

The Master of Business Administration (MBA)

The MBA mission is to provide students with the knowledge, capabilities and awareness needed to operate effectively in the dynamic global environment and to aim to enhance economic, social and personal well-being.

Professional emphasis tracks in the program include Enterprise Innovation & Entrepreneurship, Finance, Technology Management, International Business, Human Capital Management, and Marketing. A general MBA is also an option.

Program Learning Outcomes

All MBA students will be involved with the common body of knowledge characteristic of all elements of leadership including the following:

1. **FUNDAMENTALS:** Graduates of the School of Management are equipped with knowledge of the essential concepts and tools in their professional field, as well as the ability to relate and apply theoretical concepts into practical situations both within their discipline and across disciplines.
2. **PLANNING AND ORGANIZATION:** Graduates of the School of Management have the ability to plan, organize, direct and control effectively in contemporary organizations.
3. **INDIVIDUAL COMPETENCIES:** Graduates of the School of Management have individual competencies related to critical and creative thinking, integrity and ethical judgment, and the ability to function in a complex and demanding professional environment.
4. **INTERPERSONAL COMPETENCIES:** Graduates of the School of Management have interpersonal competencies related to effective and appropriate communication and collaboration that support and enhance their individual and organizational effectiveness.
5. **DEI AND GLOBAL ENVIRONMENT:** Graduates of the School of Management have a sound understanding of the global environment and its importance to organizational effectiveness, as well as the ability to successfully operate in an international context.
6. **LEADERSHIP AND CHANGE:** Graduates of the School of Management are able to demonstrate an understanding of the practice of effective and principled leadership including how to influence organizational change in complex and dynamic environments.
7. **QUANTITATIVE AND QUALITATIVE TOOLS:** Graduates of the Masters of Business Administration (MBA) program are able to appropriately use quantitative and qualitative methods and tools to identify and analyze business problems and opportunities.
8. **TECHNOLOGY:** Graduates of the Masters of Business Administration (MBA) program are able to effectively manage and utilize technology to collect, analyze, synthesize, present and employ relevant information for decision-making.
9. **CORPORATE SOCIAL RESPONSIBILITY:** Graduates of the Masters of Business Administration (MBA) program are able to make business decisions incorporating a distinct awareness of social responsibility, including, in particular, sustainable business practices.

Program Delivery

Students can select a “blended program” combining some traditional campus based courses with some online courses. The on-campus MBA courses are offered year round in four 11-week terms: Fall, Winter, Spring and Summer. Classes are scheduled in the evening once a week to accommodate adult learners who are employed full time and pursuing course work on a part-time basis. Occasionally, a class will be offered in a compressed weekend format or as an International travel course. The online MBA courses are offered year round in five 8-week terms. Please note only a General MBA is offered in the fully online format. Depending on admission requirements, some students may complete the program in as few as 12 months, though they may take up to seven years, if they choose. Students who wish to proceed at a slower pace may do so, as long as they complete the program within seven years after their first registration.

Admission Requirements

International applicants are subject to separate admission procedures. For current admission procedures, international applicants (only) should consult the following: <http://www.callutheran.edu/management> (<http://www.callutheran.edu/Management/>)

Candidates for admission to the MBA program should submit a complete application portfolio at least 45 days prior to the start of the term. Admission decisions for regular graduate standing are based on a review of the following materials in the candidate’s file:

1. A completed application form and non-refundable application fee;
2. Evidence of an interview with an admission counselor;
3. Official transcripts showing a bachelor’s degree from a regionally accredited U.S. institution. Normally, a grade point average of 3.0 or higher in upper division undergraduate work is expected;
4. Two letters of recommendation;
5. A personal statement;
6. Resume
7. Test scores. Applicants whose undergraduate records do not satisfy the criteria set forth in paragraphs A-D below must include Graduate Management Admission Test (GMAT) scores in their admission portfolio. The GMAT may be waived for candidates who present an official transcript of previous college work from a regionally accredited college or university reflecting any one of the following criteria:

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- a. An undergraduate, upper division grade point average of 3.0 or higher on a 4.0 scale; or
- b. A combined grade point average of 3.0 or higher for the most recent 60 credits of study consisting of any of the following: graduate course work, upper division post baccalaureate course work (exclusive of extension or continuing education work), and upper division undergraduate course work; or
- c. A minimum of nine credits of graduate course work completed and a 3.50 grade point average; or
- d. A previously earned master's degree.

