

## 2007-09 Cal Poly Catalog

### [Graduate Programs, Orfalea College of Business](#)

#### GSB—GRADUATE STUDIES—BUSINESS

##### **GSB 500 Independent Study (1-4)**

Advanced study planned and completed under the direction of the Director of Graduate Programs. Open only to graduate students who have demonstrated ability to do independent work. A formal written proposal must be accepted by the Associate Dean of OCOB Graduate Programs before work begins. Prerequisite: Graduate standing and formal petition with approval from the Associate Dean of OCOB Graduate Programs.

##### **GSB 501 Individual Research (1-4)**

Advanced individual research planned and completed under the direction of a member of the college faculty. Designed to meet the needs of qualified students who wish to pursue investigations which cannot be followed effectively in regularly offered elective courses. A formal written proposal must be accepted by the Associate Dean of OCOB Graduate Programs before work begins. Prerequisite: Graduate standing and formal petition with approval from the Associate Dean of OCOB Graduate Programs.

##### **GSB 503 Collaborative Industry Project (1-8)**

Collaborative business project with a client organization that allows graduate level students the opportunity to apply knowledge, skills and competencies to address a business problem. Small teams work in collaboration with a client organization and a faculty advisor. A formal written proposal must be accepted by the Associate Dean of OCOB Graduate Programs before work begins. The project may last up to one year. Prerequisite: Graduate standing and formal petition with approval from the Associate Dean of OCOB Graduate Programs.

##### **GSB 511 Accounting for Managers (4)**

Emphasis on development of the ability to read and interpret public and internal financial reports. Public reporting responsibilities of companies and management's responsibilities for developing and maintaining effective internal control systems. 3 lectures, 1 activity. Prerequisite: Graduate standing or approval from the Associate Dean of OCOB Graduate Programs.

##### **GSB 512 Quantitative Analysis (4)**

Focus on a variety of statistical techniques that help to transform data into useful information that can be used to make informed business predictions and decisions. 3 seminars, 1 laboratory. Prerequisite: Graduate standing or approval from the Associate Dean of OCOB Graduate Programs.

##### **GSB 513 Organizational Behavior (4)**

Application of behavioral, social and organizational science concepts to management. Individual, team and organizational levels of analysis, including such topics as expectations, perception, motivation, communications, creativity, leadership, cultural and ethical behavior, group dynamics, team effectiveness, work design, organization change and development. 4 seminars. Prerequisite: Graduate standing or approval from the Associate Dean of OCOB Graduate Programs.

##### **GSB 514 The Legal and Regulatory Environment of Business (4)**

Legal and regulatory environment in which business operates. Consideration of historical, societal, and global perspectives reflecting political, social and/or economic beliefs and values. Strong emphasis on fundamental concepts of law and analytical tools to understand interaction between law, ethics and management decisions. 4 seminars. Prerequisite: Graduate standing or approval from the Associate Dean of OCOB Graduate Programs.

##### **GSB 522 Advanced Management Information Systems (4)**

Set of tools to ensure understanding of the strategies, tactics, and operations employed by managers to assimilate technology across their firms. Critical topics include alignment, partnership, technology, human resources, governance, communications, and metrics. 3 lectures, 1 activity.

Prerequisite: Graduate standing or approval from the Associate Dean of OCOB Graduate Programs.

##### **GSB 523 Managerial Economics (4)**

Managerial economics, or microeconomics, focuses on private markets. Choices made by firms and consumers within topics that include demand, supply, efficiency, marketing structure, and government intervention. Development of an analytical framework for analyzing how these topics are important for managers. 4 lectures. Prerequisite: Graduate standing or approval from the Associate Dean of OCOB Graduate Programs.

##### **GSB 524 Marketing Management (4)**

Introduction to marketing management. Concepts and principles necessary to plan, direct and control the product, promotion, distribution and pricing strategies of the firm. 4 lectures. Prerequisite: Graduate standing or approval from the Associate Dean of OCOB Graduate Programs.

##### **GSB 525 Project Management (4)**

Focus on project management tools and processes required to establish priorities for and management of projects within normal and abnormal scope, money and time constraints. Planning, organizational and resource challenges common to a variety of project types. Product life cycle, normal operational, new product introduction and profit oriented product family projects reviewed in service and production environments. 3 lectures, 1 laboratory. Prerequisite: Graduate standing or approval from the Associate Dean of OCOB Graduate Programs.

