special in-depth emphasis of research aspects as related to market decision-making, alternative data collection, and current developments in analysis techniques. Prerequisite: MKT 5410.

**MKT 5460 Advanced Consumer Behavior (3 units)**

Examines the processes involved when individuals and groups select, acquire, use, and dispose of goods and services. This course provides in-depth theoretical understanding of consumer behavior and illustrates via casework the application of consumption theories to real-world business practices.

**MKT 5940 Marketing Internship (3 units)**

(Formerly Internship) Supervised field experience in a selected area of marketing. Formal written report(s) will be required. May be repeated for a total of 6 units. Prerequisite: Consent of internship coordinator prior to registration.

**MKT 5950 Special Topics in Marketing (1-4 units)**

(Formerly Selected Topics in Marketing) Innovative course of study. Different topics may be taken for credit. Prerequisite: Consent of instructor.

**MKT 5960 Graduate Project in Marketing (3 units)**

(Formerly Graduate Project) A terminal graduate project to be taken by students who have completed their course requirements. The project proposal must be approved by the project adviser(s). Prerequisite: Student must have completed all course requirements.

**MKT 5980 Independent Study in Marketing (1-4 units)**

(Formerly Individual Study) For students capable of independent work and in need of advanced and specialized study. May be repeated for a total of 6 units. Prerequisites: Consent of instructor and approval of department chair prior to registration.

**MKT 5990 Graduate Thesis in Marketing (3 units)**

(Formerly Graduate Thesis) This enrollment involves consultation in the preparation of a master's thesis. May be repeated for a total of 6 units. Prerequisite: Completion of coursework.

**Operations Management**

**Professors:** Aly, Khade, Murti

Office: Demergasso-Bava Hall — DBH 223

Phone: (209) 667-3507

**Course Descriptions****OM 5090 Business Research Techniques (3 units)**

Focuses on business research methods to prepare MBA students to conduct graduate research. Topics include data analysis, hypothesis testing, analysis of variance, regression analysis, business forecasting, design of experiments, survey design and analysis, and internet/library research. Prerequisite: Graduate Business student.

**OM 5510 Advanced Quantitative Business Methods (3 units)**

Advanced quantitative techniques for managerial planning and decision-making, the modeling process; linear, integer, quadratic, and dynamic programming; system stimulation. Application of statistical methods to problems in business administration.

**OM 5590 Advanced Topics in Operations Management (3 units)**

Applied course emphasizing the analysis, development, and execution of strategies affecting the production side of an enterprise. The case method approach will be followed. Modern production issues such as Just-In-Time production, computer integrated manufacturing, and factory and office of the future will be discussed.

**OM 5630 Seminar in Quality and Productivity Management (3 units)**

Study of the management of quality and productivity of products and services. Emphasis will be on customer focus, business process re-engineering, benchmarking, suppliers management, continuous improvement, Just-In-Time systems, and statistical process control.

**OM 5650 Management of Technology and Innovation (3 units)**

Provides basic concepts and issues involved in firms technological strategy. Emphasis will be on analysis of technological development and management of technology and innovation to gain and sustain competitive advantage in the market place. Prerequisites: MGT 5310 and classified MBA standing.

**OM 5940 Internship (3 units)**

Supervised field experience in a selected area of production and operations management. Formal written report(s) will be required. May be repeated for a total of 6 units. Prerequisite: Consent of internship coordinator prior to registration.

**OM 5950 Selected Topics in Operations Management (1-4 units)**

(Topics to be specified in Class Schedule) Innovative course of study. Different topics may be taken for credit. Prerequisite: Consent of instructor.

**OM 5960 Graduate Project (3 units)**

A terminal graduate project to be taken by students who have completed their course requirements. The project proposal must be approved by the project adviser(s). Prerequisite: Students must have completed all course requirements.

**OM 5980 Individual Study (1-4 units)**

For students capable of independent work and in need of advanced and specialized study. May be repeated for a total of 6 units. Prerequisites: Consent of instructor and approval of department chair prior to registration.

**OM 5990 Graduate Thesis (3 units)**

Consultation in the preparation of a master's thesis. May be repeated for a total of 6 units. Prerequisite: Completion of coursework.

**The College of Business Administration Mission**

The CSU Stanislaus College of Business Administration is a publicly supported, regional teaching institution. Our mission is to deliver a professional business education that offers our students the knowledge and skills to succeed in their careers and in society.

**Publicly supported institution** We strive to offer our students an accessible, moderately priced, professional education that empowers people of all ages and backgrounds to transform their lives. Accordingly, we seek to maintain an environment dedicated to educating a diverse, multicultural student population. We provide our faculty and staff with resources and a supportive environment focused on accomplishing our mission including the pursuit of relevant professional development. To our regional community we represent a recognized talent pool of faculty and student resources.

**Regional institution** We offer programs that add value primarily to our six-county service area.

**Teaching institution** We are dedicated to providing an educational environment focused on learning. We enrich our teaching and lifelong learning through applied and pedagogical research.

**Professional business education** We offer both an undergraduate business program and a small MBA degree program. We seek to assure overall quality, relevance, and convenience in the creation and continual improvement of our professional business programs.

**Knowledge and skills to succeed** We provide our students with the knowledge and skills to formulate, evaluate, and select appropriate courses of action that will prove successful in the workplace. We also seek to foster in our students a sense of social responsibility.

**The College of Business Administration Vision**

To be a premier learning-centered College of Business Administration in California's Central Valley that develops graduates who have the knowledge and skills to perform well and is recognized for academic excellence, innovation, use of technology, scholarship, and continuous improvement.

### **Statement of Faculty Values**

- We value excellence and continuous improvement.
- We value our students' success both in the classroom and in future endeavors.
- We value honesty, integrity, ethical behavior, and social responsibility.
- We value intellectual contributions, particularly, applied scholarship and pedagogical research.
- We value a learning and work environment that is collegial and committed to mutual respect.
- We value the diversity of insights, perspectives and contributions from an academic community comprised of members from various backgrounds.
- We value leadership that is responsive to our stakeholders.
- We value quality teaching by learned, inspired, and professional scholars, who also serve as mentors to their students.



### **AACSB Business Accreditation**

*The College of Business Administration is fully accredited by AACSB International – The Association to Advance Collegiate Schools of Business. AACSB International accreditation represents the highest standard of achievement for business schools worldwide. It is the hallmark of excellence in management and business administration education.*

*Organized in 1916, AACSB International is considered the premier accrediting organization for undergraduate and graduate degree programs in business administration. Universities that earn AACSB accreditation confirm their commitment to quality and continuous improvement through a rigorous and comprehensive peer review. About a third of the nation's postsecondary business programs have achieved accreditation.*

*AACSB accreditation assures students and graduates that their business programs have completed rigorous evaluation and peer review and that the college mission and goals have been achieved through qualified faculty, relevant curriculum, adequate learning resources, and effective policies and practices. Employers view AACSB International accreditation as a sign that a prospective employee has received a high quality business education. Communities view AACSB International accreditation as an indication of the availability of a highly qualified managerial workforce in their region.*

*This AACSB accreditation honor is one more indication of excellence in undergraduate and graduate business education at California State University, Stanislaus.*