

School of Business Administration

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B.A., B.S.—Business Administration
Minor—Advertising (for graphic design majors), Business Administration
Certificate in International Business Studies
Certificate in Food Industry Management—Graduate, Undergraduate
Postbaccalaureate Certificate in Accounting
M.B.A.—Master of Business Administration
M.S.—Master of Science in Financial Analysis
M.I.M.—Master of International Management
Ph.D.—Participating school in Systems Science Doctoral Program

The undergraduate and graduate programs in business administration are accredited by AACSB—Association to Advance Collegiate Schools of Business. AACSB sets standards for business education in terms of curricular content, quality of faculty, and adequacy of facilities.

Undergraduate programs

The undergraduate program in business administration adheres to the principle that in a free society the business enterprise must be responsibly and efficiently managed. The undergraduate degree program includes both business and nonbusiness courses. The mission of the undergraduate program is to provide students with a broad understanding of business and to equip them with the dynamic skills required to work successfully in a complex and changing global environment.

Special emphasis options are available within the business administration major and are designed to prepare students for

positions in accounting, finance, real estate finance, general management, marketing, human resource management, supply and logistics management, marketing, advertising, and information systems. The international business studies certificate, food industry management certificate, the business minor, and advertising minor for graphic design majors are also available. The School of Business also offers study abroad opportunities at the undergraduate and graduate levels.

The School of Business also offers a Weekend Business Program. Tailored for the returning student who is working full-time, the program allows students to complete their junior and senior years of the business program on Wednesday evenings and Saturdays over six terms. Students enrolled in the Weekend Business Program will complete the full curriculum of standard business courses required for a bachelor's degree in business with an option in general management through a combination of class lectures, Web-based instruction, video, e-mail, and chat rooms. Admission and major requirements for this program are identical to the traditional undergraduate program.

Student advising. Graduate advisers are located in 230 SBA and undergraduate advisers are located in 240 SBA. Current information about admission and degree requirements for students in the School of Business Administration is available there. Students should make appointments with the advising center at least once a year to ensure that requirements are being met. For program option planning and career counseling, students may make an appointment with SBA career counselors or a faculty member of their choice.



The School of Business Administration Web site, www.sba.pdx.edu, contains announcements concerning policies, upcoming activities, scholarships, and other information vital to all business and pre-business students. Information about student organizations, internships, and career opportunities can also be found there.

Admission requirements

Students may declare business administration as their major field of study at any time after admission to Portland State University. However, students must be admitted formally to the School of Business Administration (SBA) before they are allowed to enroll in certain upper-division business administration courses or to graduate with a business administration degree.

If the number of eligible applicants for admission to any business degree program exceeds that for which resources are available, acceptance will be competitive. In the event selective admission becomes necessary, the GPA computed for the required courses for eligibility for program admission will be used. Priority, within reasonable limits, will be given to resident students.

The following requirements must be fulfilled prior to applying for admission to the School of Business Administration:

1. Be formally admitted to Portland State University.
 2. Have a grade point average (GPA) of at least 2.75 for each of the following:
 - a. all accepted transfer credits
 - b. all PSU graded credits
 - c. all PSU graded business credits
- Students who do not meet the 2.75 GPA requirements will be considered for admission only if the GPA for their most recent 28 graded credit hours at PSU is 3.00 or higher and the applicant has a minimum 2.50 cumulative PSU GPA and a minimum 2.50 cumulative GPA for all completed business courses at PSU.

3. Have completed each of the pre-business courses with a grade of C- or better. The pre-business courses are:

- BA 101—Introduction to Business and World Affairs
- †BA 205—Business Communications Using Technology
- BA 211—Fundamentals of Financial Accounting
- BA 213—Decision Making with Accounting Information
- ‡CS 106—Computing Fundamentals II
- Ec 201, 202—Principles of Economics
- Stat 243, 244—Introduction to Probability and Statistics I and II (for business majors)
- Sp 220—Public Speaking
- UnSt 101, 102, 103—Freshman Inquiry or
- Wr 121—College Writing

Applications are due by the second Friday of each term. Students currently taking classes at PSU or another institution must wait until grades post for the current term before applying for admission.

Application forms and deadline dates are available online at www.sba.pdx.edu.

