The specified course requirements and stipulated conditions for the graduate business programs may not be changed, substituted for, or altered in any way. Exceptions to this rule must be requested, in writing, before the coursework is attempted and must be approved by the Faculty Director of Graduate Business Programs.

### Master of Business Administration

The M.B.A. program is designed as a balanced preparation for managerial careers in business. Its purpose is to prepare students for responsible positions in a rapidly changing world; to develop an attitude of intellectual curiosity; to foster an interest in continuous learning throughout life; and to apply business skills to all types of endeavors. Students may choose an area of emphasis or a concentration in Sustainable Business (note that an emphasis does not appear on the student’s degree).

### Accreditation

The M.B.A. program is accredited by the most respected business accrediting association in the world, the Association to Advance Collegiate Schools of Business (AACSB). San Francisco State University is also accredited by the Western Association of Schools and Colleges (WASC). This ensures continuous improvement of faculty in teaching, research, and professional service.

### Admission

U.S. citizens, permanent residents, and international students may apply for fall or spring admissions according to the following schedule:

- **Fall semester filing period:** October 1 through May 15 (international applicants). October 1 through May 30 (domestic applicants).
- **Spring semester filing period:** August 1 through October 15 (international applicants). August 1 through November 1 (domestic applicants).

There are three rounds of application deadlines in each filing period. The above dates are subject to change. Check the Graduate Business Program's website for the latest dates.
Application Process
Each applicant to the M.B.A. program must submit the following documents:

- California State University Application (https://www2.calstate.edu/apply) for Graduate or International Admission plus an application fee of $55
- One official transcript from every college or university attended
- The score on the GMAT (Graduate Management Admissions Test) or GRE (Graduate Record Examination). The deadline to take the GMAT or GRE is May 15 (international applicants) or May 30 (domestic applicants) for Fall admission and October 15 (international applicants) or November 1 (domestic applicants) of the prior year for Spring admission.
- A statement of purpose showing how the desired graduate business program is related to the applicant's career and future goals. Please refer to the College of Business website for a list of questions that should be addressed in the statement of purpose.
- TOEFL, IELTS, or Pearson Test of English is required for admission from all applicants who have completed their undergraduate degree in a non-English speaking country.
- Résumé or curriculum vitae
- Two letters of recommendation
- International applicants will need to file the Financial Affidavit form to obtain an I-20 Certificate of Eligibility

The California State University Application for Admission may be submitted before other documents are submitted, but the admission decision is not made until all required materials are received.

Admission Criteria
The College of Business admissions committee reviews an applicant's file using a holistic approach and takes the following requirements into consideration:

- Completion of a degree equivalent to a four-year U.S. bachelor's degree from a recognized university.
- A minimum 3.0 Grade Point Average overall, or in the last 60 semester units or 90 quarter units of university coursework completed.
- GMAT exam including total score, verbal, quantitative, writing scores, and integrated reasoning scores or the GRE test verbal, quantitative, and writing scores. A GMAT AWA score of 5.0 or a GRE AWA score of 4.5 or higher is required for classified admission. A lower AWA score may be accepted, however, a student will be conditionally admitted and must complete an approved College of Business writing course.
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- Résumé or curriculum vitae
- Two letters of recommendation from workplace supervisors or faculty members
- Qualifications on résumé
- TOEFL score of at least 88 (or 570 PBT), IELTS score of at least 7.0 or PTE score of at least 65. The TOEFL, IELTS or PTE must have been taken within the past two years and is a requirement of all applicants who have earned their undergraduate degree from a country where the official language is not English.

Program Learning Outcomes
1. Functional and enterprise knowledge – Each student will demonstrate competence in each of the major business disciplines as well as an understanding of:
   a. The enterprise as a whole.
   b. The interrelationships of the disciplines within a strategic business framework.
   c. Emerging knowledge in business disciplines, technologies, and markets.
2. Ethical, global and social awareness – Each student will be aware of ethical, global and social issues surrounding key business decisions, act responsibly and:
   a. Identify, articulate and disseminate the core organizational values.
   b. Evaluate the ethical, global and social issues of each business option for every stakeholder group.
   c. Make business decisions consistent with stakeholder needs and organizational values.
3. Problem-solving and critical thinking skills – Each student will demonstrate effective use of the following skills in business situations:
   a. Master qualitative and quantitative techniques to gather and analyze relevant data and derive appropriate conclusions.
   b. Exhibit critical thinking and analytical ability in solving problems within and across organizations.
   c. Apply current and emerging business knowledge and technology to make strategic decisions in complex and changing environments.
4. People skills – Each student will be able to demonstrate effective intra- and interpersonal skills especially in dealing with diversity of thought and opinion, and:
   a. Exhibit leadership when appropriate.
   b. Demonstrate the ability to work effectively in teams.
   c. Understand the perspective of others and treat them in a culturally appropriate and respectful manner.
5. Communication skills – Each student will demonstrate effective oral and written communication skills. In particular, each student will be able to:
   a. Create and deliver effective business presentations to diverse audiences.
   b. Organize and write professional documents appropriate for the audience.