Note:

1. For more information, see Admission Procedures.
2. All applicants who have completed their undergraduate work at an institution outside of the U.S. must submit GMAT and TOEFL scores and have their transcripts evaluated for equivalency to a U.S. bachelor's degree.
3. Cal Lutheran Alumni with business degrees are assured admittance if their undergraduate degree was completed with a 3.0 grade point average or higher in the upper division business courses.

International Students

International students have unique admission requirements. They should refer to the admission requirements for international students listed in the general admission section of this catalog or at <http://www.callutheran.edu/Management> (<http://www.callutheran.edu/Management/>).

Requirements for the Master of Business Administration (MBA)

The MBA requires 45 credits of course work which must be completed within a seven-year period. Pass/Fail grading is not permitted for any courses taken towards graduation credit in the MBA and Post-MBA Programs.

Additional course work may be required for individuals whose academic records reflect the need for preparation in the areas of accounting/finance, communication, economics and/or statistics. The requirement for this preparation is determined during the admission process. These courses, which we call Business Foundations, are primarily designed for students who are admitted to the MBA program but do not have sufficient business and/or academic background. Basic knowledge of word processing, spreadsheet and database applications is expected.

Foundation Courses

MBA 500	Foundation Adv Academic/Profession Pract	3
MBA 501	Foundations of Accounting	4
MBA 502	Foundations of Economics	3
MBA 503	Foundations of Business Statistics	3
MBA 515	Adv Academic Skills Seminar	1

Core Courses (24 Credits)

MBA 505	Enterprise Mgmt, Organztn & Strategy	3
MBA 506	Information Technology Management	3
MBA 507	Organizational Behavior	3
MBA 508	Business Ethics and Law	3
MBA 509	Marketing Management	3
MBA 510	Strategic Decision Making	3
MBA 511	Macroeconomics in the Global Economy	3
MBA 513	Financial Principles and Policies	3

Capstone Course (1 course, 3 credits)

MBA 590	Internship	3
MBA 591	The Business Plan	3
MBA 592	Executive Roundtable	3
MBA 594	International Travel	3
MBA 595	Consulting to Business	3
MBA 599	MBA Project	3

General Emphasis Courses

All students are required to pick two General Emphasis courses. One course must align with the selected Emphasis Area. To obtain a general MBA degree, students are required to take six courses from the list of General Emphasis courses.

Select two from the following one must align with the major:

MBA 520	Marketing Research	3
MBA 521	Corporate Finance	3
MBA 522	Innovative Business Models	3
MBA 523	International Business	3
MBA 524	Human Capital Management Strategy	3
MBA 525	Sustainable Business Strategies	3
IT 509	Data Management	3

Emphasis Electives

Students may choose to earn an MBA with an emphasis consisting of twelve credits in one of the areas below.

The required core courses of 24 credits and three credit capstone course are the same for all of the MBA emphasis areas.

The emphasis choices are:

- Enterprise Innovation and Entrepreneurship
- Finance
- Human Capital Management
- International Business
- Marketing
- Technology Management

MBA Pathway Program

Students who are otherwise admissible to the MBA program but who have not demonstrated sufficient English language ability will be admitted into the MBA Pathways Program, where their academic English skills will be developed as they gradually complete basic MBA foundations courses. The MBA Pathways program does not require additional courses or alter the MBA program. Instead, it provides a different delivery mechanism for existing courses, with some foundational ones being conducted more gradually, over a longer period of time, as students' English skills develop. The School of Management, with the cooperation and assistance of the academic 3 development team of ELS, has developed a Pathways model that includes instruction in both English language and academic foundations in a hybrid learning environment.

The foundation course content will be identical to the content of existing MBA foundation courses, but the content of some of the courses will be delivered gradually, over an extended 2- term period of time, while being supported with English language instruction directly related to the content of the class. The Pathways model will include all business foundation courses; this is not currently required for all students admitted to the MBA program. Requiring all foundations courses of all students who will be simultaneously developing their English and program skills will solidify their foundation for higher learning, ensuring even stronger and more self-confident students and graduates. The Cal Lutheran foundations model will take place over a 3-term (33-week) period.

MBA 500	Foundation Adv Academic/Profession Pract	3
MBA 501	Foundations of Accounting	4
MBA 502	Foundations of Economics	3
MBA 503	Foundations of Business Statistics	3

Emphasis Areas

Students may choose to earn an MBA with an emphasis consisting of twelve credits in one of the areas below.

