
International Business

INTERNSHIP PROGRAM

FOR MORE INFORMATION

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Undergraduate Business Program

The educational objective of the Business Undergraduate Program is to provide its graduating students with an education that will facilitate their access to management employment positions, entrepreneurial ventures and/or other graduate educational programs.

The key features of this educational program include:

international orientation of the business curriculum, faculty and student body; class size, faculty interaction and innovative pedagogy conducive to an efficient learning environment; course work that promotes abilities to communicate and perform effectively as decision makers; core curriculum that exposes students adequately to the major business disciplines of accounting, mathematics and statistics, economics, finance, management, law, marketing, information and technology, and operations; and the opportunity to develop a level of expertise with a specific emphasis.

Goals and Priorities

To provide undergraduate students with a broad base of knowledge for entering the world of business: by giving them an understanding and appreciation for business and its social and ethical environment; by developing their analytical, creative, and decision-making abilities; by serving the whole person through a broad liberal arts education in addition to professionally oriented courses; by organizing off-campus work projects so that they may have a meaningful laboratory in which to apply business-oriented concepts, techniques and skills acquired in the classroom; by encouraging and providing study abroad programs and tours throughout the world; and by encouraging student participation in meetings of professional and civic groups on and off campus. To provide an understanding of perspectives that shape business. These perspectives include ethical and global issues, the influence of political, social, regulatory, environmental and technological issues, and the impact of demographic diversity on organizations. To include a general education component that comprises at least 50 percent of the student's degree requirements. To include foundation knowledge for business in the following areas: accounting, management science, economics, mathematics and statistics. To include written and oral communication as an important part of the educational experience.

Curriculum Overview

The McLaren College of Business has updated its curriculum to satisfy the latest AACSB requirements and to assure that its students receive the full experience of studying at an excellent liberal arts university. Recognizing our students as individuals with unique interests and talents, the faculty have designed the business curriculum to support the focus and breadth each individual student requires. Course requirements are divided into the following areas:

Core Curriculum

General Electives

Business Core and Foundation

Major Courses

Core Curriculum

To assure a broad liberal arts education and a solid grounding in the basics of business, all business students must complete 44 units in the Core Curriculum. The Core Curriculum is required of all EVERGREEN UNIVERSITY undergraduates and covers topics ranging from communication and math skills through the social sciences and ethics. Core Curriculum course requirements are listed under the Core Curriculum section in this catalog.

General Electives

The 26 units of general electives may be taken from various areas of interest. Elective courses range from languages to exercise sports to computer skills. Electives may also be used to fulfill prerequisite requirements.

Business Core and Foundation

The 46 units in the business core and foundation cover the basic business topics needed for a career in business. Consistent with the direction of business today, the business core at the McLaren College of Business highlights issues related to the global business environment, diversity and ethics. Oral and written communication and critical thinking are also stressed throughout the curriculum. The core includes courses in accounting, economics, marketing, finance, management, operations and information systems, legal and ethical aspects of business, and organizational dynamics. Our courses are reviewed periodically to ensure students receive the grounding in these perspectives and skills needed for success in tomorrow's complex and competitive world.

At the upper division level, students in the McLaren College of Business study the specific material which will provide the skills, information and perspectives for positions of productive participation and leadership in the business community.

The following is a list of core courses that are required of all Business Administration students. The required foundation courses are also used to satisfy University Core Curriculum requirements (see faculty advisor or McLaren advising office).

Lower Division Required Core and Foundation Courses

- 0104 - 101 Principles of Microeconomics
- 0104 - 102 Principles of Macroeconomics
- 0206 - 106 Quantitative Methods in Business
- 0303 - 201 Principles of Accounting I
- 0303 - 202 Principles of Accounting II
- 0303 - 204 Quantitative Business Analysis

Upper Division Required Core Courses

- 0303 - 301 The Legal and Regulatory Environment
- 0303 - 302 Marketing Management
- 0303 - 304 Management and Organizational Dynamics
- 0303 - 305 Financial Management
- 0303 - 308 Systems in Organizations

Senior Capstone Course:

- 0303 - 401 Strategic Management , or
- 0303 - 406 Entrepreneurship/Business Plan Development

Honors Cohort Program

The Honors Cohort Program (HCP), designed to recognize academically successful students in the McLaren College of Business, brings a student cohort together for a learning community experience. Students selected for the HCP take a series of courses in the honors curriculum and also participate in the supplemental experiences- including executive speakers, a mentoring program, and other activities offered to enrich and integrate the overall program.

The six Honors courses (Leadership, Finance, Marketing, Business Law, Systems and a Senior Seminar Capstone) will substitute for the corresponding upper division business Core requirements.

HCP students take the Honors courses as a group during their Junior and Senior years. They work closely with each other and their faculty team, developing a strong network of close relationships as part of their academic program. Students fulfill their major area course requirements from the specified curriculum for their declared business major. Invitations to apply for the HCP are sent out in February to business students who, by the end of the Spring term, will have met the following criteria: Junior standing (minimum 60 units); completed all lower division prerequisites to the HCP courses; a minimum cumulative GPA of 3.30; and have displayed strong verbal and writing skills. In addition, applicants submit an essay and letters of recommendation and meet with HCP faculty to assess commitment to active participation in the program. HCP students must maintain a minimum average GPA of 3.30 in all HCP courses as well as an overall University GPA of 3.30. Students completing the HCP will graduate with *Honors in Business*.

