

**Woodbury University School of
Business and Management**

Self-Study Report

to the

**Association of Collegiate Business
Schools and Programs**

**Dr. Kenneth R. Nielsen
President**

**Dr. Zelda Gilbert
Vice President, Academic Affairs and Dean of Faculty**

**Richard King
Dean, School of Business and Management**

**Requesting Accreditation for the School of Business and
Management**

**Institutional Contact and Coordinator
Karen Kaigler-Walker, Ph.D.
Chair, Department of Marketing
Woodbury University
7500 Glenoaks Boulevard
Burbank, CA 91510-7846
818.767.0888**

Submitted April 20, 1998

APPENDIX C

MBA CURRICULUM - 1998-1999 catalog

Business Administration Core (nine courses)	Units
	27
Electives (three courses)	<u>9</u>
Minimum semester units required	<u>36</u>

Required Business Administration Core Courses:	Units
AC 502 Managerial Accounting	3
AC 503 Quantitative Methods	3
EC 504 Managerial Economics	3
MG 505 Management & Organization Behavior	3
MR 506 Marketing Concepts and Strategy	3
FI 507 Managerial Finance	3
CI 509 Management of Information Technologies	3
IB 510 Management of Global Enterprise	3
MG 562 Management Policy and Strategy	3
Total Required Core Courses (Units)	<u>27</u>

Elective Courses

Select three courses from the areas of accounting, computer information systems, economics, finance, international business, management and marketing

9

Total minimum degree requirements

36

MBA Preparation Courses

In an effort to assure that all MBA students have similar academic preparedness, CPC (Common Professional Component) topics need to be satisfied by those without sufficient academic or its equivalent business background. The following courses are designed to meet the CPC requirements:

- PC 501 Accounting Practices
- PC 502 Financial Economics
- PC 503 Legal and Ethical Issues in Business
- PC 504 Global Marketing
- PC 505 Production, Operation, and Systems Management
- PC 506 Organizational Behavior and Strategy

Note: Any two of the above listed courses may count towards the 36 units.

MBA Preparation Courses

In an effort to assure that all MBA students have similar academic preparedness, CPC (Common Professional Component) topics need to be satisfied by those without sufficient academic or its equivalent business background. The following courses are designed to meet the CPC requirements:

PC	501	Accounting Practices
PC	502	Financial Economics
PC	503	Legal and Ethical Issues in Business
PC	504	Global Marketing
PC	505	Production, Operation, and Systems Management
PC	506	Organizational Behavior and Strategy

Note: Any two of the above listed courses may count towards 36 units requirement for the MBA degree. There are no prerequisites to these courses.

COURSE DESCRIPTIONS

PC 501: ACCOUNTING PRACTICES 3 Units

An accelerated course in principles and applications of financial and managerial accounting. Includes the study of generally accepted accounting principles necessary for financial reporting, and current techniques used by management for costing, pricing, and performance measurement. (Satisfies the CPC requirements for the subject area of Accounting)

PC 502: FINANCIAL ECONOMICS 3 Units

This course studies the managerial applications of the principles of economics and finance. Topics include financial institutions, credit instruments investment and financing decisions, business cycles, and the theoretical analysis of economic behavior of the firm in the market place. (Satisfies the CPC requirements for the subject areas of Business Finance and Economics)

PC 503: LEGAL AND ETHICAL ISSUES IN BUSINESS 3 Units

This course explores the social and legal issues of business. The course addresses common legal issues faced by business managers. It also addresses certain ethical dilemmas that arise when balancing a manager's individual values with those implicit in discharging management's obligations to various stakeholders. (Satisfies the CPC requirements for the subject areas of Business Ethics and Legal Environment of Business)

PC 504: GLOBAL MARKETING

3 Units

This course is designed to explore the global dimensions of business and marketing strategy. In addition to introducing students to the fundamentals of marketing (such as product pricing and development), this course identifies and analyzes the global market environment in terms of the impact of culture on business practices. (Satisfies the CPC requirements for the subject areas of Marketing and Global Dimension of business)

PC 505: PRODUCTION, OPERATION, AND SYSTEMS MANAGEMENT

3 Units

This course combines the topic areas of industrial management and the management of information systems. Topics include quantitative techniques used in production planning and control, role of information as a strategic resource, and implementation and administration of management information systems. (Satisfies the CPC requirements for the subject areas of Production & Operations Management, Quantitative Techniques, and MIS.