To obtain a general MBA, students are required to take six courses from the list of general emphasis courses. The required core courses of 24 credits and three credit capstone course are the same for all of the MBA emphasis areas.

The emphasis choices are:

- Enterprise Innovation and Entrepreneurship
- Finance
- Human Capital Management
- International Business
- Marketing

- Information Technology Management

Enterprise Innovation and Entrepreneurship

Discover the natural advantages that result from your company's small size, speed, agility, flexibility, sensitivity to customer's needs, creativity, a spirit of innovation so you can successfully compete. You will become excited about the possibilities, the challenges, and the rewards of owning your own business. You will learn the tools necessary to become successful and be able to work at doing something you really love.

Select four of the following:

MBA 550	Agile Product Development	3
MBA 551	Entrepreneurial Marketing and Selling	3
MBA 552	Entrepreneurial Finance	3
MBA 553	Growth Stage Venture Management	3
MBA 574	Global Human Resource Management	3
or MBA-5STE: Selected Topic course(s) developed for this major		3

Finance

The Finance emphasis develops financial managers who are aware of the external factors and are proficient in applying the most current tools and quantitative techniques to provide smooth running day-to-day operations, as well as contribute to the company's long-term success. Students will integrate financial strategy and product market strategy; define and measure asset and portfolio risk and return; and develop and implement capital and dividend policies. Depending on course selection, the skills taught in the Finance emphasis may also equip students to plan and implement their own financial plan, including managing a personal investment portfolio.

Select four of the following:

MBA 540	Financial Strategy	3
MBA 541	Strategic Financial Analysis	3
MBA 542	Investment and Portfolio Management	3
MBA 543	Real Estate Investments	3
MBA 544	Buyouts and Acquisitions	3
MBA 545	Behavioral Finance	3
MBA 552	Entrepreneurial Finance	3
MBA 561	International Finance	3
or MBA 5STF Selected Topic courses(s) developed for the major.		3

Human Capital Management

Discover the current state of Human Capital Management (HCM) and the environmental influences that contribute to organizational leveraging of human capital. Topics include but not limited to legal, social technological, global environment of HCM, as well as other contemporary HCM issues, such as talent management, strategic compensation structure, training and development, and employee relations.

Select four of the following:

MBA 570	Compensation Management	3
MBA 571	Talent Recruitment and Selection	3
MBA 572	Employee Relations	3
MBA 573	Training and Development	3
MBA 574	Global Human Resource Management	3
MBA 575	Employment Law	3
or MBA 5STH Selected Topic course(s) developed for the major		3

Information Technology Management

The Information Technology emphasis develops business leaders who understand the concepts and methods required to define, design, build, manage and evolve information technology. In addition, students will learn to align technology goals to strategic business goals, design client server applications, develop data communication and networking strategies, assess the business risks and rewards of new information technology, apply re-engineering principles to business processes, and understand the role of the technology manager in business planning.

Select four of the following:

IT 512	Project Management	3
IT 520	IT Strategy and Business Value	3
IT 522	Enterprise Systems	3
IT 523	IT Architecture and Infrastructure	3
IT 524	Emergent Technologies and Issues	3

International Business

Designed to prepare graduates for professional careers in this borderless world economy. Today's need to be prepared to interact with other countries, cultures, beliefs and business systems. Therefore, future students of business will need to acquire rather complex skills attributed to cross-cultural management because today's business is increasingly global.

Select four of the following:

MBA 560	International Business Law	3
MBA 561	International Finance	3
MBA 562	International Marketing	3
MBA 563	Global Strategy	3
MBA 564	Applied International Management	3
MBA 574	Global Human Resource Management	3
or MBA 5STI Selected Topic courses(s) developed for the major		3

Marketing

The Marketing emphasis prepares students to apply marketing research tools and concepts in domestic and international markets, identify strategic factors and trends, analyze the external environments, plan campaigns, and understand the application of the principal tools of marketing and sales management.

Select four of the following:

MBA 530	CRM in the Digital Age	3
MBA 531	Sales Management	3
MBA 532	Strategic Public Relations	3
MBA 533	Strategic Brand Management	3
MBA 534	Consumer Behavior	3
MBA 535	Advertising Management	3
MBA 562	International Marketing	3
or MBA 5STM Selected Topic course(s) developed for the major		3

Courses

MBA 500. Foundation Adv Academic/Profession Pract. (3).

