



Part-Time MBA
Core Curriculum

Small Classes. Big Education.

PEPPERDINE

Graziadio School of
Business and Management



Education to Business (E2B)

Our experiential learning E2B program takes you beyond traditional case studies and empowers you to apply the learned skills directly with noteworthy organizations. In select classes, you will work in competing teams to solve multifaceted, real-life business challenges presented by pre-selected companies ranging from global powerhouses and regional brands to entrepreneurial start-ups. It is intense, high-impact learning, cited as a “best experience” by more than 7,000 graduates. Guided by your professor, your team will work closely with the client to solve their business challenge. At the completion of the project, your team will present their recommendations to the company’s senior executives. This program serves as an unrivaled cornerstone to how we approach your learning. ***U.S. News & World Report Ranks our E2B Consulting Program One of the Top Ten College Courses in America That Payoff at Work (5.10.10)***

Examples of participating companies:



A Global Perspective

Spend a week studying abroad and absorbing the local culture at a prestigious university in Argentina, Belgium, Chile, China, England, France, or Germany. The Global Enterprise Management elective focuses on the intricacies and issues of international management related to the country of study. You will earn 2 units of elective credit for each week-long course. The content is delivered in fourteen, 90-minute seminars taught by professors and internationally recognized experts from European, South American, and Asian research centers, governments, and businesses. Complete your study with a written report.

Practical and Relevant Curriculum

The Pepperdine University Fully Employed MBA curriculum emphasizes the application of theory to real-world business challenges. The rigorous course of study provides a foundation in all business disciplines and the opportunity to specialize in a chosen field within a 52-unit framework that can be completed in two years. You also have the option to proceed at a slower pace to accommodate personal and professional demands. Courses are clustered around specific skill sets and some classes have prerequisites.

Course Outline

TRIMESTER 1	TRIMESTER 2	TRIMESTER 3
BSCI 650 Personal Development Workshop (1 unit)	ACCT 652 Accounting Information and Control Systems (4 units)	FINC 655 Financial Management of the Firm (4 units)
BSCI 651 Behavior in Organizations (4 units)	ECNM 657 Prices, Profit, and the Market Economy (4 units)	MKTG 658 Marketing Management (4 units)
DESC 656 Quantitative Analysis for Business Operations (4 units)		
TRIMESTER 4	TRIMESTER 5	TRIMESTER 6
GSBM 670 Integration in Business Operations (2 units)	LEGL 653 Political, Regulatory, Ethical, and Legal Issues of Business (4 units)	STGY 659 Strategic Management (4 units)
ISTM 654 Information and Process Systems (4 units)	MBA Elective (4 units)	STGY 670c Integration in Business Operations: Strategic Management (1 unit)
MBA Elective (4 units)		MBA Elective (4 units)

The first half of the curriculum is designed to strengthen your foundation for strategic decision-making. You’ll learn to integrate the ethical, emotional, political, legal, rational, and system dimensions into your overall assessment of the value chain. The Behavior (BSCI) and Strategy (STGY) courses serve as the book-ends of the program, while core courses in economics, marketing, information systems, and finance help you develop key competencies for leadership. The additional 12 MBA Elective units enable you to customize your education by pursuing a concentration in your field of interest.

Elective Concentrations

Choose a concentration to customize your MBA curriculum. Each concentration requires 12 units of course work. Concentration courses are offered at multiple campus locations on a rotational basis. Course offerings at each location vary by academic term and are subject to change. Current concentration offerings by campus are denoted by the color key below. Select any 12 units of MBA electives from any discipline to pursue a General Management concentration.

DISPUTE RESOLUTION ●

Required

- LEGL 684: Business Negotiation and Resolution of Conflict (4 units)
- Required courses taken through the Straus Institute:
- Mediation (2 units)
- Arbitration (2 units)
- Straus Institute Elective (2 units)

Elective

Choice of elective from the Straus Institute (2 units)

Offered in conjunction with the Pepperdine School of Law's Straus Institute for Dispute Resolution. MBA students may earn a Certificate in Dispute Resolution by completing an elective course from the Straus Institute in addition to the requirements.