Retention policy. A minimum Portland State University cumulative GPA of 2.50 and a minimum GPA of 2.50 in business administration courses taken at Portland State University are required to remain in good standing as an admitted business administration student and for graduation with a degree in business administration.

In addition, students are expected to make satisfactory progress toward graduation by completing a minimum of 9 credits during each academic year.

Failure to maintain a 2.50 PSU cumulative GPA and a 2.50 PSU business GPA will place a student on probation. The probationary period is defined as two terms in which the student takes classes. In no instance will the period of probation extend beyond three consecutive terms beginning with the term for which the student is placed on probation. In the first term of probation the student must show progress by raising the deficient GPA(s). If improvement does not occur in the first term of probation, the student's admitted status will be disqualified at the end of the first term of probation. If improvement does occur in the first term of probation, the student will be allowed a second term to raise the GPA(s) to 2.50. By the end of the second term of probation, the deficient GPA(s) must be at least 2.50.

Students who are disqualified must reapply for admission if they desire to complete degree requirements for programs in the School of Business Administration. Disqualified students must wait at least one academic term before applying for readmission. Students applying for readmission must meet the admission requirements in force at the time of reapplication (2.75 GPA). Business students are limited to only one readmission to the School of Business Administration.

Academic disqualification. If a student who has been admitted to the School of Business Administration is academically disqualified by the University, that student will automatically lose School of Business Administration admitted status. If a student who has lost admitted status desires to complete degree requirements for programs in the School of Business Administration, that student must reapply. At the time of reapplication the student must: (1) be admitted by and in good standing with the University, (2) have completed 24 credits following disqualification (these credits

must be 300 and 400 level courses), (3) have a cumulative GPA of 2.75, and (4) have a business GPA of 2.75.

Degree requirements

Requirements for major. In addition to meeting the general University requirements, the student in business administration must take at least 82 credits in business administration courses of which at least 41 must be taken at PSU. This total will include the business core (48 credit hours if taken at Portland State), at least one option area (20-36 credits, depending on option chosen), and enough business electives to meet the minimum of 82 credits in business. Each student in business must also take at least 90 credits outside the School of Business Administration. A minimum of 180 credits is required for graduation.

Prerequisite policy. Before enrolling in any business course students should read the course description and complete any prerequisites that are listed. If a student completes a course before completing the prerequisite and later completes the prerequisite, credit for the prerequisite will not count toward 82 credits required in business. The instructor and/or SBA Administration have the authority to administratively drop any student who has not completed the prerequisites.

Business administration students must complete the following courses with a C- or better:

	Credits
Core courses	
BA 101 Introduction to Business and World Affairs	4
BA 205 Business Communications Using Technology	4
BA 211 Fundamentals of Financial Accounting	4
BA 213 Decision Making with Accounting Information	4
BA 301 Research and Analysis of Business Problems	4
BA 302 Organizational Behavior	4
BA 303 Business Finance	4
BA 311 Marketing Management	4
BA 325 Competing with Information Technology	4
BA 339 Operations and Quality Management	4
BA 385 Business Environment	4
BA 495 Business Strategy	4
Sub-total	48
Business specialization options (see descriptions below)	20-36

Business options

The School of Business Administration offers options for those students seeking specialization in a subject area. Each student must select one of these options and complete the required courses with a C- or better. Option requirements are satisfied by taking 20 to 36 upper-division credits beyond the required business core. The

† May be waived through exam.

‡ See student services for course substitutes approved by the SBA faculty.

courses specified to satisfy the option requirements are:

Accounting

Objective: to enable students to acquire the necessary technical and professional skills for successful careers in public, management, or governmental accounting.

Actg 335 Accounting Information Systems	4
Actg 360 Management Accounting	4
Actg 381, 382 Financial Accounting and Reporting	8
Actg 421 Introduction to Taxation	4
Actg 430 Governmental and Not-for-Profit	1
Actg 492 Auditing Concepts and Practices	4
Actg 495 Integrated Accounting Issues	4
Two upper-division accounting courses to be chosen from Actg 422, 460, 476, 485, 490, 493...7	
Total	36

Students electing accounting as an option will also be required to take: Phi 308 Elementary Ethics or Phi 309 Business Ethics; PS 101 United States Government and PS 102 United States Politics; and 3 or more credits in anthropology, psychology, or sociology.