This course provides the student with knowledge, skills and abilities to academic and professional practices that are needed in order to succeed in the CLU School of Management's graduate programs. The course focuses on the development of written and oral communication skills, computer skills, and creative and critical thinking. Students will learn how to plan, research, organize, prepare and professionally present major academic reports using current presentation technologies for team projects and individual assignments.

MBA 501/501A. Foundations of Accounting. (4,2).

The first 40% of the course (approximately) focuses on financial accounting or the measuring, processing classifying, and reporting of financial information for external use. The remaining 60% of the course (approximately) focuses on managerial accounting or the presentation of financial information to management for internal decision making purposes.

MBA 501B. Foundations of Accounting. (2).

Focuses on managerial accounting or the presentation of financial information to management for internal decision-making purposes.

MBA 502. Foundations of Economics. (3).

This course provides the groundwork for a general understanding of economics. It deals with both aspects of the study of economics (Micro and Macroeconomics). Microeconomics explains economic decision making by the individual economic agents, and Macroeconomics describes the working of an economic system and its behavior as a whole. In order to help students to get a better grasp of the pertinent discussions and follow them in a systematic order, the course is divided into five segments. 1) Introduction to Economics; 2) Market, Its Concept and working, Comparative Statics, Market Failure and Discussion of Efficiency; 3) Product & Factor Markets and Their Structure; 4) Macroeconomic Measurement, Models and Fiscal Policy; 5) Money, Banking and Monetary Policy.

MBA 503. Foundations of Business Statistics. (3).

This course is designed to help the entering MBA students to acquire a good intuitive grasp of statistics - what it is, how and when to apply statistical techniques to managerial situations, and how to interpret results. Various statistical and mathematical techniques will be presented to assist in solving problems encountered by corporate managers. Students need to demonstrate knowledge of the course concepts by knowing which decisions, comparisons, and inferences to make in the presence of uncertainty.

MBA 505. Enterprise Mgmt, Organtztn & Strategy. (3).

Managers are called upon to make important choices that require a well-informed understanding of how organizations are designed and operate. Toward that end, they must be knowledgeable of all organization's functions (including accounting, finance, human resources, marketing, operations, etc.) and how these activities must be coordinated. Further, to achieve firm goals, managers are required to have a profound understanding of the industry and professional environment. This course introduces the functional areas of an organization, seeks to develop external environment analytical skills, and proposes theoretical and practical paradigms to effectively manage in an increasingly competitive global environment.

MBA 505A. Enterprise Management, Org & Strategy. (1.5).

To achieve firm goals, managers are required to have a profound understanding of the industry and professional environment. MBA 505A introduces the functional areas of an organization and seeks to develop external environmental analytical skills.

MBA 505B. Enterprise, Management, Org & Strategy. (1.5).

Managers are called upon to make important choices that require a well-informed understanding of how organizations are designed and operate. Toward that end, they must be knowledgeable of all of and organization's functions (including accounting, finance, human resources, marketing, operations, etc.) and how these activities must be coordinated. MBA 505B proposes theoretical and practical paradigms to effectively manage in an increasingly competitive global environment.

MBA 506. Information Technology Management. (3).

In today's dynamic and competitive economy, the ability of an organization to effectively leverage their existing and emerging information technologies is a critical success factor in gaining and sustaining a strategic advantage. This course introduces students to important concepts and techniques needed to understand and leverage information technology within an organizational context. Students will learn the fundamentals of design and implementation of information systems in the modern organization, business process improvement through the use of information technology, organizational data modeling, project management concepts, data governance mechanisms, technology-enabled change management among other.

MBA 507. Organizational Behavior. (3).

Investigation and consideration of individual and group behavior within an organizational context is explored. Focus is on the understanding and application of knowledge issues including motivation, group process, leadership, communication, performance enhancement, power and influence, creativity, conflict management, change, diversity and global issues. Integration of theory and practice from a managerial perspective are considered.

MBA 508. Business Ethics and Law. (3).

Law provides a set of rules for behavior in society. Ethics presents a menu of options for social actors. Law concerns what we are obligated to do; ethics concerns what we should do. This course presents the disciplines of law and ethics as complementary strategic tools to guide business leaders in making sound decisions as well as exercising moral judgment.

MBA 509. Marketing Management. (3).