Major Courses

To permit greater depth in an area of personal interest, the curriculum for each of the majors includes 12 units of major coursework, plus 4 units in a Senior Topic. Several options are available to business students because of their wide range of career interests and objectives. Some are certain they want to specialize in a particular area, such as accounting or hospitality management. Others want to focus on topics in finance, or marketing, but feel they need flexibility in selecting courses. Still other students want a more general grounding that combines disciplines such as marketing and international studies. The content of this component appears below in the separate sections that detail the business majors: Accounting, Business Administration, Finance, Hospitality Management, International Business and Marketing.

Graduation Requirements

All students must complete a minimum of 128 units of course work as specified in the four categories above. In addition, it is necessary that a minimum grade point average of "C" (2.0) be achieved and maintained separately in each of the following component categories:

- all business core courses
- all business major courses
- all EVERGREEN UNIVERSITY course work

Academic Probation and Disqualification

Students should refer to "Academic Probation" and "Academic Disqualification" in Academic Regulations for the provisions regarding Academic Probation and Disqualification with respect to undergraduate students. Within the McLaren College of Business, students will be placed on academic probation if their GPA falls below 2.0 after completing 33 percent of the business core or major. If, after completing 50 percent of the business core or major, a student's GPA falls below 2.0 in the core or major, the student will be subject to disqualification from the business program.

Honors and Awards

In the McLaren College of Business, business students are eligible for the semester's Dean's Honor Roll List if, in that semester, they meet the following minimum criteria: 1. Enrolled full time for 12 or more graded units; 2. have completed 24 graded units at EVERGREEN UNIVERSITY; 3. have no outstanding incomplete or unrecorded grades ("I", NR, etc.); 4. achieved a minimum 3.5 grade point average for that semester; and 5. in addition, students must also meet one of the following two criteria: A. achieved a 3.7, or higher, grade point average for two consecutive, full time, semesters (qualifying in the second semester only); or B. achieved a cumulative grade point average of 3.5 or

better AND be in the upper 10 percent of all business students' cumulative grade point averages for that semester.

Beta Gamma Sigma is the highest international recognition a business student anywhere in the world can receive in an undergraduate, master's or doctoral program at a school accredited by AACSB. Membership in the "Theta Chapter of California" of Beta Gamma Sigma is by invitation only and is based on the academic achievements of the student at the University of San Francisco School of Business and Management. To be eligible for membership, the academic ranking of those being considered must place them in the upper 7 percent of the junior class, or upper 10 percent of the senior class.

Academic Advising and Student Services

Each student is assigned a McLaren College of Business faculty member in their major as an advisor and mentor. In addition, McLaren has an Advising Center to provide assistance with curriculum and academic scheduling for all business students. Students, however, are encouraged to use this catalog and the Curriculum Planners in planning their own course of study each semester. Students transferring from other institutions are encouraged to contact the McLaren Undergraduate Program Office to have their transfer units evaluated and to develop a plan for timely graduation.

Study Abroad

Students in the McLaren College of Business are encouraged to consider the various Study Abroad options and programs offered in affiliation with EVERGREEN UNIVERSITY (also refer to specific Study Abroad sections in this catalog). Business students requesting approval to participate in a study abroad program must have a minimum GPA of 3.0 overall; a minimum GPA of 2.75 within Business; must be a Junior or first semester Senior during their study abroad; must have completed at least 24 units at EVERGREEN UNIVERSITY (transfer students); and must complete their last semester in residence at EVERGREEN UNIVERSITY. Students should work with their advisor or the International Program Coordinator to review their degree requirements and their proposed Study Abroad program. For approved Study Abroad courses, a minimum grade of `C' is required to transfer the course for degree credit.

McLaren College of Business Undergraduate Regulations

In addition to the General Regulations stated in this catalog, the McLaren College of Business applies the following regulations to all students enrolling in business courses and programs. Listed prerequisites for all business courses must be met before a course may be taken. To request a substitution or waiver of a required course, students must first contact the Undergraduate Program Office.

Students wishing to declare an undergraduate major in business should do so before completing 60 units. Undergraduate students must complete at least 50 percent of their upper division business courses, including the Senior Core courses, in the McLaren College of Business. Upper division business units required by the McLaren College of Business may be fulfilled from previously earned upper division credit from other institutions after an evaluation of those credits through the Undergraduate Program Office.

Accreditation of transfer institutions must also be reviewed by the University Evaluator prior to accepting courses toward specific McLaren requirements. All freshmen and transfer students are required on entry into EVERGREEN UNIVERSITY to take a writing placement test to demonstrate their level of writing competency. Rhetoric and Composition courses must be completed sequentially during the student's first terms at EVERGREEN UNIVERSITY. The University is committed to ensuring that all students reach an above average skill level in writing prior to enrolling in Junior

level course work. McLaren College of Business students must have the prior written consent of the Undergraduate Program Director before enrolling at another institution during any session.

Required business courses may not be transferred except in extraordinary situations and with approval of the Undergraduate Program Director. Additional criteria for approval to take courses at another university include: if a course is being taught at EVERGREEN UNIVERSITY during any session, it may not be taken at another institution during that same session; a maximum of 1 course per semester and 16 total units (prorated for transfer students) are allowed; the courses cannot be taken within the last 30 units prior to graduation; a minimum grade of `C' (2.0) is required to transfer credit for any course; and students must be in good academic standing to be approved to take courses at another university.

Business Course Descriptions

0303 - 101. Introduction to Global Management (Cultural Diversity)(2)

Introduce business and non-business students to business areas and how they function together in a global business environment. Familiarize students with business concepts, terms and bases for global competition. Learn critical thinking skills through cases and application of concepts in real world situations. Expose students to a wide variety of business careers to facilitate student decision on appropriate business major. Relate business as a part of all future careers.