Finance

Objective: to provide undergraduate students with the educational foundation and exposure to the broad field of finance, enabling them to develop their financial decision making skills so that they can be successful as finance professionals in their chosen financial career path.

Actg 381 Financial Accounting and Reporting I..4	
Fin 319 Intermediate Financial Management4	
Fin 441 Fundamentals of Derivative Securities...4	
Fin 449 Valuation.....4	
Fin 452 Investments	4
Fin 456 International Financial Management4	
Fin 465 Finance Topics and Cases	4
Total	28

Real Estate Finance

Objective: to provide an understanding of the impact of the real estate industry on the local economy and the dynamics that exist between the various components of the industry. A depth of knowledge will be developed in financial accounting, financial instruments, real estate law, market analysis, appraisal, and investment.

Fin 319 Intermediate Corporate Finance	4
Fin 333 Foundations of Real Estate Analysis	3
Fin 439 Real Estate Appraisal.....3	
Fin 447 Valuation of Real Estate Investments4	
Fin 452 Investments	4
Fin 449 Real Estate Finance and Investments3	
Fin 409 Real Estate Practicum or USP 423 Real Estate Development and Finance.....4	
UPS 410 Real Estate Law	3
USP 448 Real Estate Market Analysis	3
Total	31

General management

Objective: to provide requisite knowledge and skills which enable the student to meet the challenges of leadership and managerial responsibilities.

Credits

Mgmt 351 Human Resource Management	4
Mgmt 445 Organizational Design and Change.....4	
Mgmt 448 Team Processes	4
Mgmt 464 Contemporary Leadership Issues.....4	
Electives	8

Of the 8 credits of electives, four credits must be taken within the management area at the 400 level.

The final four credits can be either:
a. within the management area at the 400 level, or

b. from an approved list of courses, some of which will be within the SBA and some outside the SBA.

Total 24

Note: Students who wish to do a double option in general management and human resource management cannot apply more than eight common credits to each option.

Human resource management

Objective: to provide a conceptual framework, as well as the necessary knowledge, skills, and abilities, that allows students to understand what is required to more effectively manage human resources within an organization.

Credits

Mgmt 351 Human Resource Management	4
Mgmt 461 Reward Systems and Performance Management	4
Mgmt 471 Staffing and Employee Selection	4
Mgmt 493 Human Resource Policies	4
Upper-division management courses	4
Total	20

Note: Students who wish to do a double option in general management and human resource management cannot apply more than eight common credits to each option.

Information systems

Objective: to provide students with a solid educational foundation in the design and structure of computer-based information systems and networks that will enable them to apply relevant and robust solutions that support the objectives of an organization.

Credits

ISQA 360 Computer Programming for Business Applications	4
ISQA 380 Data Communications.....4	
ISQA 415 Database Management.....4	
ISQA 420 Systems Analysis and Design	4
Sub Total	16

Information systems electives

ISQA 405 Reading and Conference (credit to be arranged: 1-4)	8
ISQA 407 Seminar (credit to be arranged: 1-4)	
ISQA 409 Practicum (credit to be arranged:1-4)	
ISQA 418 Client-server Application Development (4)	
ISQA 419 Web Application Development (4)	
ISQA 421 Object-oriented Modeling and Design (4)	
ISQA 424 LAN Management (4)	
ISQA 426 Introduction to Design Technologies (4)	
ISQA 428 Principles and Practices of Information Security (4)	
ISQA 436 Advanced Database Administration (4)	
Total	24

Marketing

Objective: to provide educational opportunities for those who are interested in developing expertise in marketing strategy and management, marketing information and technology, food and consumer packaged goods marketing and global marketing management.

Credits

Mktg 363 Consumer Behavior and Customer Satisfaction	4
Mktg 460 Marketing Research.....4	
Mktg 464 Marketing Strategy and Management .4	
Track required courses.....8	
Students must complete the required courses from one of the following three tracks:	

Marketing information and technology track

Mktg 450 Product Innovation and Management (4)	
Mktg 461 E-marketing or Mktg 462 Customer Information and Relationship Management (4)	

Food and consumer package goods marketing track

Mktg 435 Consumer Package Goods Marketing (4)	
Mktg 475 Retailing (4)	

Global marketing management track

Mktg 376 International Business and Trade Practices (4)	
Mktg 466 International Marketing (4)	

Upper-division marketing elective(s)

Total 28

Advertising management

Objective: to provide the knowledge and skills necessary for students to create and execute advertising strategy within the broader context of the marketing function.