PC 506: ORGANIZATIONAL BEHAVIOR AND STRATEGY

3 Units

This comprehensive course provides an overview of management strategy, HRM and organization behavior. Topics include: management process of planning, staffing, organizing, directing and controlling; group and individual behavior models; motivation and leadership; and strategic management process. (Satisfies the CPC requirements for the subject areas of Management, HRM, Organization Behavior, and Business Strategy)

GRADUATE COURSE DESCRIPTIONS

1998-1999 catalog

GRADUATE ACCOUNTING

AC 500 Financial Accounting **3 units**

An accelerated course in financial accounting with emphasis on accounting theory, the process of financial record-keeping and the preparation of the balance sheet, income statement and statement of cash flows. Includes accounting for sole proprietorships, corporations and partnerships. Study of accounting problems related to asset valuation, income recognition and various financing instruments. Lecture. Prerequisite: Graduate standing.

AC 501 Managerial Accounting **3 units**

A study of managers' effective use of accounting information in decision-making. Includes cost-volume-profit relationships; the use of standard cost and flexible budget systems; cost reports; managerial control; and performance evaluation. Lecture. Prerequisite: PC 501 or its equivalent, and Graduate Standing.

AC 510 Financial Accounting Problems I **3 units**

A concentrated course in the study of accounting theory and problems related to current assets (including special inventory valuation problems), long-term assets, and current and long-term liabilities. Lecture. Prerequisite: AC 502 or its equivalent, and Graduate Standing.

AC 511 Financial Accounting Problems II **3 units**

A concentrated course in the study of accounting theory and problems related to corporate equity, income taxes, employer pensions, leases and the statement of cash flows. Techniques of financial statement analysis are also covered. Lecture. Prerequisite: AC 510 or its equivalent, and Graduate Standing.

AC 520 Current Accounting Theory **3 units**

A review of the conceptual framework of accounting and of the various sources and content of current accounting literature promulgating generally accepted accounting principles. Lecture. Prerequisite: AC 510 or its equivalent, and Graduate Standing.

AC 530 Accounting for Business Combinations **3 units**

Advanced theory and practice of financial accounting and reporting issues for business entities having ownership and control of other business entities. Topics include business combinations, consolidated financial statements, income tax considerations, poolings of interest, and direct and indirect holdings. Lecture. Prerequisite: AC 510 or its equivalent, and Graduate Standing.

AC 531 Governmental and Nonprofit Accounting **3 units**

A course designed to provide an understanding of the accounting concepts and procedures used in the operation of nonprofit entities (governments, hospitals, universities and others). Lecture. Prerequisite: PC 501 or its equivalent, and Graduate Standing.

AC 548 Tax Theory and Application **3 units**

Analysis of the laws of taxation at the federal level, relative to corporations and their shareholders, capital assets, natural resources, real estate, and other topics of timely interest. Lecture. Prerequisite: AC 511, Financial Accounting Problems II.

AC 560 Controllership Accounting **3 units**

A comprehensive study of the development and application of accounting data for the purpose of planning and controlling business activities. Topics include various product costing systems, cost allocation methods, standard cost variances, operating budgets, capital investment budgets, pricing, internal audit and control. Lecture. Prerequisite: AC 502 or its equivalent, and Graduate Standing.

AC 565 Auditing**3 units**

Auditing concepts, methods and reports. Includes issues concerning professional responsibilities, ethics, conflict of interest, legal liability, standards of field work and financial reporting, and quality control. The relationships of financial auditing to operational auditing, and public accounting to internal auditing are examined. Lecture. Prerequisite: AC 510 or its equivalent, and Graduate Standing.