0303 - 181. Hospitality Professional Development (2)

Prerequisite: Must be a declared major/minor. This course is designed for newly declared Hospitality Industry Management majors/minors to begin their progression process through the Hospitality Industry Management Program. The focus of this course is career preparation in Hospitality Management so done by developing one's career portfolio, identifying industry-related areas of interest through a series of professional skills assessments administered by EVERGREEN UNIVERSITY Career Services, and developing an action plan to launch their 800-hour industry-related work experience requirement for graduation in this major.

0303 - 201. Principles of Accounting I (4)

Prerequisite: Sophomore standing. Preparation of financial statements, use of financial information for investment-related decisions. Accounting for cash, receivables and payables, inventory, plant assets, intangibles, liabilities, debt, and owners' equity. Analysis of financial statements.

0303 - 202. Principles of Accounting II (4)

Prerequisites: BUS - 201 and MATH - 106. Preparation and use of accounting information for management decision making. Internal accounting systems and procedures. Managerial accounting reports: budgets, profit performance reports, costing systems, control reports, analytical reports.

0303 - 204. Quantitative Business Analysis (4)

Prerequisite: MATH - 106 and Sophomore standing. Data analysis and modeling using spreadsheet software to support management decision making, including: simple and multiple regression models; forecasting; business simulation models; decision analysis; and optimization models for resource allocation.

0303 - 271. Problems and Methods in Social Sciences (4)

Prerequisites: MATH - 101 or MATH - 106 and Sophomore standing. A selection of courses that will critically analyze the contributions of the social sciences to the understanding of the human condition. These courses will share a common introduction to the methodology of the social sciences and teach social science skills. The range of possible social problems to be focused on includes distribution of wealth, family, relations, education, health, war and peace, crime and ecology.

0303 - 283. Introduction to the Hospitality Industry (2)

Prerequisite: BUS - 181. A survey course to introduce the students to the various components of and issues relating to management of hospitality services. Topics that will be covered are food service, lodging, and tourism. The focus of this course will be on learning about careers in the industry, making connections with industry professionals, and exposing students to the possibilities and problems in this dynamic and ever-changing industry.

0303 - 301. The Legal and Regulatory Environment (4)

Prerequisite: RC - 110 and Junior standing. A survey of the cases and statutes that influence business and impact upon managerial decision-making. Topic focus is on legal systems, constitutional law, business crimes and torts, real, personal and intellectual property, with a major emphasis on contract law.

0303 - 302. Marketing Management (4)

Prerequisites: ECON - 101, ECON - 102, MATH - 106, BUS - 201, BUS - 202 and Junior standing. This course introduces fundamental marketing concepts and theories, and demonstrates their applications and practices. Topics include market and competitive analysis, market segmentation and targeting, product positioning, brand and product management, pricing issues, advertising and promotion campaigns, and channels of distribution. Cases and projects are used to highlight these topics, illustrate marketing concepts and theories in practices, and allow students to apply them in real company situations.

0303 - 304. Management and Organizational Dynamics (4)

Prerequisite: RC - 110 and Junior standing.

Covers the theory and practice of management and organizational dynamics with emphasis on meeting the challenges of a changing work place environment. Topics include: the managerial functions of planning, organizing, staffing, leading and controlling and the study of personal and group behavior in organizations. Course themes are: diversity in the work place, globalization, ethics and social responsiveness, changing technology and effective management of these challenges.

0303 - 305. Financial Management (4)

Prerequisites: BUS - 201, ECON - 101, ECON - 102, MATH – 106 and Junior standing. Description of the role of finance in the organization and operation of the firm, including an overview of the global economic and financial environment. The focus of the course will be on value: addressing value creation, real asset and financial asset valuation, and sources of financing. Students will analyze financial statement information, cash flow forecasts, and financing projections to recommend value-creating decisions.

0303 - 308. Systems in Organizations (4)

Prerequisites: BUS - 201, BUS - 202, BUS - 204 and Junior standing. A study of production systems in organizations. Intergration of human, technical, and information systems as parts of the process of

the creation and distribution of goods and services. Supply chain management, process design, project management, quality control, information and work force management.

0303 - 311. Advanced Business Law (4)

Prerequisite: BUS - 301 and Junior standing. A continuation of analysis of the cases and statutes that affect the business enterprise. Topics include agency, partnerships, corporations, securities, commercial transactions, franchises, international business transactions, professional liability, and the law of wills, trusts and estates.

0303 - 312. Business Ethics (4)

Prerequisite: Junior standing. This course offers an introduction to the study of business and organizational ethics at the upper-division level. Although the material will focus on contemporary literature in business and organizational ethics, a key objective of the course will be to encourage personal engagement with, and independent critical thinking about, topics in business and organizational ethics through a living dialogue with themes from the venerable philosophical and theological traditions of ethics that students encounter in their other courses in the university's core curriculum.

0303 - 313. Employment Law for Managers (4)

Prerequisite: Junior standing. This course provides a managerial perspective on legal aspects of employment relationships not subject to collective bargaining agreements. The emphasis is upon the managerial implications of legal standards that set the boundaries for the employment relationship. Topics include employment discrimination by race, religion, ethnicity, gender, sexual orientation, age, marital status and disability, employment at-will, wrongful termination, pre-employment recruitment, screening and selection.

0303 - 314. Personal Law (4)

Prerequisite: Junior standing. A practical and applied course, designed to cover a wide variety of legal topics pertinent to everyday life: small claims, personal injury, consumer law, residential law, bankruptcy, landlord-tenant law, copyright and patent law, and malpractice. Objectives include familiarizing students with the laws and court system so that they can function more effectively in their chosen professions and become more informed and legally wise citizens.