Credits

Mktg 340 Advertising	4
Mktg 363 Buyer Behavior and Customer Satisfaction	4
Mktg 441 Media Strategy	4
Mktg 442 Creative Strategy	4
Mktg 443 Advertising Campaigns	4
Mktg 460 Marketing Research	4
Total	24

Supply and logistics management

Objective: to provide students with an interdisciplinary foundation in supply and logistics management in preparation for careers in purchasing, industrial distribution, logistics, transportation, and operations management.

Credits

ISQA 429 Transportation and Logistics Management	4
ISQA 439 Purchasing and Supply Chain Management	4
ISQA 479 Integrated Supply and Logistics Management.....4	

Three of the following electives as approved by supply and logistics management faculty:

ISQA 430 Transportation (4)	
ISQA 449 Process Control and Improvement (4)	
ISQA 450 Project Management (4)	
ISQA 451 Business Forecasting (4)	
ISQA 454 Supply and Logistics Negotiations (4)	
ISQA 459 Production Planning and Control (4)	
ISQA 458 Purchasing and Logistics within the Food Industry (4)	
ISQA 469 Productivity Analysis (4)	
ISQA 410 Selected Topics (3-4)	
Actg 360 Management Accounting (4)	
Mgmt 351 Human Resource Management (4)	
Mktg 452 Business-to-Business Marketing (3)	
Other electives as approved by supply and logistics faculty.	
Total	21-24

Requirements for minor in business administration. The School of Business Administration offers a 24-credit minor to students majoring in other disciplines who wish to add a business background to their program of study. The minor emphasizes an applied approach to the basic functional areas of business, including accounting and finance, organizational management, marketing and advertising, and entrepreneurship. It is well-suited for the student majoring in the liberal arts and sciences, architecture, fine and performing arts, engineering, urban and public affairs, or pre-health sciences who intends to work as an independent contractor or operate a small firm or practice.

Coursework requirements for the minor in business administration are as follows. Please note that courses in the minor (except BA 101) may not be used to satisfy business major requirements.

Credits

BA 101 Introduction to Business.....4	
BA 306 Working with Money for Business Minors.4	
BA 316 Working with Customers for Business Minors.....4	
BA 326 Working with People for Business Minors.4	
BA 336 Working with Information for Business Minors	4
BA 346 Working as an Entrepreneur for Business Minors.....4	
Total	24

The PSU cumulative GPA and the PSU business GPA must be 2.00 for a student to graduate with the minor.

Requirements for advertising management minor for graphic design majors.

The advertising management minor for graphic design majors provides critical marketing and advertising business skills to students who plan careers in the graphic design field. The six courses in the minor provide exposure to and understanding of advertising and marketing principles, including marketing's role in business, consumer behavior, identifying target markets, creative and media strategy development, and promotional campaign planning.

Space is limited in the advertising management minor. Interested students should contact the assistant dean for student affairs for the School of Business Administration. Courses in the minor include:

	Credits
BA 311 Marketing Management	4
Mktg 340 Advertising	4
Mktg 363 Consumer Behavior and Customer Satisfaction	4
Mktg 442 Creative Strategy	4
Mktg 443 Advertising Campaigns (4) or National Student Advertising Competition (8)....	4-8
One 400-level Mktg elective	4
Total	24

Certificates

International Business Studies Certificate

The International Business Studies Certificate provides undergraduate students with an educational foundation in the field of international business.

Certificate requirements include the study of cultural, economic, social, and political aspects affecting business operations.

Students are required to gain admission to the School of Business Administration through the regular admission process and must complete degree requirements specified for a business administration major. In addition, students must complete all certificate requirements as specified below.

Business Administration requirements

Business core

BA 101, 205, 211, 213, 301, 302, 303, 311, 325, 339, 385, 495

International business requirements

Fin 456 International Financial Management
Mktg 376 International Business
Mktg 466 Principles of International Marketing

Business option requirements

Choose from:
Accounting, Finance, Real Estate Finance, General Management, Human Resources, Information Systems, Advertising Management, Marketing, and Supply and Logistics Management.