##### **GSB 526 Knowledge Management and Business Intelligence (4)**

Relationships among knowledge management (KM), knowledge organizations and knowledge workers. Mapping of the field of knowledge management and exploration of the nature and key features of KM. Discussion of knowledge management and business intelligence central themes using case studies; alternative ways to design, implement and improve KM systems in organizations; business intelligence, decision support systems and data warehousing. Integration of querying, reporting, OLAP, data mining and data warehousing functions. 3 lectures, 1 activity. Prerequisite: Graduate standing or approval from the Associate Dean of OCOB Graduate Programs.

##### **GSB 527 Management of Information Security (4)**

Topics of information security and the need for security from a managerial perspective. Legal, ethical and professional information security issues. Planning for security and contingency considerations. Business policies and programs for organizational security. Risk management and control as mechanisms for protection. Examples of information security issues and practices implemented in today's business environment. 3 lectures, 1 activity. Prerequisite: Graduate standing or approval from the Associate Dean of OCOB Graduate Programs.

##### **GSB 528 Commercial Development of Innovative Technologies (4)**

Conceptual business frameworks for commercialization of new and innovative products and technologies. Business aspects of innovative technologies as they relate to core functional areas such as finance, accounting, marketing, operations, and business and intellectual property law. 4 lectures. Prerequisite: OCOB graduate standing or approval from the OCOB Associate Dean of Graduate Programs.

##### **GSB 529 Effective Communication Skills for Managers (4)**

Enhancement of business writing and oral presentation skills, organized around two areas: 1) preparing written business documents and reports, and 2) professional oral presentation skills. Preparation of a variety of business reports and documents. Multiple business presentations. 4 lectures. Prerequisite: OCOB graduate standing or approval from the OCOB Associate Dean of Graduate Programs.

##### **GSB 531 Managerial Finance (4)**

Theories, practices and tools of corporate financial decision making. Topics include valuation of fixed income securities and stocks, capital budgeting, capital structure, dividends, and an overview of financial markets and institutions. Introduction to valuation of derivative securities, market efficiency, and agency costs. 4 seminars. Prerequisite: GSB 511 and graduate standing or approval from the Associate Dean of OCOB Graduate Programs.

**GSB 532 Strategic Information Systems (4)**

Overview of information technology trends and implications. Information systems (IS) functions and organization. Strategic planning for information systems. Integration of IS plan with corporate strategy. IS administration and control. Management of IS development and computer operations. IS issues in a multinational environment. 3 lectures, 1 activity. Prerequisite: GSB 522 and graduate standing or approval from the Associate Dean of OCOB Graduate Programs.

**GSB 533 Aggregate Economics Analysis and Policy (4)**

Development of the theoretical and empirical framework of the macroeconomy in which businesses must operate. Topics include GDP, inflation, unemployment, interest rates and monetary and fiscal policies. The dynamics of the macroeconomic environment over time. 4 lectures. Prerequisite: GSB 523 and graduate standing or approval from the Associate Dean of OCOB Graduate Programs.

**GSB 534 Production and Operations Management (4)**

Introduction to the operations function and its interaction with other areas in an organization. Emphasis on strategic and tactical decisions to achieve competitive advantage in cost, delivery speed and reliability, quality, flexibility, and product innovation through manufacturing and services. 4 seminars. Prerequisite: Graduate standing or approval from the Associate Dean of OCOB Graduate Programs.

**GSB 535 Advanced Accounting Process Analysis and Risk Assessment (4)**

Contemporary topics associated with documenting and assisting risk, controls, and business processes. Topics include business objectives and organizational performance, risk identification and assessment, application of assessment techniques, and the role of accounting information systems in controlling transaction authorization. 3 seminars, 1 activity. Prerequisite: GSB 511 and graduate standing or approval from the Associate Dean of OCOB Graduate Programs.

**GSB 536 Advanced Financial Reporting Issues (4)**

Comprehensive coverage of selected advanced financial accounting and reporting topics. Topics include restructuring charges, accounting for income taxes, pensions, leases, accounting charges, and consolidated statement topics. 4 seminars. Prerequisite: GSB 511 and graduate standing or approval from the Associate Dean of OCOB Graduate Programs.