0303 - 316. Real Estate Practice (4)

Prerequisite: Junior standing. An exposition of the practical aspects of real estate brokerages including licensing standards, professional ethics, property evaluation, marketing and client services. Field trip and practicum experiences in the current real estate industry.

0303 - 317. Principles of Real Estate (4)

Prerequisite: Junior standing. Basic legal, financial, and tax aspects of real estate transactions, including cash flow, equity, leverage, appraisal, contract drafting, negotiations, acquisition, record keeping, tax- deferred exchanges, and residence sales.

0303 - 318. Business Communications (2)

Prerequisite: RC - 120. Intensive study of and practice in business style (sentence and paragraph options, organization, drafting, revising, and editing), business writing forms (letters, memos, reports, and proposals), business speaking (interviews, meetings, and presentations), and listening skills. Case-based instruction emphasizes the importance of ethics and intercultural dimensions of contemporary business communication.

0303 - 320. Intermediate Accounting I (4)

Prerequisites: BUS - 201, BUS - 202 and Junior standing. Theory and practice underlying income measurement and the determination of financial position of business entities. Principles of accounting applicable to working capital, plant assets and long-term liabilities.

0303 - 321. Intermediate Accounting II (4)

Prerequisite: BUS - 320. Theory and principles underlying accounting for stockholders' equity, income taxes, pensions and leases, analysis of earnings per share and statement of cash flows.

0303 - 322. Cost Accounting (4)

Prerequisites: BUS - 201, BUS - 202 and Junior standing. The study of product cost flows, accounting for labor, materials and overhead; job-order and process cost accounting; the budgeting process, and standard cost accounting.

0303 - 323. Federal Taxation I (2)

Prerequisites: BUS - 201, BUS - 202 and Junior standing. Detailed study of the Federal income tax law and regulations, tax implications of business transactions, tax planning, and the preparation of income tax returns.

0303 - 329. Accounting Information Systems (2)

Prerequisites: BUS - 201, BUS - 202 and Junior standing. The analysis and design of accounting systems with an emphasis on internal controls. Includes lab work in financial accounting systems applications, pro forma financial planning spreadsheet models, and data base applications in a microcomputer/mainframe environment.

0303 - 330. Investment Analysis (4)

Prerequisite: BUS - 305 and Junior standing. The determinants of investment decisions for institutional as well as individual investors are analyzed and different assets such as money market accounts, bonds, and common stocks are evaluated.

Multi-asset portfolio management: selection of securities, monitoring and performance represents a significant portion of this course.

0303 - 331. Intermediate Corporate Finance (4)

Prerequisite: BUS - 305 and Junior standing. A continuation of managerial finance, with emphasis on problem solving and case-study methodology. Topics include working capital management, capital budgeting, cost of capital, dividend policy, and capital structure.

0303 - 332. Financial Institutions and Markets (4)

Prerequisite: BUS - 305 and Junior standing. Examines the nature and regulatory structure of key financial institutions and markets. Principal focus is on US financial institutions, including commercial and investment banks, venture capital firms, insurance companies, pension plans and mutual funds. Course explores the global nature of debt and equity markets, financial derivative instruments and markets, and the regulatory role of government, including the central bank.

0303 - 333. Financial Statement Analysis (4)

Prerequisite: BUS - 305 and Junior standing. Analysis of financial statements, and how this information is used to support loan applications, public offering prospectuses, industry analysis, and market analysis. Special emphasis is placed on valuation, forecasting, financial leverage, profitability analysis, and working capital topics. Case studies are used to illustrate key concepts and applications.

0303 - 339/439. Special Topics in Finance (4)

Prerequisite: BUS - 305 or consent of Instructor. Specialized topics in finance. Topical areas provide in-depth coverage of special and/or current interest which give the student a better insight into the broad field of finance. Examples include Insurance and Risk Management; Options and Futures; Investments in the Pacific Rim.

0303 - 342. Human Resource Management (2)

Prerequisite: BUS - 304 and Junior standing. Principles and techniques of the development and maintenance of sound personnel relations; selection; placement; general morale; comparative analysis of various wage systems.

0303 - 350. International Business (4)

Prerequisites: BUS - 302 and BUS - 304 and Junior standing. The economic, political, and legal environment of international business and how firms must adapt their strategies and operations as they internationalize. Emphasis is on the financial, production, and marketing challenges of multinational firms.

0303 - 359/459. Special Topics - International Business (4)

Prerequisite: BUS - 350. Topical areas will be developed including international policy; global alliances; specialization in geographic areas; international economic studies.

0303 - 360. Marketing Research (4)

Prerequisites: MATH - 106, BUS - 302, and Junior standing. Introduction to the role of marketing research in various marketing decisions. Identification of information needed, types of research designs, methods of data collection, interpretation of findings, evaluation of research, and relationship to marketing concerns and actions.

0303 - 361. Advertising and Promotion Strategy (4)

Prerequisite: BUS - 302 and Junior standing. The fundamentals of advertising and promotion from the marketing manager's perspective. Topics include: establishing objectives, managing an advertising agency, understanding characteristics of various media, developing an advertising and promotion plan for a product or service.

0303 - 363. Consumer Behavior (4)

Prerequisite: BUS - 302 and Junior standing. A study of individual and group buying behavior with an emphasis on the consumer as the focal point of the economic system. An interdisciplinary approach drawing on insight from the behavioral sciences. Includes application to practical marketing situations.

0303 - 364. Retail Management (4)

Prerequisite: BUS - 302 and Junior standing. Managerial perspectives in retailing focusing on such topics as retailing strategies, merchandising, trade area analysis, personnel management, financing, pricing, promotion, and the legal environment.