ENTREPRENEURSHIP ● ●

Required

- ENTR 661: Entrepreneurship and the Generation of New Venture Ideas (2 units)
- ENTR 662: The Feasibility of New Venture Ideas (2 units)
- ENTR 663: Financing Entrepreneurial Ventures (2 units)
- ENTR 664: Managing Entrepreneurial Ventures (2 units)
- ENTR 665: Marketing Entrepreneurial Ventures (2 units)
- ENTR 667: New Venture Creation (2 units)

FINANCE ● ● ●

Elective, select 12 units from the following courses:

- FINC 634 The Management of Financial Risk (2 units)
- FINC 635 Real Estate Investing and Finance (2 units)
- FINC 638 Financial Modeling (2 units)
- FINC 663 Financing Small Businesses (2 units)
- FINC 664 Business Analysis Using Financial Statements (2 units)
- FINC 667 Global Capital Markets and Institutions (4 units)
- FINC 668 Valuation and Corporate Combinations (4 units)
- FINC 669 Investments and Portfolio Management (4 units)

GLOBAL BUSINESS ●

Required

ECNM 670: Global and Macroeconomic Environment (4 units)

Elective, select 8 units from the following courses:

- FINC 667: Global Capital Markets and Institutions (4 units)
- LEGL 673: International Business Law and Its Environment (4 units)
- MKTG 671: Global Marketing (2 units)
- OTMT 671: Cross-Cultural Management (2 units)

May substitute GSBM 693: Global Business Intensive or GSBM 694: Going Global with Graziadio (G3) for up to 4 units of electives.

LEADERSHIP AND MANAGEMENT ORGANIZATIONAL CHANGE ● ● ●

Required

OTMT 670: Advanced Principles of Organizations and Leadership (4 units)

Elective, select 8 units from the following courses:

- BSCI 635: Leadership and Ethics (2 units)
- LEGL 684: Business Negotiation and the Resolution of Conflict (4 units)
- OTMT 617: Leadership Theory and Practice (2 units)
- OTMT 671: Cross-Cultural Management (2 units)
- OTMT 672: Organizational Dynamics and Managing Change (4 units)
- OTMT 678: Managerial creativity and Innovation for Leadership (4 units)

May substitute GSBM 693: Global Business Intensive for up to 4 units of electives.

MARKETING ● ● ●

Required:

- MKTG 680: Global Brand Management (4 units)
- MKTG 681: Market Innovation and Commercialization (4 units)
- MKTG 682: Marketing Communications and the Digital Age (4 units)

May substitute one of the requirements above with MKTG 671: Global Marketing, AND either GSBM 693: Global Business Intensive or GSBM 694: Going Global with Graziadio (G3).

DIGITAL INNOVATION & INFORMATION SYSTEMS ●

Required:

- ISTM 660: Business Analytics and Intelligence (2 units)
- ISTM 661: Enterprise Architecture and Infrastructure Management (2 units)
- ISTM 662: DIIS Portfolio and Project Management
- ISTM 663: Managing DIIS Security, Privacy, and Ethics (2 units)
- ISTM 664: Business Process Analysis and Innovation (2 units)
- ISTM 665: Digital Innovation and Strategic Transformation (2 units)

May substitute up to 4 units above through designated alternative electives.

CAMPUS KEY:

- Malibu
- West Los Angeles
- Encino
- Irvine
- Silicon Valley
- Westlake Village



“Real-time application of concepts and ideas with close-knit business peers and professors. Great networking opportunities at Alumni events. An all-around great experience!”

– Angela Yarbrough, MBA





Course Descriptions

Official Graziadio Business School course descriptions are available at: catalog.bs.school.pepperdine.edu.

BSCI 650 (1 UNIT)

Personal and Leadership Development Workshop

This workshop, taken in conjunction with BSCI 651, helps to orient you to the MBA program. Each student receives guidance on ethical behavior and personal career development and learns to form effective business teams.

BSCI 651 (4 UNITS)

Behavior in Organizations

This course explores behavioral issues related to self-awareness, perception, communication, motivation, productivity, group behavior, leadership, organizational change, diversity, ethics, career planning, and stress. Oral and written communication skills, including MS Word® proficiency, are emphasized.

ACCT 652 (4 UNITS)

Accounting Information and Control Systems

This course provides a structural model of business and its operation. Financial accounting information is examined as a means to make rational strategic decisions. Students learn how to gauge a firm's position of liquidity and profitability. Business operating cycles are explained. Pro forma and budgeted financial statements are constructed using Excel® spreadsheets. Traditional and globally competitive management control systems are critiqued for their utility in guiding management's resource allocation decisions.

LEGL 653 (4 UNITS)

Political, Regulatory, Ethical, and Legal Issues of Business

This course examines the impact of the diverse political and social forces upon business and the law. Students will explore the historical, cultural, political, philosophical, and religious foundation of the legal and social systems as they relate to the ethical and profit dimensions of the economic complex. Honing critical thinking skills is accomplished through analysis of the above in relation to policy and implementation procedures inherent to the international and domestic markets. Key to the process is management's understanding of how the legal and regulatory environment impacts most business issues, such as employment, competition, and transaction enforcement. Emphasis also is directed to formulating, negotiating, and implementing the business agreement; evaluating the various forms of business ownership; anticipating, neutralizing, and defending against liability; and successfully functioning within the environment of opportunity and constraint.