With more and more products and services chasing fewer dollars, marketing strategy and plan execution is more important than ever. The goal of marketing is to plan, build, manage and grow ethical and profitable customer relationships over time. Marketing Management introduces students to the great variety of functions that must be managed in a marketing organization. Activities and issues addressed include product marketing and management, customer satisfaction, pricing, product launches, digital marketing, marketing information systems, channel management, marketing administration, industry marketing, marketing communications, lead management, event marketing and marketing campaign strategy.

MBA 510. Strategic Decision Making. (3).

The main focus of this course is on the decision-making process and the role of management science in that process. Students need to demonstrate knowledge of the practical basis of the course by mastering and correctly applying the methods for making these decisions, comparisons, and inferences in business settings. The purpose of this course is to provide students with a sound conceptual understanding of the role management science plays in the decision-making process. The course is concerned with the wide variety of quantitative techniques currently being used in the field of operations research. Students must apply the management science model to generate solutions and recommendations for management.

MBA 511. Macroeconomics in the Global Economy. (3).

This course illustrates how contemporary macroeconomics theories and practice explain the current state of affairs in creating better opportunities for many people and business entities in the global economy. This course also explains and argues about the emergence of the crises that have shaken the economic foundations of many economies and regions in the world. The course brings attention to major current problems in the world such as Global Financial Crisis and its outcome in the form of increase in unemployment, high public debt, and growing poverty and income gap within a country and among the nations. The class provides ample opportunities for debating the contemporary and prevailing policy initiatives with respect to issues such as inflation, exchange rates regimes, fiscal rules and regulations. Students will have the opportunity to develop an international macroeconomic perspective. They are encouraged and assisted to use critical and deductive reasoning, adaptive thinking, ethical judgment in reaching the possible conclusions. This class will embark on helping the students to enhance their capacity to synthesize competing points of view and effective communication.

MBA 513. Financial Principles and Policies. (3).

Finance and financial institutions as they relate to the firm and the flow of funds are studied. Emphasis is on the supply and demand of capital, principles and tools of business finance, money, and capital markets. Topics include: time value of money, valuation of securities, capital budgeting, Capital Asset Pricing Model (CAPM), market efficiency, risk and return analysis, working capital management, budgeting and planning, costs of capital, and financial ratio analysis.

MBA 515. Adv Academic Skills Seminar. (1).

This course provides the student with knowledge, skills and abilities to academic and professional practices that are needed in order to succeed in the CLU School of Management's graduate programs. The course focuses on the development of written and oral communication skills, computer skills, and creative and critical thinking. Students will learn how to plan, research, organize, prepare and professionally present major academic reports using current presentation technologies for individual assignments. Appropriate for students who lack academic writing and presentation experience or who have been out of the academic world for 5 or more years.

MBA 520. Marketing Research. (3).

Marketing Research consolidates inputs from a variety of sources, including its own surveys. The inputs are analyzed and the results made available in the form of position reports, from which marketing plans and marketing research reports are developed, which are used as inputs to strategic planning. The decision process and the marketing research process are introduced and the importance of the relationship between the two is stressed.

MBA 521. Corporate Finance. (3).

This course deals with corporate financial decisions involving long-term debt, dividend policy, equity, capital structure, cost of capital, and long-term financial planning. These issues will be addressed mostly in the context of the underlying theory and practice. End-of-chapter problems and other assignments are intended to illustrate how ideas introduced in the course are applied to real-world situations.

MBA 522. Innovative Business Models. (3).

This course uses the business model framework to comprehensively explore ways that organizations innovate and change. By utilizing all of the core business courses in a cross-functional framework, students gain perspectives on ways organizations learn and adapt. The course is practice based, where knowledge is applied through exercises and outside projects.

MBA 523. International Business. (3).

Globalization is a reality for most industries and companies. This course introduces students to the global business environment in which organizations operate. It emphasizes political, economic, cultural, legal and technological influences on the design and execution of international strategy. The course particularly explores stages and challenges facing corporations in entering foreign markets and organizing cross-border activities. The course draws heavily on current literature in management, economics, marketing and organizational theory.

MBA 524. Human Capital Management Strategy. (3).

This course is an investigation into the current state of Human Capital Management and the environmental influences that contribute to organizational leveraging of human capital. Environmental concerns discussed will include legal, social, technological, and global as well as other contemporary Human Capital Management issues such as talent management, strategic compensation structure, and policies, procedures and protocols related to Human Capital Management for the present and future.