0303 - 366. Customer Satisfaction (4)

Prerequisite: BUS - 302 and Junior standing. This course explores the theoretical underpinnings of customer satisfaction, its importance in the marketplace and the process of delivering and maintaining desired levels of customer satisfaction. Particular attention is given to understanding the

close links among the operations, human resource, and marketing functions and their effect on organization structure and customer satisfaction.

0303 - 369/469. Special Topics in Marketing (4)

Prerequisite: BUS - 302 and Junior standing. Topical areas will be developed including service marketing and public policy in marketing. In-depth coverage of areas of special concern which give the marketer a better insight into the understanding of the broad field of marketing.

0303 - 374. Technological Perspectives for Business (2-4)

Prerequisite: Junior standing. In a forum which allows those aspiring to leadership roles in the use of technology in business to meet with the future users of that technology, the course will seek to develop:

- 1) sophistication about technology and its use;
- 2) build practical context for evolutionary use of technology, and
- 3) practice in the personal and organizational use of technology.

The focus of the course will be on technological tools for the future which are available now in the telecommunications, computing and multimedia domains.

0303 - 381. Restaurant Management and Culinary Arts (2)

Prerequisite: BUS - 283. An overview of the management functions in a restaurant, a survey of the major food groups, and the skills to analyze restaurant concepts.

0303 - 382. Restaurant Entrepreneurship and Culinary Arts (4)

Prerequisite: BUS - 381 and Junior standing. Study of foodservice operations including site selection, market analysis, menu development, competition analysis, equipment selection, staffing requirements, financial analysis, and promotion and advertising through a semester-long entrepreneurial restaurant development project. Methods of cooking and food preparation techniques and systems.

0303 - 384. Hotel Operations and Service Management (4)

Prerequisite: BUS - 283. Analysis of hotel operations, including: sales and marketing, human resources, accounting and finance, food and beverage, and rooms management. Study of systems and procedures necessary for successful hotel operations.

0303 - 387. Beverage Management (2)

Prerequisite: BUS - 283. Junior standing and must be 21 years of age or older. Study of beverage management in hotels and restaurants. Controls to insure responsibility in marketing, managing and serving alcoholic beverages. Study of the production and quality assessment of alcoholic beverages. Health and social issues relating to alcoholic beverage consumption.

0303 - 397. International Study Tour (4)

Prerequisite: Permission of Instructor. Students visit selected corporations and organizations, and complete research project studies with emphasis in management, marketing, finance or international business. Students also complete coursework requirements prior to, and upon completion of the tour.

0303 - 398. Directed Study (1-3)

Prerequisite: Approval of Undergraduate Curriculum Committee. Student must be in good academic standing. Individual student project, working directly with a faculty member intended to facilitate the research and study of topics not normally taught within the framework of the regular curriculum.

0303 - 401. Strategic Management (4)

Prerequisites: Permission of Department, BUS - 301, BUS - 302, BUS - 304, BUS - 305, RC - 120 and Senior standing. Senior capstone course, which studies how organizations analyze and respond to changing external environmental condition, challenges, opportunities, and threats that are brought about by these changes. How organizations change direction and modify their resources to compete effectively in a constantly changing dynamic environment.

0303 - 406. Entrepreneurship/Business Plan Development (4)

Prerequisites: BUS - 301, BUS - 302, BUS - 304, BUS - 305 and Senior standing. The goal of this course is to provide the student with a general understanding of the rationale, methodology and benefits of operating plans, as opposed to strategic plans which are studied in the Strategic Management course. This course integrates subjects previously learned throughout the business curriculum and requires the students to develop realistic cases of business plans. Examples of start-ups, small or medium sized firms and particular ventures within corporations (e.g., export/import project) will be adopted in this course to foster integration of business themes.

0303 - 420. Auditing (4)

Prerequisites: BUS - 320, BUS - 321 and Senior standing. Objectives and responsibilities of the independent accountant in the examination of financial statements. Includes the audit process, legal and ethical issues in auditing, planning the audit, the study and evaluation of internal controls, designing audit programs, and preparing the audit report.

0303 - 422. Federal Taxation II (2)

Prerequisite: BUS - 323. Income tax problems of partnerships, corporations, estates and trusts; formation and dissolution of partnerships and corporations; a study of the tax problems inherent in various contractual relationships.

0303 - 428. Governmental and Not-For-Profit Accounting (2)

Prerequisite: BUS - 320 , and Junior standing. The study of uses of fund accounting and the budgetary process in governmental entities. Financial reporting entity, elements of financial statements, and conceptual reporting issues for state and local governments. Accounting and financial reporting for both governmental and non-governmental not-for-profit organizations, including hospitals, colleges and universities, and voluntary health and welfare organizations.

0303 - 429. Contemporary Accounting Topics (4)

Prerequisites: BUS - 320, BUS - 321 and Senior standing.

Evaluation and analysis of financial statements. Students will evaluate a series of case studies working in small groups. Organizing, problem-solving, and presentation skills will be addressed. Current issues facing the accounting profession will also be covered.

0303 - 430. International Financial Management (4)

Prerequisites: BUS - 305 , senior standing, and either BUS - 330 , BUS - 331 , BUS - 332 , or BUS - 350. The international financial markets and financial decision-making in multinational firms.

Study of capital budgeting and analysis of foreign investments, international capital markets and instruments, international investment, foreign currency hedging, working capital management, accounting, tax, and financial control systems in the multinational firm.

0303 - 431. Analysis of Global Business Conditions (4)

Prerequisite: BUS - 305. The primary objective is to develop a framework for analyzing the international macroeconomic environment, focusing on factors which influence fluctuations in GDP growth, interest rates, unemployment, inflation, and foreign exchange valuation. Using this framework, an in-depth analysis of current business conditions in selected regions of the global economy will be performed.

