MBAP 400. Probability, Statistics, and Quantitative Methods. 0 Unit. 
This course is the no-cost, online program that helps students acquire and/or refresh the following probability, statistics, mathematics, and computer skills that are essential for success in the MBA program. Topics include: - Statistics: Descriptive Statistics (summarizing and explaining data), Probability (modelling randomness and variability using probability ideas). Sampling (mean, standard deviation, and the role of the Central Limit Theorem). - Algebra and Math: a self-guided review is provided of functions and their graphical representations, linear equations, and exponentials and logarithms. - Computer Skills: the basic use of SPSS and EXCEL for statistical analysis. This course is designed for incoming MBA students who have not taken a formal course in probability and statistics, have taken such a course long ago and need to refresh this knowledge, or are not confident with basic probability, statistics and mathematics. This course is a required prerequisite for the first-year Statistics course. It is also assumed that you have the knowledge of the material in MBAP 400 for the core courses (especially Finance, Marketing, and Accounting) and is not reviewed in any of those courses. Recommended Preparation: Knowledge of high school mathematics and the basics of using EXCEL (such as writing formulas, copying cells and formulas, and so on). Prereq: Enrolled in the MBA Program.

MBAP 401. Leadership Assessment and Development. 3 Units. 
This main objective of this course is to help students deepen their self-awareness and to prepare them to be effective leaders and lifelong learners. The course is based on a model of self-directed learning and development, which encourages students to discover and expand their emotional intelligence and leadership potential. Students are encouraged to reflect and learn through a series of activities, assessment exercises, and small and large group discussions. Students will complete a personal vision, receive 360-degree feedback on their emotional and social competence and create a personalized learning plan to guide their development throughout the MBA program. Leadership development coaches will meet with each student twice throughout the semester. Fundamentally, this course is about developing the leader within each person so that he or she can lead and manage others effectively. Prereq: This course is for students in the Part-time Cohort MBA Program.

MBAP 402. Financial and Managerial Accountancy. 3 Units. 
This course will cover the use and application of basic financial statements, the basic cost structures in a firm, and decision making using accounting information. We will discuss usage and analysis of information from the annual report, focusing on the balance sheet, income statement, cash flow statement and related notes. The course will also cover internally generated accounting information about the cost structure of the firm. We will discuss use of this information in decision making. You are expected to be comfortable with definitions of basic accounting terms, and you should be familiar with the accounting structure and the financial statements. Prereq: This course is for students in the Part-time Cohort MBA Program only.

MBAP 403. Statistics and Decision Modeling. 3 Units. 
This course provides the foundations of statistical and operations research methodologies for managerial decision-making. Business statistics focuses on statistical thinking as one of the fundamentals of effective management. Topics covered include sampling and the normal distribution, making inferences from data via confidence intervals and hypothesis tests, and analyzing relationships between samples. Decision modeling of organizational systems uses mathematical and computer models to provide a quantitative perspective on identifying, analyzing and solving complex decision problems. This course includes an introduction to linear programming models and applications, simulation techniques in decision-making, and project management. Prereq: Students in the Part-time Cohort MBA Program and successful completion of MBAP 400.

MBAP 404. Managing People and Organizations. 3 Units. 
Examines the behavioral sciences relevant to the effective management of people and the effective design of human resources system, structure and policies. Topics include leadership, change management, motivation and pay systems, team dynamics, staffing, decision making, organizational communications, employee participation, performance appraisal, conflict management, negotiation, work design, organizational design, and organizations culture. A variety of methods, including experiential and interactive learning methods, are used to study these topics. Prereq: This course is for students in the Part-time Cohort MBA Program.

MBAP 405. Financial Management I. 3 Units. 
This is a Corporate Finance course that deals with investment theory and financial value. The course materials cover discounted cash flows, bond and stock valuation, capital budgeting, applications of real options in investment analysis, asset's risk and return, cost of capital, market efficiency and capital structure. The tools, problem solving techniques, and ways of thinking that you develop in this course have broad applicability to all areas of business. They also form the basis for sensible personal decisions in the areas of investments, borrowing, and financial planning. Prereq: This course is for students in the Part-time Cohort MBA Program.