Program Requirements
Orientation and Professional Development Workshops
Admitted students are expected to attend the required orientation prior to the start of their first semester. The Graduate Business Programs orientation helps students prepare for the academic program and also includes professional development workshops.

Prerequisite Courses
Prerequisite courses offer students, without a recent business undergraduate degree, the opportunity to learn or refresh knowledge in the basic elements of business. Depending upon a student’s previous academic background, the prerequisite courses may range from zero to 24 units. The program requirements are met by taking the eight business prerequisite courses below or by waivers of individual courses based on previous equivalent coursework.

Students who have earned a Bachelor of Science degree in business administration within the past seven years from an Association to Advance Collegiate Schools of Business (AACSB)-accredited university,
with a minimum 3.0 GPA in the last 60 semester units or 90 quarter units of coursework, are eligible to waive all of the M.B.A. program prerequisite courses. An up-to-date listing of AACSB schools around the world can be found on the AACSB International website (http://www.aacsb.edu). Students who have taken and completed coursework equivalent to any of the prerequisite courses at other institutions within the last five to seven years may be able to waive individual prerequisite courses. Each equivalency is determined by course content, grade received, and the amount of time elapsed since the course was completed.

For students who completed their undergraduate degree in business over seven years ago, the program prerequisite courses offer an opportunity to refresh their knowledge and catch up on advances that have taken place in the different disciplines.

**Master of Business Administration — 30–51 Units**

**Prerequisite for Conditional Admits (3 Units)**

<table>
<thead>
<tr>
<th>Code</th>
<th>Title</th>
<th>Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>BUS 714</td>
<td>Elements of Graduate Business Writing</td>
<td>3</td>
</tr>
</tbody>
</table>

**Prerequisite Courses for M.B.A. Program (0–24 Units)**

<table>
<thead>
<tr>
<th>Code</th>
<th>Title</th>
<th>Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>BUS 776</td>
<td>Data Analysis for Managers</td>
<td>3</td>
</tr>
<tr>
<td>BUS 780</td>
<td>Financial Accounting</td>
<td>3</td>
</tr>
<tr>
<td>BUS 782</td>
<td>Information Systems for Management</td>
<td>3</td>
</tr>
<tr>
<td>BUS 783</td>
<td>Economics for Managers</td>
<td>3</td>
</tr>
<tr>
<td>BUS 785</td>
<td>Financial Management</td>
<td>3</td>
</tr>
<tr>
<td>BUS 786</td>
<td>Operations Analysis</td>
<td>3</td>
</tr>
<tr>
<td>BUS 787</td>
<td>Marketing Management</td>
<td>3</td>
</tr>
<tr>
<td>BUS 788</td>
<td>Management Principles and Organizational Behavior</td>
<td>3</td>
</tr>
</tbody>
</table>

**Advanced Requirements for M.B.A. Program (12 Units)**

Select one course from each category.

<table>
<thead>
<tr>
<th>Code</th>
<th>Title</th>
<th>Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACCT 831</td>
<td>Financial Statement Analysis</td>
<td>3</td>
</tr>
<tr>
<td>or FIN 819</td>
<td>Financial Analysis and Management</td>
<td>3</td>
</tr>
<tr>
<td>BUS 884</td>
<td>Business Ethics, Society, and Sustainability</td>
<td>3</td>
</tr>
<tr>
<td>or MGMT 842</td>
<td>Seminar in Organization Design and Change</td>
<td>3</td>
</tr>
<tr>
<td>DS 852</td>
<td>Managerial Decision Making</td>
<td>3</td>
</tr>
<tr>
<td>or ISYS 814</td>
<td>Information Systems for Strategic Advantage</td>
<td>3</td>
</tr>
<tr>
<td>MKTG 860</td>
<td>Strategic Marketing</td>
<td>3</td>
</tr>
<tr>
<td>or IBUS 815</td>
<td>Seminar in International Business</td>
<td>3</td>
</tr>
</tbody>
</table>

**Electives (15 Units)**

Advisor approved electives (at least three must be 800-level courses offered by the College of Business, up to two may be graduate-level courses within the University with prior advisor approval.) A maximum of two prerequisite courses taken at SF State (BUS 776, BUS 780, BUS 782, BUS 783, BUS 785, BUS 786, BUS 787, BUS 788) may count as electives.