0303 - 433. Lending and Mortgage Markets - Financing and Investment (4)

Prerequisite: BUS - 305 and Junior standing. Examines the fundamentals of income property finance and investment. Develops a framework for assessing, evaluating and structuring investments based upon the characteristics and risk profile of the real estate. Analyzes office, industrial, retail and multi-family investments, with an emphasis on financing issues. Explores traditional financing sources, as well as innovations in the real estate capital markets such as securitization, collateral mortgage obligations and real estate investment trusts.

0303 - 434. Bank Management (4)

Prerequisite: BUS - 305 and Senior standing. Bank financial management focuses on analyzing, understanding, and decision making as they relate to the key factors that affect commercial bank financial performance and profitability. These major areas include: asset/liability management; yield, cost of funds, and spread management; interest rate risk management; and investment portfolio management. Course uses computer simulations to evaluate and provide feedback on bank management decisions. This simulation has been used throughout the world to train professional bank managers in financial bank management.

0303 - 451. Import/Export Management (4)

Prerequisite: BUS - 350 and Junior standing. Basics of international trade and investment. Identification and evaluation of markets; refinement or development of products or services for international markets. Approaches to market entry including export, agents or distributors, licensing and franchising, joint ventures and wholly owned operations. Identification of overseas strategic partners. Financial aspects of international operations and transactions.

0303 - 452. The Manager in the Global Economy (4)

Prerequisite: BUS - 304 and Junior standing. Comparative analysis of business environments and practices in different countries and regions of the world. Study of socio-cultural, organization, communication and human resource systems and how these affect business decisions with an emphasis on global firms.

0303 - 460. Sales Management (4)

Prerequisite: BUS - 302 and Junior standing. Practical study of the techniques of selling including persuasive selling, face-to-face communications and personal presentation. Sales management and the contribution it makes to marketing through selection, training, motivation, and management by objectives (MBO).

0303 - 461. International Marketing Management (4)

Prerequisites: BUS - 302 , Senior standing, and either BUS - 350 , BUS - 360 , or BUS - 363. Principles and applications of marketing in the international environment. Focus on economic, socio-cultural, political, and ethical constraints on the marketing function in the multinational firm. Development of product, promotion, pricing, and distribution strategies appropriate for global markets.

0303 - 464. Marketing Strategy and Planning (4)

Prerequisite: BUS - 302 and Senior standing. This course focuses on the development and implementation of marketing strategies that help firms achieve a sustainable competitive advantage. A computer program is used to simulate a competitive, market-driven environment. Students participate as marketing managers of firms which directly compete with other firms for sales, market share, and profits. Decisions involve product development and repositioning, pricing, channels of distribution, sales force, advertising, and marketing research.

0303 - 465. E-Business Marketing (4)

Prerequisite: BUS - 302 and Senior standing. Impact of Internet technology on marketing practice. New business models and their marketing components. Evaluation of online marketing strategies and practices. Design of Internet-based marketing systems.

0303 - 471. Information System Analysis and Design (2-4)

Prerequisite: BUS - 308 and Senior standing. Building on the principles learned in the Junior year core courses, students will study and develop information systems for ongoing organizations. Utilize hands-on experience with the tools and techniques of systems analysis and design including application of project planning and CASE tools.

0303 - 472. Database Management Systems (2-4)

Prerequisite: Senior standing. Using ongoing organizations as the context, students will use the appropriate technology to develop database management systems which take advantage of flat, integrated, relational, multiplatform and networked database technologies to manage the information of an organization. The discussion in this seminar will focus on the developing trends in database management systems from the desktop to the enterprise-wide level.

0303 - 476. E-Business Management (4)

Prerequisites: BUS - 304, BUS - 308 and Senior standing. Macro and micro level issues in e-Business planning and management. Impact of e-Business on business strategies, internal operations, public policies, business models, and global business.

0303 - 478. Communications Technologies in Business (2)

Prerequisite: BUS - 308 and Senior standing. Examines new communication technologies and services and their role in business and society. Examples include: voice and data networks, Internet, videoconferencing, multimedia, satellite systems. Includes demonstrations and site visits.

0303 - 480. Strategic Hospitality Marketing and Branding (4)

Prerequisite: BUS - 384. Marketing and sales process in a hospitality environment. Step-by-step procedures involved in creating a marketing plan and implementing it through an actual group sales effort. Focus on direct sales techniques, solicitation, account management, development, opening and closing.

0303 - 481. Events Management (2)

Prerequisite: BUS - 382 Senior standing and permission of Instructor. Students will learn various dimensions of event planning and management through the actual hands-on management of the Annual EVERGREEN UNIVERSITY Hospitality Industry Symposium (350+ attendees). Learning activities include strategic planning, registration, financial/accounting, marketing/PR, human resources, effective communications with student volunteers, attendees, speaker participants, off and

on-site vendors and general event operations. They will establish team goals, negotiate a team contract, create a mission statement and develop the internal corporate culture.

0303 - 487. Catering and Fine Dining Management (4)

Prerequisite: BUS - 382 and Senior standing. Organizing, marketing, financing, and operating a food service business. Course requires a project involving the planning, development and delivery of a major catered event, with attention to facilities, personnel, menu, decor and cost issues.

0303 - 494. Honors: Organizations Behavior and Leadership (Service Learning) (4)

Prerequisite: Open to HCP students only. An introduction to the management process and examination of organizational behavior from a social science and behavioral perspective. Focus on understanding and analyzing individual and group behavior in organizations and how leaders implement strategy to impact people, policy and organizational culture. Students will learn to integrate theory and concepts with current business practices and management issues. Students will participate in a Service Learning Project, doing field work in a non-profit organization, applying the skills covered in the course.