AC 570 Topics in Accounting**3 units**

Topics focus on current issues in accounting. Lecture. Prerequisite: AC 502 or its equivalent, and Graduate Standing.

GRADUATE COMPUTER INFORMATION SYSTEMS**CI 500 Business Computing Applications****3 units**

An overview of the basic applications of computers in today's business world. Areas include database management, spreadsheets, text editing, graphics and fourth-generation computer tools. Extensive hands-on experience is provided on both microcomputers and larger systems. NOTE: It is recommended that this course be taken early in the program. Lecture. Prerequisite: Graduate standing.

CI 509 Management of Information Technology**3 units**

The role of information as a corporate resource, and its use in providing strategic advantage. Problems of aligning corporate IS and corporate goals, creating IS architecture and using IT/IS to enable change in organizations. The case study method is used. This course is appropriate for both users of systems and providers of system support. Prerequisite: Computer literacy and Graduate Standing.

CI 570 Topics in Computer Information Systems**3 units**

Topics focus on current issues in computer information systems. Lecture. Prerequisite: CI 509, or its equivalent, and Graduate Standing.

GRADUATE ECONOMICS**EC 503 Quantitative Methods for Business Decisions****3 units**

An introduction to quantitative methods used in solving problems in accounting, economics, finance, management and marketing. Includes the fundamentals of business mathematics, operations research modeling and statistical analysis. Lecture. Prerequisites: PC 502 and PC 505 or their equivalent, and Graduate Standing.

EC 504 Managerial Economics**3 units**

Basic economic theory with applications to business and policy issues. Special attention to the major concepts and methods of analysis applied to aggregate micro- and macroeconomic activity. Lecture. Prerequisite: PC 502 or its equivalent, and Graduate Standing.

EC 511 Public Policy**3 units**

This course focuses on the ways in which policy is shaped and interpreted in the American political system. Emphasis on the interactive roles played in formulating and implementing policy by decision-makers, interest groups, administrative agencies, the courts and the general population. Evaluation of legal developments in the areas of the environment, consumer protection and worker health and safety. Lecture. Prerequisite: Graduate standing.

EC 540 Macroeconomics for Management**3 units**

Managerial applications of macroeconomic concepts. Emphasis of this course will be placed on developing tools to analyze and predict aggregate economic activities and on promoting the understanding of interrelationships and interdependencies of macroeconomic variables for effective managerial decision making. Topics include the study and understanding of macroeconomic goals, measurement and sources of economic data, mathematical modeling of the macroeconomy, and business cycles and the use of economic indicators in predicting the trend and analyzing the performance of the macroeconomy. Lecture. Prerequisite: EC 504 or its equivalent, and Graduate Standing.

EC 560 Applied Business Forecasting **3 units**
The role of business forecasting in managerial planning. Discussion of principles and methods of forecasting; evaluation for reliability of existing forecasting techniques. Short and long-term forecasting of industry, regional and national business trends. Lecture. Prerequisite: EC 504 or its equivalent, and Graduate Standing.

GRADUATE FINANCE

FI 507 Managerial Finance **3 units**
Principles of finance and their application to typical financial problems of business enterprises. Emphasis on the methods used by business managers to make investment, dividend and financing decisions. Lecture. Prerequisite: PC 501 and PC 502 or their equivalent, and Graduate Standing.

FI 510 Financial Institutions **3 units**
A study of the financial policies and practices of commercial banks, savings and loan associations, pension funds, insurance companies and other major financial institutions. Roles of these institutions in providing corporate funding through direct placement and as market intermediaries. Special emphasis on the continuing impact of deregulation and reregulation on the financial services industry. Lecture. Prerequisite: FI 507 or its equivalent, and Graduate Standing.

FI 511 International Finance **3 units**
The international financing and investment decisions of multinational business organizations and the international financial environment. Theories and techniques of international investment and financing are viewed within the context of different currencies; shifting exchange rates; different tax, legal and political environments. Lecture. Prerequisite: FI 507 or its equivalent, and Graduate Standing.