MBA 525. Sustainable Business Strategies. (3).

Sustainable businesses operate across all sectors from production of conventional goods/services to developing new breakthrough technologies. Companies that incorporate environmental, health and social value in their business activities show financial success, benefit many stakeholders, and can better leverage global challenges for long-term profitability and growth. This course explores the tremendous impact the sustainability movement is having on core business strategies and building competitive advantage. It catalogs the adoption of principles, policies and practices by mainstream corporations, and reviews how clean technologies are helping to optimize natural resource use while improving financial performance.

MBA 530. CRM in the Digital Age. (3).

Building profitable long-term customer relationships involves a keen understanding of consumer needs, want and psychographic patterns. This course focuses on leveraging the power of digital media platforms (including social media and mobile marketing) to create customer loyalty and engagement around an organization's brand and the products and services they bring to the marketplace.

MBA 531. Sales Management. (3).

This course discusses sales problems and how to put in place sales management processes designed to solve these problems. The purposes and reasoning behind the material are emphasized and sales management principles are reinforced with actual examples. An effort is made to relate to the situations and realities students experience in the work place. Some topics covered include sales cycles, installing a sales process, strategic selling, selling to distributors, OEMs and VARs, telesales, telemarketing and direct marketing, sales planning, budgeting and reporting, sales compensation plans, sales forecasting, account and territory management, conducting sales effectiveness audits; sales automation and sales organization. Students are introduced to several structured approaches for defining and addressing selling problems and opportunities.

MBA 532. Strategic Public Relations. (3).

Public Relations has undergone rapid advances in technology and many of the old rules have changed dramatically. The emergence of the Internet and social media has transformed strategic planning and execution. But Public Relations is still about people and electronic communications still demands writing skills. This course will require students to evaluate challenges of executing relevant, effective public relation programs in an evolving, media-centric technology environment.

MBA 533. Strategic Brand Management. (3).

Key to the success of any marketing program is the ability to deliver an effective brand value proposition. Building, communicating and delivering upon the brand story leads to long lasting customer relationships. Students will explore the theories and challenges of brand management including building and measuring brand equity, evaluating brand communication strategies and creating meaningful brand experiences for customers in a media-rich, entertainment driven economy.

MBA 534. Consumer Behavior. (3).

Understanding the complexities of consumer buying behavior is crucial to creating and implementing effective marketing campaigns. This course is a dynamic analysis of the role of the consumer in the marketplace including the cultural, demographic and psychological influences on consumer buying behavior.

MBA 535. Advertising Management. (3).

A key component of the promotional mix, advertising plays a vital part in communication of organizational messaging. This course evaluates the theories and practices of effective advertising strategies including communication objectives, media selection & planning, implementation and evaluation.

MBA 540. Financial Strategy. (3).

This course deals with the corporate financial strategies as they relate to the areas of valuation, capital budgeting, financial distress, options, risk management, corporate restructuring, dividend policy, international finance, and mergers and acquisitions. These issues are addressed in the context of real case studies. Selected reading and research articles are intended to provide a foundation for introduced concepts and expose the student to the latest thinking in this area.

MBA 541. Strategic Financial Analysis. (3).

The course is designed to provide students with the skills necessary to exploit the richness of information available from financial statements. Upon completion of the course, students will have an appreciation for the usefulness and limitations of financial statements in asset valuation and credit analysis, and should be aware of much of the research that exists concerning the role of financial information in capital markets.

MBA 542. Investment and Portfolio Management. (3).

This course is a study of the various type of available investments and the functions of financial intermediaries in money and capital markets. Study will also be given to the problems encountered in the management of a portfolio of investments.

MBA 543. Real Estate Investments. (3).

This course provides students with an introduction of the application of financial principles to the discipline of real estate. Students should leave this course with an understanding of: investment property analysis and evaluation, commercial real estate and single-family housing loan underwriting, real property valuation, the real estate capital markets, real estate ownership structures and taxation.

MBA 544. Buyouts and Acquisitions. (3).

Buyouts and Acquisitions (also known as Mergers & Acquisitions) is an advanced course in finance. This course includes up-to-date information on corporate practices relating to M&A. The contents of the course should benefit students who plan to work in investment banking, corporate development or management consulting. This is a fast paced course geared towards an interactive learning environment. The intent of this course is to study relevant areas that impact Mergers & Acquisitions, including fundamental financial analysis and valuation, legal/accounting issues, the process of buying and selling a company and post-merger integration. The course will be taught from the perspective of applying theory and fundamental analysis to Mergers & Acquisitions from the perspective of corporate development and investment banking. The course's approach is intended to provide practical and real world application while developing the students' conceptual and strategic thinking and decision-making skills. Guest speakers have included private equity investors, corporate development executives, M&A attorneys, and due diligence professionals.