ISTM 654 (4 UNITS)

Information and Process Systems

This course examines production processes and service delivery processes, their different information requirements, and the critical role of information systems in supporting them. It explores how businesses are applying different information technologies to improve the vital functions of information gathering, information processing, and information sharing. The application of IT to automate, streamline, re-engineer, and integrate business processes enables advances such as mass customization, quality management, supply chain management, and knowledge management. The potential challenges and benefits of developing effective processes and systems will be emphasized.

FINC 655 (4 UNITS)

Financial Management of the Firm

Students learn to define, comprehend, and apply a market-driven theory for ethically based, strategic financial decisions. Important issues include the return and risk of the activity in which to invest, the size of the investment, and the sources for financing the investment. Each decision is part of the overall financial strategy that adds value to the shareholder. Topics include financial markets, financial reporting, the cost of capital, portfolio analysis, capital structure, dividend policy, options, cash management, and international monetary issues.

DESC 656 (4 UNITS)

Quantitative Analysis for Business Operations

The focus of this course is on the application of quantitative analysis techniques to strategic business decision making. The course is designed to support the integration experience and includes an introduction to production and service operations. Specific business modeling applications include forecasting, decision analysis, simulation, linear programming, and project management. These quantitative decision support techniques assist managerial decision making in the dynamic and highly competitive world of business, including applications to finance, marketing, engineering, manufacturing, quality, service, and human resources problems in such industries as healthcare, aerospace, high technology, entertainment, global business, and banking. Software technologies, spreadsheets, and the Internet are used extensively throughout this course inside and outside the classroom.

ECNM 657 (4 UNITS)

Prices, Profits, and the Market Economy

This economics course examines the domestic and global production and distribution of goods and services as guided by the market economy. Emphasis is on how the firm remains competitive through the improvement of resource allocation, production, and profits under changing economic conditions. A study of changing and competitive industries in which firms operate is also an area of focus. The impact of the external economic environment on the firm's microeconomic decision making also is studied.

MKTG 658 (4 UNITS)

Marketing Management

This course analyzes the environment relevant to the creation and distribution of goods and services, with attention to global, ethical, political, social, legal, and regulatory issues. The course examines buyer behavior, marketing research, and marketing information from a managerial perspective. Analyses of product

pricing, marketing communications, and distribution decisions in market planning and marketing program implementation are also included. Emphasis is placed on the practical application of marketing concepts to case problems and the student's current employment experience.

STGY 659 (4 UNITS)

Strategic Management

This capstone course examines the running an enterprise from the chief executive officer's point of view. It is designed to help students conduct external and internal assessments of an organization, identify its key strategic issues, identify and choose from alternative strategies, and defend those decisions. In addition, the course illuminates the interplay between organizational structure, design, human resources, culture, technology, and the global environment. This knowledge gives the student the foundation for understanding and managing change. In summary, students learn to conduct a strategic analysis, make sound strategic decisions, and implement strategic change. The course is integrative of all prior subject matter. A variety of experiential methods are used, including case studies and a strategic project on an existing company. This course is taken after completing all required core courses, except for the final simulation, STGY 670c Integration in Business Operations: Strategic Management. This course is taken in conjunction with STGY 670c Integration in Business Operations: Strategic Management. Prerequisites: 655 Financial Management of the Firm and MKTG 658 Marketing Management.

STGY 670C (1 UNIT)

Integration in Business Operations: Strategic Management

This integration course covers all core courses and the focus is on integrated strategic management. This course is taken in conjunction with STGY 659 Strategic Management. This course is graded credit or no credit.

GSBM 670X (2 UNITS)

Integration in Business Operations

The purpose of this integration module is to provide an experiential learning opportunity to allow students to integrate and apply the knowledge and skills acquired in the core curriculum to managing a simulated business. The focus of the integration module will be on making decisions related to the internal operations of the firm. Students working in groups will assume the role of the senior management team responsible for running the simulated business. Regular letter grading applies for this course. Prerequisites: BSCI 650, BSCI 651, ACCT 652, FINC 655, and DESC 656, and either ECNM 657, and MKTG 658.

ACCREDITATION

The Graziadio School is accredited by the prestigious AACSB International – the Association to Advance Collegiate Schools of Business. Fewer than 5% of business schools worldwide have earned this distinguished hallmark of excellence in management education. AACSB International is the longest-serving global accrediting body for business schools.



RANKINGS

The Graziadio School is a top-ranked institution known for its entrepreneurial students and alumni. Forbes recently ranked Pepperdine University **no. 9** among the nation's most entrepreneurial universities. Bloomberg Businessweek ranked Pepperdine as **no. 12** in best part-time MBA program in the western region.

Forbes Bloomberg **BusinessWeek**

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