0303 - 495. Honors: Financial Management (4)

Prerequisite: Open to HCP students only. An honors introductory course in finance. Core topics covered include: time value of money, relationship between risk and return, financial environment, financial statements, stock and bond valuation, capital budgeting, and advanced concepts related to current topics in financial markets. MBA Program

Masagung Graduate School of Management

EVERGREEN UNIVERSITY offers a Master of Business Administration (MBA) in San Francisco on a full-time and part-time basis with identical admissions criteria, curriculum, and faculty. The curriculum requires 15 courses totaling 50 semester units in these areas:

- Competency courses covering basic skills
- Core courses covering the general management
- Electives specializing in one or more Areas of Emphasis such as:
 - [Entrepreneurship](#)
 - [Finance](#)
 - [International Business](#)
 - [Management](#)
 - [Marketing](#)
 - [Telecommunications](#)
 - [Strategic Management](#), an integrative capstone course

Certain courses may be waived or substituted based on courses completed recently. Most classes meet in the afternoon or evening, Monday through Thursday. Fall and Spring semesters are 15 weeks in length; there are two six-week summer sessions and a three week Winter Intersession. Students who are well prepared and study year round may complete the program in 16-24 months on a full-

time basis, or 30-36 months on a part-time basis. The program must be completed within a five-year period. Study options include:

- Exchange and Transfer to other Jesuit Business Schools
- International Study Tours

Students are expected to maintain a cumulative grade point average of 3.0 or better in all course work. Failure to do so will result in probation. A second consecutive semester of at least six units of course work with an average of less than 3.0 may result in disqualification.

Those individuals who have demonstrated excellence in their MBA course work are acknowledged by their placement on the Dean's Honor Roll. This designation receives permanent record on transcripts. Those students with current and cumulative GPAs of 3.7, who have completed at least eight units in the graduate program at EVERGREEN UNIVERSITY, and are a member of the top 10% of all MBA students are eligible for the Dean's List.

- [Class Profile](#)

In addition to the traditional MBA, EVERGREEN UNIVERSITY offers specialized programs including the:

- [MBA for Executives](#)
- Law and business combination (JD/MBA) program
- Masters in Asia Pacific Studies and business (MAPS/MBA) program
- Masters in Environmental Science and MBA (MSEM/MBA) program
- [PhD/MBA with Pacific Graduate School of Psychology](#)

EVERGREEN UNIVERSITY programs are accredited by AACSB - The International Association for Management Education and the The Western Association of Schools and Colleges (WASC). For more information about the MBA program, please [click here](#) or send and email to EVERGREENUNIVERSITY.ORG

MBA Areas of Emphasis

The advanced Elective Courses enable you to develop in-depth experience and expertise in a particular field of study. Although an elective emphasis is not required, you may choose an emphasis in one of six elective concentrations: E-Business, Finance, International Business, Management, Marketing, and Telecommunications. A wide range of additional electives are available for advanced study. Three out of the four required electives must be taken in the respective functional area in order to matriculate an area of emphasis. A list of elective courses that correspond to the areas may be obtained from the MBA office. Up to six units of Directed Study with a professor may be arranged for elective credit. All Directed Study proposals are subject to approval by the Graduate Curriculum Committee and the Graduate Program Director.

Finance

The purpose of the finance concentration is to provide specific course work in the specialty fields of finance. Building from an understanding of capital markets and how they affect managerial decision-making, courses in investments, speculative financial instruments and markets, financial institutions,

treasury management, and corporate financial management are designed to encourage students to investigate these topics in greater detail.

Graduates of our finance program currently work as investment and/or commercial bankers, venture capitalists, financial analysts, chief financial officers, controllers, and consultants. Many of our alumni work for multi-national firms where their expertise in international financial management is especially valuable.

International Business

A concentration in International Business will provide the student with a broad introduction to the field of international business and an opportunity to gain knowledge of the international aspects of one of the functional fields of study within the MBA program (e.g. international marketing).

Graduates of the International Business program work in the fields of import/export trade, finance, marketing, consulting, and management. With a student body representing over fifty countries worldwide, students gain both academic and personal experience in international business issues.

Management

The management curriculum is designed to develop a new generation of leaders with the skills, knowledge, and perspectives to successfully manage and lead organizations of the 21st century. Students learn to use and integrate quantitative models with qualitative and intuitive approaches to decision making and to examine the ethical and moral dimensions to decision making. Students learn how to guide the implementation of specific strategies and programs. Graduates of the management program have taken a wide variety of positions in domestic and international firms ranging from small start-up companies to multinational corporations and management consulting firms.

Marketing

The marketing curriculum is designed to give students a broad-based understanding of how customer-driven organizations operate. The course work focuses on determining product markets in which a business should compete, developing pricing strategies, creating public relations and advertising campaigns, designing appropriate distribution channels and achieving sustainable competitive advantages in the global marketplace.

Graduates of the marketing program have taken a wide variety of high level positions in many industries in the areas of marketing research, sales, advertising, brand management, and general management.

Telecommunications

EVERGREEN UNIVERSITY is located in one of the world's leading centers for the development of new communications technologies and services. Silicon Valley is the birthplace of high tech entrepreneurship. San Francisco is a major international communications hub and electronic gateway to the Pacific Rim. The Telecommunications Management and Policy Program is designed to prepare students for Information Age careers. Information and telecommunications technologies and services are the enablers of the transition to a global information economy. The Telecommunications Program is intended to meet the need for professionals who understand the importance of telecommunications as a strategic resource, and who can combine business skills with knowledge of information and communications technologies and services. The curriculum prepares students for careers including telecommunications and high tech marketing, network management, strategic planning, policy analysis, and consulting. No technical background is required, but students must be prepared to learn basic technical concepts. Those who already have a technical background may choose electives that enable them to integrate technical knowledge with strategic and policy analysis.