MBAP 406. Economics for Managers. 3 Units. 
This course is designed to give you an overview and a basic understanding of modern economics. The course will cover the microeconomic topics of consumer choice, business decision making, and market equilibrium; as well as the macroeconomic topics of economic growth, inflation, interest rates, and exchange rates. In the process of achieving these specific content objectives, this course is taught in a way that will support the MBA program goals of having students become competent analysts and a critical, creative thinkers. Prereq: This course is for students in the Part-time Cohort MBA Program.

MBAP 407. Managerial Marketing. 3 Units.
Through lecture, discussion, cases, projects and/or simulations you will learn theory and practice of how firms develop processes to understand, create and deliver "triple bottom line" value (i.e., economic, social and environmental) to business and/or consumer markets. Specifically in this course, we take the perspective that marketing is a process of creating value for firms, customers, and other stakeholders through mutually desirable exchanges. This is the foundation of a customer orientation and a central theme of market-driven management. Methods for strategic marketing planning, understanding buyer behavior, market analysis, segmentation and devising integrated marketing programs are introduced. Prereq: This course is for students in the Part-time Cohort MBA Program.
MBAP 408. Operations Management. 3 Units.
Operations management deals with the design of products and processes, the acquisition of resources, the conversion of inputs to outputs, and the distribution of goods and services. It is central to a firm's ability to compete effectively. As global competition in both goods and services increases, the management of operations is becoming more and more important. This course provides a broad overview of the managerial issues associated with production and delivery of goods and services. It includes the use of quantitative modeling using computers as a central methodology. Prereq: This course is for students in the Part-time Cohort MBA Program.

MBAP 409. Sustainability and Social Entrepreneurship. 3 Units.
This course creates a foundational platform featuring key models and managerial tools for building sustainable value and "turning the social and global issues of our day into business opportunities." Case studies of leading mainstream companies are used to analyze how business value is created for a range of social and environmental initiatives. Students will look at sustainability business strategies that reduce risks, drive down costs, create new revenue streams, serve new markets, and position companies to take advantage of changing societal expectations. Environmental issues such as climate change are covered along with social issues such as global poverty. Students acquire the competencies required to make effective business decisions based on integrating sustainability into the core of a company's value added activities. Prereq: This course is for students in the Part-time Cohort MBA Program.

MBAP 410. Strategic Issues and Applications. 3 Units.
This course helps students understand the nature of strategic competitiveness and helps them develop the ability to analyze the competitive environment facing any organization, assess the attractiveness of the industry or sector and isolate potential sources of competitive advantage which will aid in developing a positioning strategy for the organization.

MBAP 411. Identifying Design Opportunities. 3 Units.
Designing is giving form to an idea for a more desirable product, service, process or organization, and refining the idea into something that can be delivered reliably and efficiently. Good design integrates these evolving ideas with the day-to-day realities of a firm's operations, systems, marketing, economics, finance and human resources. Designing is thus a unique managerial activity that brings together changing technologies, capabilities, relationships, activities and materials to shape an organization's plans and strategies. It combines analysis and synthesis to create opportunities for improvement and means of attaining them. Viewed this way, designing is a core competence of a successful entrepreneur or innovative leader. Design analysis is the systematic review of the four orders of design found in every firm—namely, the firm's communications, products, interactions and environments—and the creation of opportunities to increase firm value by improving each. Students will identify ill-defined, ill-structured problems within organizations. Such problems are ones for which there are no definitive formulations and for which the formulation chosen affects the solutions available. For such problems, there is no explicit way of knowing when you have reached a solution, and solutions cannot necessarily be considered correct or incorrect. But finding innovative solutions to such problems can provide unique opportunities to create exceptional value. A major outcome of the semester's inquiry is a presentation of the design problem and proposed design solution. Prereq: This course is for students in the Part-time Cohort MBA Program.