MBA 545. Behavioral Finance. (3).

This seminar course is intended to explore the field of behavior and to promote an appreciation for the importance of human behavior in the spectrums of households, institutions and society. Behavioral science is an interdisciplinary body of knowledge with strong ties to the social sciences-psychology, sociology and anthropology, as well as to allied social sciences-such as economics and political science. Behavioral studies uses scientific methods to develop and empirically test theories about human behavior across all spectrums, therefore, the role of the scientific method in understanding and application of knowledge regarding topic areas is quintessential. This course is devoted to understanding the nature and role of reason, emotions and behavior in financial decision making under uncertainty. The three areas of decision-making behavior that will be thoroughly explored will be in the fields of investment, retirement savings and financial and mental health.

MBA 550. Agile Product Development. (3).

Agile product development techniques increase an organization's ability to create and deliver quality products and service faster. The course focuses on developing capabilities, practical tools and frameworks to get product - market fit faster by applying foundational concepts of product lifecycles and go-to-market strategies.

MBA 551. Entrepreneurial Marketing and Selling. (3).

This course explores the strategies and tactics used to market products and services with low marketing budgets and no brand history. The course covers various guerrilla marketing activities, social media strategies, public relations efforts, direct marketing and promotional event methods.

MBA 552. Entrepreneurial Finance. (3).

Entrepreneurial finance focuses on the valuation of emerging ventures and ways that resources are allocated and applied to new activities. The course addresses key questions which challenge all entrepreneurs: how much money can and should be raised; when should it be raised and from whom; what is a reasonable valuation of the startup; and how funding contracts and exit decisions should be structured.

MBA 553. Growth Stage Venture Management. (3).

This course focuses on venture growth after the initial startup of the firm. The course looks at the various managerial, operational, financial, HR and strategic issues facing organizations that experience substantial growth over time.

MBA 560. International Business Law. (3).

This course offers an overview of main areas of international business law which are important for global business executives. It provides an introduction to the international legal environment, including an overview on major legal traditions and their impact on the conduct of international business. The course examines fundamental legal frameworks governing global commerce and international trade relations. It explores topics such as international jurisdiction, global and regional trade agreements and bodies, as well as a broad range of regulatory and legal issues, such as the trade in goods and services, dispute settlement and foreign direct investment.

MBA 561. International Finance. (3).

This course is designed to familiarize students with the international capital environment and challenges faced by all companies seeking global successes. In addition to introducing interest rate parity, purchasing power parity and the international Fisher Effect, this course will cover the pragmatic aspects of finance such as the currency, futures, forwards and options markets. Updated forecasting techniques and methodologies on exchange rates, interest rates and country risk analysis will also be covered.

MBA 562. International Marketing. (3).

This course addresses the fundamental differences between domestic and international marketing. It provides students with the background and the tools necessary to develop techniques for preparing strategically oriented international marketing plans. Special attention will be given to the effect of the political, economic, cultural, legal and technological environment on product, distribution, pricing, and promotion strategies. The course will also explore how marketing mix decisions differ across various market entry modes, and it will discuss standardization vs. adaptation strategies at the intersection of market demands and corporate strategy.

MBA 563. Global Strategy. (3).

This course will explore advanced topics in managing the geographic scope of the firm. It asks questions such as when and why does a firm operating in multiple locations have competitive advantage over a collection of single-location rivals? When should international linkages be managed inside the firm, and when should they be left to market transactions or to collaborative alliances? Given a global strategy, how should the firm be organized to execute it? It addresses the creation of competitive advantage in the multinational firm as well as the complexities of managing a multinational firm. It will examine the nature of global industries and global competition to assist managers in understanding how to formulate and implement successful and adaptive strategies in an increasingly complex world economy. Topics include the globalization of industries, the organization of multinational enterprises, strategy in global firms that are also in multiple industries, multinational partnering, the organizational structure of complex global firms, and building global networks.

MBA 564. Applied International Management. (3).