**GSB 537 Corporate Governance in Ethical Organizations (4)**

Coverage of mechanisms, at the firm level, that contribute to more effective corporate governance and ethical climate at publicly traded corporations. Topics include role of boards of directors, audit committees, structures and systems that affect ethical climate in organizations. 4 lectures. Prerequisite: Graduate standing or approval from the Associate Dean of OCOB Graduate Programs.

**GSB 538 Emerging Issues in Business (4)**

Focus on one or more developing, cutting-edge issues facing contemporary managers within a specific business discipline. The Schedule of Classes will list topic selected. Total credit limited to 8 units. 4 seminars. Prerequisite: OCOB graduate standing or approval from the Associate Dean of OCOB Graduate Programs.

**GSB 539 Graduate Internship in Business (2-8) (CR/NC)**

Correlation of experience and academic knowledge. Placement in a supervised business or public organization. A formal written proposal must be accepted by the Associate Dean of OCOB Graduate Programs before work begins. Credit/No Credit grading only. Prerequisite: Graduate standing and formal petition with approval from the Associate Dean of OCOB Graduate Programs.

**GSB 541 Federal Income Tax for Business (4)**

An introduction to the principles of business taxation. Emphasis of the role taxes play in financial and managerial decision making and how taxes motivate people and institutions to engage in certain transactions and activities. 4 lectures. Prerequisite: GSB 511 and graduate standing or approval from the Associate Dean of OCOB Graduate Programs.

**GSB 555 Negotiation for Managers (4)**

Negotiation concepts and practice in two-party and multiple-party situations faced by practicing managers. 4 seminars. Prerequisite: Graduate standing or approval from the Associate Dean of OCOB Graduate Programs.

**GSB 556 Entrepreneurship and Small Business Management (4)**

Exploration of entrepreneurship with emphasis on the formation and management of new business ventures. Analysis of typical operating problems of these firms and application of appropriate techniques for their solution. 4 seminars. Prerequisite: Graduate standing or approval from the OCOB Graduate Programs Director.

**GSB 557 Organizational Theory and Design (4)**

Open systems theory and macro dimensions of organizations including environment, mission, goals, structure, technology, and managerial processes. Alternative redesign processes, and business results through cases and exercises. Role of management in designing the organization to achieve balanced outcomes. 4 seminars. Prerequisite: Graduate standing or approval from the OCOB Graduate Programs Director.

**GSB 560 Derivative Markets and Instruments (4)**

Introduction to derivative markets and their key instruments. Application of financial theory to the problems of valuing derivative securities and the management of business risks with derivative instruments. Principal securities considered include forwards, futures, options, and swaps. 4 lectures. Prerequisite: GSB 531 and graduate standing or approval from the Associate Dean of OCOB Graduate Programs.

**GSB 562 Seminar in General Management and Strategy (4)**

Application of interdisciplinary skills to business and corporate strategy formulation and implementation. Analysis of interdependence between external environments and internal systems. Focus on responsibilities, tasks, and skills of general managers. Case studies, group problem solving. Integrating course of MBA core curriculum. Course satisfies comprehensive examination requirement. 4 seminars. Prerequisite: Graduate standing and GSB 511, GSB 513, GSB 523, GSB 524, GSB 531, GSB 533 and either GSB 512 or IME 503 and either GSB 534 or IME 580 or approval from the Associate Dean of OCOB Graduate Programs.

**GSB 563 International Business Tour (4)**

Business tour exposure to different management systems and their operating environments. Pre-trip and on-the-road meetings, readings, case studies and discussions. Tours of firms, government offices, ministries, etc; inter-views of managers and government officials. Conducted in English. Pass-port required. The Schedule of Classes will list topic selected. Total credit limited to 8 units. 2 seminars, 2 activities. Prerequisite: OCOB graduate standing or approval from the OCOB Associate Dean of Graduate Programs.

**GSB 564 Entrepreneurial Finance (4)**

The process of financing new and fast-growing firms. Preparation of pro forma financial statements for a new venture. Readings on the venture capital process, from seed capital through the initial public offering (IPO). Valuation of firms seeking venture capital, and those planning their IPO. Valuing convertible securities. Real options valuation. 4 lectures. Prerequisite: GSB 531 and graduate standing or approval from the Associate Dean of OCOB Graduate Programs.