FI 512 Corporate Finance **3 units**
An intensive course in corporate finance. Emphasis on the development of objectives and standards that lead to the effective allocation and use of a business entity's resources. Topics covered include financial statement analysis, cash budgeting, working capital management, capital budgeting, capital structure and asset valuation. Examination of the interaction of investment and financing decisions and dividend policy. Lecture. Prerequisite: FI 507 or its equivalent, and Graduate Standing.

FI 513 Corporate Mergers and Acquisitions **3 units**
Mergers and acquisitions from the viewpoint of finance. Topics include the theoretical and practical aspects of merger valuation; financing considerations; and institutional, legal and economic ramifications. Lecture. Prerequisite: FI 507 or its equivalent, and Graduate Standing.

FI 514 Investment Analysis and Portfolio Management **3 units**
The analytical methods and theory underlying the appraisal of stocks, bonds and other investment assets. Special attention to techniques of securities analysis and valuation based on financial statements, earnings projections and the value of capital of the firm. General theories of portfolio composition and performance. Lecture. Prerequisite: FI 507 or its equivalent, and Graduate Standing.

FI 515 Money and Capital Markets **3 units**
An analysis of the markets for financial assets, including the money market and various bond and stock markets. Topics include the level and structure of interest rates, the regulatory structure of financial markets, and the role of the Federal Reserve Board and financial institutions in determining and implementing monetary policy. Lecture. Prerequisite: FI 507 or its equivalent, and Graduate Standing.

FI 516 Real Estate Finance and Investment **4 units**
Sources for real estate capital; primary and secondary mortgage markets; underwriting and the principles of mortgage risk analysis; concepts and techniques for analyzing financial decisions in property development and investment. Topics include debt and equity financing; pro forma and investment analysis; real estate valuation; tax consideration; risk analysis; financial leverage and debt structuring; and measures of investment performance. Lecture. Prerequisite: FI 507 or its equivalent, and Graduate Standing.

FI 570 Topics in Finance**3 units**

Topics focus on current issues in finance. Lecture. Prerequisite: FI 507 or its equivalent, and Graduate Standing.

GRADUATE INTERNATIONAL BUSINESS**IB 510 Management of Global Enterprise****3 units**

Exploration of international business management issues and provides a broad, multidisciplinary awareness of global business management trends and practices, especially the impact of culture on business. Topics include: global economic institutions, cross-cultural management, international managerial negotiations, and business management practices in the emerging global markets. Prerequisites: CO 250 and IB 465 or their equivalent, and Graduate Standing.

IB 515 International Business Law**3 units**

Examination of the legal considerations which accompany international commercial activities. Topics include comparative legal and political systems, international trade law, and selected legal issues common to corporate participants in foreign investment and trade. Lecture. Prerequisite: IB 510 or its equivalent, and Graduate Standing.

IB 520 International Marketing**3 units**

Examination of the development of international marketing programs, from determining objectives and evaluating international market opportunities to coordinating strategies in the world market. Lecture. Prerequisite: MR 506 or its equivalent, and Graduate Standing.

IB 533 International Political Economy**3 units**

Exploration of the ways international business firms attempt to maintain global markets, and the conflict with nation-state governments which attempt to protect markets from unrestrained intrusions by multinational enterprises. Through the study of international political economic theory, the course investigates the strategies businesses use to preserve worldwide markets. The course also covers the use by governments of customs, quotas, tariffs, and non-tariff barriers to protect domestic markets. Lecture. Prerequisite: EC 504 or its equivalent, and Graduate Standing.

IB 541 Comparative International Management**3 units**

A comparative study of management practices in selected foreign countries. Analysis of social and cultural variables affecting the management process and solutions to managerial issues of policy and action. Lecture. Prerequisite: MG 505 or its equivalent, and Graduate Standing.

IB 542 International Business Strategy**3 units**

A managerial approach to selected international operations issues. Includes global strategies; long-range planning, preparation and evaluation of direct investment proposals; entry and ownership strategies; supply strategies; and organization and human resource management. Lecture. Prerequisites: MR 506 or its equivalent, and Graduate Standing.