All organizations are directly or indirectly affected by international management issues. This holds true for a small business as well as a major enterprise. Yet, too often, inadequate attention is paid to differing cultures, styles, customs and protocols involved with conducting business across national borders. This class is designed to introduce graduate students to some of the concepts and implications of the accelerating trend of increased globalization. Managing a culturally diverse work force within the same national boundaries will also be addressed. A combination of lectures, videos, case studies and hands-on activities will be used to present the subject in an experiential manner designed for practical application.

MBA 570. Compensation Management. (3).

This course will analyze wage, benefits, and salary administration in private and public organizations; total compensation systems; interrelationship among employee performance, intrinsic and extrinsic rewards, perceived equitable payments, and employee satisfaction; employee benefits; employee incentive programs. The integration into an organizational strategy will also be evaluated.

MBA 571. Talent Recruitment and Selection. (3).

This course is an investigation into the current, contemporary practices and models of selecting personnel for assignment to positions within organizations. Discussion of utility theory as well as various instruments for recruitment and selection will be discussed. An overview of succession planning for leadership will be integrated into the course. Examines skills and strategies in interviewing, selection, observation, and evaluations processes, issues related to supervision of staff, the process of progressive discipline.

MBA 572. Employee Relations. (3).

A discussion of the strategy of engaging unions, managing employee-management relations, discussions of Importance of understanding employee relations, Approaches to Industrial Relations - Unitary, Pluralistic, Marxist. Role of Three Actors to Industrial Relations- State, Employer & Employees, Causes for poor IR, Developing sound IR. Ethical approach to IR: Idea of trusteeship - Principles & features, Code of conduct. Case studies surrounding results of poor IR management.

MBA 573. Training and Development. (3).

Efficient and effective management of an organization's human capital is critical source of its competitiveness and sustainability. Additionally, the dynamic and largely uncontrollable nature of global, political, social, economic, technological, and organizational forces requires on-going strategic development of the skills and talents of an organization's employees for its very development and in some cases survival. Focused, outcomes-driving training and development is critically related to the traditional major goals of Human Capital Management: acquire, develop and maintain an organization's human capital. It is also a critical and direct strategic driver of organizational success.

MBA 574. Global Human Resource Management. (3).

This course aims at providing students with the knowledge essential to their successful undertaking of management responsibilities in the near future. The course encompasses key topics in International Human Resource Management with significant coverage of emerging theory and issues in this area. Globalization of business is forcing managers to grapple with complex issues as they seek to gain or sustain a competitive advantage. Faced with unprecedented levels of foreign competition at home and abroad, firms are beginning to recognize not only that international business is high on top management's list of, but also that finding and nurturing the human resources required to implement an international or global strategy is of critical importance. The role of human resource management in this complex, ever-changing world is central to this course.

MBA 575. Employment Law. (3).

Employment Law will introduce students to employment laws that have a substantial impact on organizations and the workforce environment. The course will focus on cases that have occurred in the regulatory environment of the employment relationship. Lastly, this course will present to students a framework for becoming productive and effective employers and employees in the workplace.

MBA 590. Internship. (3).

Supervised internship in a company of student's choice (the internship position must be in line with his/her track specialization).

MBA 591. The Business Plan. (3).

The students will have a chance of completing a comprehensive business plan for a new venture. All arrangements for providing companies for the above project are made through the Cal Lutheran MBA program office.

MBA 592. Executive Roundtable. (3).

The intent of this course is to serve both as an elective for the Management and Finance emphasis areas in the MBA program or as an optional capstone for Finance majors. Of course, all emphasis areas are welcome to take the course for credit and all students (including undergraduates) are invited to attend the presentation and subsequent discussion for each executive speaker.

MBA 594. International Travel. (3).

International travel courses are organized by the School of Management in collaboration with relevant the University office.

MBA 595. Consulting to Business. (3).

This course is a study of the history and theory of management consulting from the late nineteenth century to the present day, with hands-on techniques and skills of the consulting process imparted via an actual business consulting project. Students will deliver individual and group consulting assignments to a local business client based at the CLU Center for Entrepreneurship or other local business sectors in LA and Ventura County. Topics can range from Business Plan Development, Channel Strategy development and implementation, Operational Improvements, Organizational Design and Optimization, etc. The project will have complexity that covers several areas in a business and is worth of being considered an MBA Capstone effort. This course enables students to apply the academic theory of management consulting to practical business operations.

MBA 599. MBA Project. (3).

Identified and supervised by a School of Management faculty member.