**GSB 565 Services Marketing (4)**

Service organizations such as financial services firms, professional services firms, and health care organizations. The distinctive approaches required for marketing strategies unique to service organizations and other business entities which define themselves from a services perspective. 4 seminars. Prerequisite: GSB 524 and graduate standing or approval from the Associate Dean of OCOB Graduate Programs.

**GSB 566 Product Management (4)**

Issues which confront brand/product managers: includes content needed to design new product/brand marketing development programs. Appropriate for students pursuing product career paths in consumer/business/service sectors. 4 seminars. Prerequisite: GSB 524 and graduate standing or approval from the Associate Dean of OCOB Graduate Programs.

**GSB 567 Advanced Seminar in International Business Management (4)**

Integration of management concepts within complex multinational organizations. Interdisciplinary approach to identifying and assessing multinational and global competitive environments and strategies; structuring and managing interdependent multinational operations; addressing conflicts between domestic and international policies and practices in multinational enterprises. Case studies, simulations, group analysis and problem solving. Course satisfies the culminating experience through the comprehensive examination option. 4 seminars. Prerequisite: Graduate standing and GSB 511, GSB 513, GSB 523, GSB 524, GSB 531, GSB 533 and either GSB 512 or IME 503 and either GSB 534 or IME 580 or approval from the Associate Dean of OCOB Graduate Programs.

**GSB 569 Managing Technology in the International Legal Environment (4)**

Practical legal decisions required to conduct business for or with high technology companies. Methods to protect high technology developments in international markets, including copyrights, patents, trade secrets, trademarks and contracts. 4 seminars. Prerequisite: Graduate standing or approval from the Associate Dean of OCOB Graduate Programs.

**GSB 570 Selected Advanced Topics (1-4)**

Directed group study of selected topics for advanced students. Total credit limited to 8 units. The Schedule of Classes will list topic selected. 1-4 seminars. Prerequisite: OCOB graduate standing or approval from the OCOB Associate Dean of Graduate Programs.

**GSB 573 Market Research and Planning (4)**

The steps in the marketing research process which include formulation of the research problem, situation analysis, qualitative data collection, questionnaire design, data collection and data analysis. 4 seminars. Prerequisite: GSB 524 and graduate standing or approval from the Associate Dean of OCOB Graduate Programs.

**GSB 574 Seminar in Labor-Management Relations (4)**

The impact of unionized labor on management practice. Three challenges to management; namely, the organizing challenge, the negotiation challenge, and the grievance/arbitration challenge. 4 seminars. Prerequisite: Graduate standing or approval from the Associate Dean of OCOB Graduate Programs.

**GSB 576 Seminar in Quality and Performance Management (4)**

Principles and techniques of quality and performance management as applied to organizations in the private and public sector. Emphasis on competitive implications, integration of fundamental management techniques, quality management tools, and new management technologies focused on continuous organizational improvement. 4 seminars. Prerequisite: Graduate standing or approval from the Associate Dean of OCOB Graduate Programs.

**GSB 577 Advanced Quantitative Business Analysis (4)**

The necessary conceptual framework of operations research techniques for solving key problems encountered while managing an enterprise. Concepts of linear programming, simulations, network models, inventory models, PERT/CPM, and forecasting techniques. 3 seminars, 1 laboratory. Prerequisite: GSB 512 and graduate standing or approval from the Associate Dean of OCOB Graduate Programs.

**GSB 578 International Business Management (4)**

Managerial concepts and techniques appropriate for analysis and decision making within international businesses. Environmental and organizational factors influencing multinational operations. Assessing international market opportunities and entry modes. Complexities of multinational management strategy, structure and systems. 4 seminars. Prerequisite: Graduate standing or approval from the Associate Dean of OCOB Graduate Programs.

**GSB 579 Manufacturing Strategy (4)**

Strategic role of manufacturing in the overall corporate competitive strategy. Matching manufacturing capabilities and marketing needs, capacity planning, matching process technology with product requirements. Developing flexible capabilities, central to developing and

implementing an effective manufacturing strategy. 4 seminars. Prerequisite: GSB 534 and graduate standing or approval from the Associate Dean of OCOB Graduate Programs.