**Culminating Experience (3 Units)**

<table>
<thead>
<tr>
<th>Code</th>
<th>Title</th>
<th>Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>BUS 890</td>
<td>Culminating Experience in Strategic Management &amp; BUS 896EXM and Culminating Experience Examination</td>
<td>3</td>
</tr>
</tbody>
</table>

**Advancement to Candidacy**

Before being considered for advancement to candidacy, the applicant must meet all general University requirements, attend all professional development workshops at orientation, satisfy all prerequisite courses, earn an overall SF State Grade Point Average (GPA) of at least 3.0, and complete at least 12 units of College of Business advanced requirement courses.

When requirements have been satisfied, the graduate advisor may recommend to the Dean of the Division of Graduate Studies that the applicant be advanced to candidacy for the degree by filing the Advancement to Candidacy (ATC) form.

**Areas of Emphasis and Concentration**

**Accounting Emphasis**

Graduate Advisors: Hammond, Hetherington, Hsieh

The primary objective of the accounting emphasis is to provide broad-based knowledge in accounting especially directed to managerial positions in the accounting profession and business organizations. The emphasis and elective graduate courses, all at the 800 level, should be selected upon advisement.

**Decision Sciences/Operations Research Emphasis**

Graduate Advisors: Bollapragada, Cholette, Miyaoka, Saltzman, Soorapanth

The decision sciences/operations research emphasis focuses on the connection between real-world business applications and quantitative modeling and analysis techniques. This emphasis includes courses in forecasting, simulation, data analysis, project management, optimization, supply chain management, process improvement and quality management. In these courses, students apply analytical methods and computer-based tools to problems in a wide variety of industries.

**Finance Emphasis**

Graduate Advisors: Hsiao, M. Li, Liu

The primary objective of the finance emphasis is to provide a broad management perspective as well as in-depth analytical skills and conceptual background in the various aspects of domestic and international financial management and decision-making. The courses offered are aimed at understanding, analyzing, and improving managerial decision-making process in the fields of corporate finance, financial markets and institutions, investment and portfolio analysis, and international finance.

The program is designed to prepare the students for employment positions in the field of finance, which require analytical skills and decision-making abilities. Students should carefully check prerequisites for all 800-series courses.
Global Business and Innovation Emphasis  
Graduate Advisor: Heiman  
The MBA emphasis in Global Business and Innovation prepares students to operate effectively in a technological, global, and interconnected world. The emphasis will provide a variety of options for cultural immersion experiences through virtual projects and travel-study experiences.

Health Care Administration Emphasis  
Graduate Advisors: Chaudhuri, Sengupta  
This emphasis will provide students with knowledge and skills necessary to understand the healthcare industry and health policy in the United States. The curriculum is designed to prepare students to apply business skills and succeed in supervisory or managerial positions in both for-profit and not-for-profit healthcare organizations.

Hospitality and Tourism Management Emphasis  
Graduate Advisors: Johnson, Roe, Walls, Yang  
The hospitality and tourism management emphasis provides advanced, specific knowledge in important hospitality areas, especially directed to managerial positions in the hospitality profession and related service organizations.

Information Systems Emphasis  
Graduate Advisor: Sayeed  
The Information Systems program aims to prepare professionals who specialize in technologies that facilitate information system development, information consolidation and analytics in an environment that is integrated through mobile and cloud-based devices to support business strategy.

Leadership Emphasis  
Graduate Advisors: Baack, Marks  
The emphasis in leadership focuses on the skills necessary to lead organizations in a complex and rapidly changing world.

Marketing Emphasis  
Graduate Advisors: Bhat, Sengupta  
The marketing emphasis prepares a student for career opportunities in business firms, non-profit organizations, or governmental agencies. The combination of graduate work and specific job experience can lead to staff or line positions in general marketing, sales, digital and social media marketing, advertising, new product development, retail management, marketing research, and marketing analytics, among others.

Strategic Leadership in Emerging and Developing Markets Emphasis  
Graduate Advisors: Simeon, Ungson, Yang  
This emphasis provides students knowledge of global trends and a substantive understanding of emerging opportunities and issues in a rapidly globalizing world. The courses will focus on, though not be confined, to study of emerging and developing markets.