IB 561 International Economics**3 units**

Exploration of international economic theory as it applies to multinational business decisions. Topics include trade theory, the international monetary system, tariffs, customs, and foreign investment. Lecture. Prerequisite: EC 504 or its equivalent, and Graduate Standing.

IB 570 Topics in International Business**3 units**

Topics focus on current issues in international business. Lecture. Prerequisite: Graduate standing.

GRADUATE MANAGEMENT**MG 500 The Legal Environment of Business****3 units**

An analysis of the legal processes, trends and implications of laws, legislation and recent court decisions affecting business organizations. Legal principles and rules drawn from municipal, state and federal court cases are examined for their relevance to and impact on the decisions made by business managers. Lecture. Prerequisite: Graduate standing.

MG 505 Management and Organizational Behavior **3 units**

An in-depth examination of behavioral issues in organizations. Topics include individual and group behavior, communication issues, human resources management and organizational analysis, including administrative processes under conditions of uncertainty. Lecture. Prerequisite: PC 506 or its equivalent, and Graduate Standing.

MG 510 Management Communications **3 units**

Business communication as a primary tool available to management for accomplishing organizational objectives. The principles of effective listening, writing and speaking in the business environment are stressed. Managerial and organizational theories are compared with communication principles. Lecture. Prerequisite: Graduate standing.

MG 550 Ethical Issues in Business **3 units**

Exploration of the role of values and ethics in the business environment. The course addresses some of the dilemmas that arise when considering a manager's individual values, as well as those implicit in management's role in discharging its responsibilities to shareholders. Lecture. Prerequisite: Graduate standing.

MG 555 Human Resources Management **3 units**

Introduction to the major functions and issues which exist in effective identification, hiring and upgrading personnel in organizations. Emphasis on the major functions of human manpower planning, recruitment, selection, appraisal, training and development, wage and salary administration, career development and counseling. Lecture. Prerequisite: MG 505 or its equivalent, and Graduate Standing.

MG 562 Management Policy and Strategy **3 units**

The formulation and implementation of competitive strategy, emphasizing the synthesis of various functional areas of management process under a rapidly changing business environment. Special attention is paid to forging linkages between management theory and practice. Case study method is used to develop total enterprise perspective. Being the capstone course, this course must be taken within 12 units of graduation and after the completion of all CPC requirements.

MG 565 Strategic Planning in Management **3 units**

Study and application of the means for achieving organizational renewal and growth. Topics include goal formulation; strategy formulation and evaluation; the design of appropriate organizational structures and programs; and the control process, including information systems. Lecture. Prerequisites: MG 505, CI 509 or their equivalent, and Graduate Standing.

MG 580 Entrepreneurship **3 units**

The integration of management functions for a new business venture. Students must devise a feasibility study and an organizational structure. Consideration is given to legal and tax issues; marketing strategy; financing needs and sources; cash flow forecasts; and pro forma financial statements. A team approach will be utilized, with members preparing and presenting written and oral reports. Lecture. Prerequisite: Satisfaction of CPC requirements, and Graduate Standing.

MG 570 Topics in Management **3 units**

Topics focus on current issues in management. Lecture. Prerequisite: MG 505 or its equivalent, and Graduate Standing.

GRADUATE MARKETING

MR 506 Marketing Concepts and Strategies **3 units**

An orientation to the applications of marketing theories as used by managers. The elements of the marketing mix and the promotional mix are reviewed with an emphasis on the development of sound strategic planning, implementation and control. Case studies used to simulate management decision-making processes which are characteristic of the business environment. Lecture. Prerequisite: PC 504 or its equivalent, and Graduate Standing.

MR 520 Promotional Strategies **3 units**
Study of the creative process of designing and implementing a promotional campaign for a new or continuing product or service, with emphasis on utilization of the team approach in strategy development. Topics covered include media selection, product differentiation, target marketing and creative development. Lecture. Prerequisite: MR 506 or its equivalent, and Graduate Standing.