**GSB 581 Advanced Marketing Seminar (4)**

Product, branding, and pricing strategies: an in-depth understanding of new product development processes and strategy; analysis of the strategies and policies pursued by firms to build and sustain successful brands; an integrative framework for pricing decisions. 4 seminars. Prerequisite: GSB 524 and graduate standing or approval from the Associate Dean of OCOB Graduate Programs.

**GSB 582 High-Technology Marketing (4)**

Marketing as applied to high technology products, and the impact of high technology on the marketing effort. 4 seminars. Prerequisite: GSB 524 and graduate standing or approval from the Associate Dean of OCOB Graduate Programs.

**GSB 583 Management of Human Resources (4)**

An overview of the major functional and support activities in the personnel/human resource field, including strategic human resource planning, job analysis, recruitment, selection, performance appraisal, compensation, employee rights, and employee safety and health. 4 seminars. Prerequisite: Graduate standing or approval from the Associate Dean of OCOB Graduate Programs.

**GSB 584 Corporate Financial Policy (4)**

An overview of the factors that affect corporate financial decisions, including firms' financing, investment and hedging policies. Factors included: taxes, transaction costs, contracting (between managers and shareholders, and between shareholders and other claimholders such as bondholders), and asymmetric information. 3 seminars, 1 activity. Prerequisite: GSB 531 and graduate standing or approval from the Associate Dean of OCOB Graduate Programs.

**GSB 585 Investments and Portfolio Management (4)**

The application of financial theory to the problems of investment management. Topics cover the valuation of basic financial instruments, portfolio optimization, risk management, asset allocation, the CAPM, and market efficiency. Required use of optimization software and writing spreadsheet programs. 4 seminars. Prerequisite: GSB 531 and graduate standing or approval from the Associate Dean of OCOB Graduate Programs.

**GSB 586 Financial Markets and Instruments (4)**

The form and function of major types of financial institutions and markets. Exposure of financial institutions to a wide variety of risks, the successful management of which is important for the growth and survival of these institutions (liquidity risk, interest rate risk, market risk, credit risk, off-balance-sheet risk, and operating risk). In-depth exploration of the measurement and management of these risks. 4 seminars. Prerequisite: GSB 531 and graduate standing or approval from the Associate Dean of OCOB Graduate Programs.

**GSB 587 International Financial Management (4)**

The international aspects of corporate finance and investing. Balance of payments, foreign exchange with emphasis on exchange rate determination, exchange risk, hedging, and interest arbitrage, international money and capital markets, international financing, and international banking. 4 seminars. Prerequisite: GSB 531 and graduate standing or approval from the Associate Dean of OCOB Graduate Programs.

**GSB 589 Accounting Policy (4)**

Role of management in establishing and directing accounting policy. Coverage includes the impact of management decisions on external reporting and taxes and the impact of financial reporting requirements on management decisions. 4 seminars. Prerequisite: GSB 511 and graduate standing or approval from the Associate Dean of OCOB Graduate Programs.

**GSB 590 Designing and Managing Sociotechnical Systems (4)**

Sociotechnical Systems (STS) thinking and methods, which examine the fit between the technical systems used by an organization and its human (social) system. Techniques for analyzing work in both routine and non-

routine business systems. 4 seminars. Prerequisite: Graduate standing or approval from the Associate Dean of OCOB Graduate Programs.

**GSB 595 Managing Change (4)**

The knowledge and the elementary skills/competencies needed to intervene in an organization in order to improve its effectiveness. Design and use of action to improve organizational effectiveness. 4 seminars. Prerequisite: Graduate standing or approval from the Associate Dean of OCOB Graduate Programs.

**GSB 596 Economic Forecasting (4)**

Applications to business planning of selected economic forecasting techniques. Classical time series analysis, Box-Jenkins (ARIMA) models, leading indicators and input-output analysis. 3 seminars, 1 laboratory. Prerequisite: GSB 523, 533 and graduate standing or approval from the Associate Dean of OCOB Graduate Programs.

**GSB 597 Seminar in Selected Economic Problems (4)**

Selected economic problems analyzed at an advanced level in a particular field, such as international trade, public finance, urban, industrial organization or transportation. 4 seminars. Prerequisite: GSB 533 and graduate standing or approval from the Associate Dean of OCOB Graduate Programs.