The Telecommunications Program offers students opportunities to learn from industry leaders and gain practical experience during their graduate studies.

Features of the Program include:

- An Advisory Board composed of executives and professionals from many sectors of the telecommunications industry;
- Adjunct faculty and guest speakers from leading Bay Area telecommunications and high tech firms;
- A Telecom Club that organizes career forums and site visits to Silicon Valley companies;
- Opportunities to attend industry exhibitions and professional conferences;
- Internships with Bay Area companies;
- An active research program including colloquia, visiting scholars, and opportunities for research assistantships.

McGowan Scholarships are awarded to top students in Telecommunications, with support from the William G. McGowan Charitable Fund, in memory of Bill McGowan, founder of MCI. Additional scholarship support is available from several sources on a competitive basis.

Entrepreneurship

The San Francisco Bay Area, located in the global heart of Venture Capital and Technology Innovation, provides the ideal location for MBA students that wish to prepare themselves for an entrepreneurial career. EVERGREEN UNIVERSITY was rated among the TOP 25 Most Entrepreneurial Campuses by *Forbes* and *Princeton Review*, and the EVERGREEN UNIVERSITY Entrepreneurship Program was rated TOP TIER in the nation by *Entrepreneur Magazine*.

The EVERGREEN UNIVERSITY MBA Entrepreneurship Concentration is designed to prepare students to design, launch, and grow new business ventures, either stand alone or within an existing corporation. All EVERGREEN UNIVERSITY MBA students with an emphasis in Entrepreneurship will draft a comprehensive business plan and participate in the EVERGREEN UNIVERSITY International Business Plan Competition, one of the premier Graduate-level University Business Plan Competitions. Students will be able to tailor their Entrepreneurship Emphasis with course selections in Entrepreneurial Management, Venture Capital and Investment Banking, Product Development, and Small Business Ventures, among others. Graduates will have the skills to launch New Businesses, or take on Business Development and other Leadership Roles at Growth-oriented Organizations.

MBA for Executives At EVERGREEN UNIVERSITY, our first commitment is to the quality of your educational experience. With that in mind, the faculty has designed the MBA for Executives program by asking themselves what would be the ideal learning environment in today's complex, competitive, global environment. Here's what we, at EVERGREEN UNIVERSITY are pleased to offer: small cohort based classes, a cutting edge curriculum, an innovative learning environment, high professional standards, individualized faculty attention and a commitment to excellence. EVERGREEN UNIVERSITY has a strong global reach, particularly in the Pacific Rim and a strong focus on business ethics.

We are pleased to offer executive programs aimed at sharpening critical skills of individuals and organizations that promote business excellence. Whether you are participating in one of our public seminars or a customized program designed specifically for your organization, our executive

programs provide business executives with powerful ideas that promote innovative business practices. Our lectures and seminars are designed to ensure that:

- Content represents leading edge research in the area.
- Duration allows participants to integrate collaborative classroom learning into their professional life.
- Learning methodologies promote an in-depth understanding and new insight.

The EVERGREEN UNIVERSITY business faculty and strategic partners will use simulations, case studies, interactive lectures and other innovative learning techniques aimed at creating the most effective and rewarding learning experience.

The Executive Lecture Series

The [Executive Lecture Series](#) is an integral part of the MBA for Executives program providing a great opportunity for current executive education students and alumni to get together to exchange business cards and ideas as well as attend lectures by prominent business leaders and government officials.

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Upcoming Dates:

September 12, 2006

November 7, 2006

Past Lecturers:

May 16, 2006

Mr. Ken Howery, *Partner at the Founders Fund and formerly co-founder of PayPal*

March 21, 2006

Mr. Mike Grossman, *CEO of Debitman Care, Inc. and CEO of LiveCapital*

January 24, 2006

Ms. Linda Childs Hothem, *CEO of Pacific American Services LLC and Pacific American Management Company*

November 8, 2005

Ms. Helene Sanghvi York, *Director of Bon Appetit Management Company Foundation*

September 13, 2005

Mr. John Hummer, *Co-Founder and Partner of Hummer Winblad Venture Partners*

March 29, 2005

Mr. Chuck Smith, *President and Chief Executive Officer, SBC West*

November 30, 2004

Executive from *Google* (Name withheld as the request of Google).

November 16, 2004

Mr. Jim Guest, *President, Consumers Union*

July 27, 2004

Mr. George W. Pasha, III, *Chairman and CEO, The Pasha Group*

May 11, 2004

Ms. Karen M. Rose, *retired Group Vice President and Chief Financial Officer of The Clorox Company*

April 6, 2004

Hon. Marin Uden, *Consul General British Government*

March 2, 2004

Dr. Charles M. Geschke, *Chairman of the Board and Co-Founder Adobe Systems*

November 18, 2003

Mr. Joe Bonocore, *President & CEO Impresa Technologies, Inc. Pacific Rim*

September 9, 2003

Ms. Sabrina Simmons, *Sr. Vice President & Treasurer at The Gap, Inc.*

July 22, 2003

Mr. Christopher Frothinger, *CEO and Co-Founder, InfoCentricity*

May 6, 2003

Mr. Fedele Bauccio, *CEO & Co-Founder, Bon Appetit Management Co.*

March 25, 2003

Mr. Willie Brown, *Former Mayor of San Francisco*

January 28, 2003

Mr. Paul S. Otellini, *President & COO, Intel*