MR 521 Theories of Consumer Behavior **3 units**
The role of the consumer in the marketplace. An analysis of the consumer's decision-making process with emphasis on the influences of social, economic and market environments. Lecture. Prerequisite: MR 506 or its equivalent, and Graduate Standing.

MR 522 Marketing and Social Responsibility **3 units**
Explores the impact of individual and collective values on marketing management, with emphasis on the impact of emerging social, environmental, consumer and ethical pressures and values. Topics include consumer services, government intervention, the consumer advocate/mass media alliance, self-regulation, ecological issues, and product/service issues. Lecture. Prerequisite: MR 506 or its equivalent, and Graduate Standing.

MR 544 Seminar in Marketing of Services **3 units**
Examination of the marketing problems unique to service organizations and nonprofit and nontraditional business organizations. These include universities and hospitals, events in entertainment and the arts, political campaigns, and governmental agencies. Lecture. Prerequisite: MR 506 or its equivalent, and Graduate Standing.

MR 545 Seminar in Industrial Marketing **3 units**
An in-depth analysis of the industrial buying process: buying criteria, selection rules and models of the organizational buyer. Emphasis on the development of comprehensive industrial marketing strategies for product, price, distribution and promotion. Lecture. Prerequisite: MR 506 or its equivalent, and Graduate Standing.

MR 547 Seminar in Retail Marketing Management **3 units**
Examination of retail marketing from the perspectives of the entrepreneur and manager, exploring both external forces and internal retail policy concerns. Topics covered include the retail environment, market analysis, marketing mix, and fundamental administrative and organizational considerations. Lecture. Prerequisite: MR 506 or its equivalent, and Graduate Standing.

MR 550 Marketing Research **3 units**
The use of research methods to support the strategic marketing process. Emphasis is placed on the applied use of research for making managerial decisions. Lecture. Prerequisites: MG 503 and MR 506 or their equivalent, and Graduate Standing.

MR 570 Topics in Marketing **3 units**
Topics focus on current issues in marketing. Lecture. Prerequisite: MR 506 or its equivalent, and Graduate Standing.

MBA PREPARATION COURSES

PC 501 Accounting Practices **3 units**
An accelerated course in principles and applications of financial and managerial accounting. Includes the study of generally accepted accounting principles necessary for financial reporting, and current techniques used by management for costing, pricing, and performance measurement. (Satisfies the CPC requirements for the subject area of Accounting)

PC 502 Financial Economics **3 units**
Examination of the managerial applications of the principles of economics and finance. Topics include financial institutions, credit instruments investment and financing decisions, business cycles, and the theoretical analysis of economic behavior of the firm in the market place. (Satisfies the CPC requirements for the subject areas of Business Finance and Economics)

PC 503 Legal and Ethical Issues in Business **3 units**

Exploration of the social and legal issues of business. The course addresses common legal issues faced by business managers. It also addresses certain ethical dilemmas that arise when balancing a manager's individual values with those implicit in discharging management's obligations to various stakeholders. (Satisfies the CPC requirements for the subject areas of Business Ethics and Legal Environment of Business)

PC 504 Global Marketing **3 units**

Exploration of the global dimensions of business and marketing strategy. In addition to introducing students to the fundamentals of marketing (such as product pricing and development), this course identifies and analyzes the global market environment in terms of the impact of culture on business practices. (Satisfies the CPC requirements for the subject areas of Marketing and Global Dimension of business)

PC 505 Production, Operation, and Systems Management **3 units**

Study of the areas of industrial management and the management of information systems. Topics include quantitative techniques used in production planning and control, role of information as a strategic resource, and implementation and administration of management information systems. (Satisfies the CPC requirements for the subject areas of Production & Operations Management, Quantitative Techniques, and MIS)

PC 506 Organizational Behavior and Strategy **3 units**

A comprehensive course providing an overview of management strategy, HRM and organization behavior. Topics include: management process of planning, staffing, organizing, directing and controlling; group and individual behavior models; motivation and leadership; and strategic management process. (Satisfies the CPC requirements for the subject areas of Management, HRM, Organization Behavior, and Business Strategy)