International Business Studies Certificate students are encouraged to spend one or more summers in

overseas management training work experience by participating in the Portland State University AIESEC exchange program for business and economics students or other overseas internship and exchange programs. Several such programs are available through the School of Business Administration.

Requirements outside the School of Business Administration

Foreign language (two-year proficiency)

Economics courses (two courses) selected from: Ec 340, 440, 441, 442, 445, 446, 447, 450, or, with approval, other upper-division economics courses related to international studies

Area studies—four courses from each of two departments selected from: anthropology, geography, history, political science

The area study courses will be upper-division (except PS 205) and must contribute to the student's understanding of the area of the *foreign language* being studied. An approved area study course list for languages offered at PSU is available in the Undergraduate Programs Office, 240 SBA. Permission to take an area study course *not* found on the approved list can be received from the director of international programs.

Food Industry Management Certificate

The Food Industry Management Certificate provides undergraduate students with an educational foundation in the field of food distribution, marketing, and management. Certificate requirements include the study of the overall competitive business marketplace of the food industry from a cross-industry perspective, consumer trends, trade relationships, supply and logistics issues, retailing and distribution, electronic commerce, and industry practicum.

Students are required to gain admission to the School of Business Administration through the regular admission process and must complete degree requirements specified for a business administration major. In addition, students must complete all certificate requirements specified below:

Business core

BA 101, 205, 211, 213, 301, 302, 303, 311, 325, 339, 385, 495

Food industry management requirements

Mktg 435 Competing in the Food Industry (4)
ISQA 458 Purchasing and Logistics Within the Food Industry (4)
Mktg 475 Retailing (4)
Mktg 409 Food Industry Practicum (4)
4 hours of directed electives, selected with the faculty adviser's approval.

Business option requirements

Choose from: Accounting, Finance, Real Estate Finance, General Management, Human Resource Management, Information Systems, Advertising Management, Marketing, and Supply and Logistics Management.

Postbaccalaureate Accounting Certificate

The Postbaccalaureate Accounting Certificate is a program for students who have earned one or more baccalaureate degrees and who wish to complete the coursework to prepare for the Certified

Public Accountant (CPA) examination.

These recommendations include courses in accounting directly related to preparation for the exam as well as professional preparation for public or industry accounting. In addition, courses are recommended in law, basic business, and in other related areas for those whose undergraduate degree is not in business administration.

Students may bring photocopies of their undergraduate transcripts to the Undergraduate Programs Office (240 SBA) for an evaluation of the prerequisite courses to the program.

Application criteria. The following requirements must be fulfilled prior to applying:

1. Have earned a baccalaureate degree recognized by the PSU Office of Admissions, Registration and Records.
2. Be formally admitted as a postbaccalaureate student at PSU.
3. Have completed the following pre-business courses with a grade of C- or better:

- BA 101 Introduction to Business and World Affairs
- BA 211 Fundamentals of Financial Accounting
- BA 213 Decision Making with Accounting Information
- Stat 243, 244 Statistics I and II (for business majors)
- Ec 201 Principles of Economics (micro)
- Ec 202 Principles of Economics (macro)

4. Have a grade point average (GPA) of at least 2.75 for each of the following:

- a. all accepted transfer credits
- b. all PSU graded credits
- c. all PSU graded business credits

Students who do not meet the 2.75 GPA requirements will be considered for admission only if the GPA for their most recent 12 graded credit hours at PSU is 3.00 or higher and the applicant has a minimum 2.50 cumulative PSU GPA and a minimum 2.50 cumulative GPA for all completed business courses at PSU.

Core

Actg 335 Accounting Information Systems.....	4
Actg 360 Management Accounting	4
Actg 381, 382 Financial Accounting and Reporting	8
Actg 421 Introduction to Taxation	4
Actg 430 Governmental and Not-for-Profit Accounting	1
Actg 492 Auditing Concepts and Practices	4
Actg 495 Integrated Accounting Issues.....	4
Additional credits chosen from:	11-12
Actg 422 Advanced Taxation	
Actg 460 Advanced Managerial Accounting	
Actg 476 International Accounting	
Actg 485 Business Law	
Actg 490 Advanced Financial Accounting and Reporting	
Actg 493 Advanced Auditing	
Total required accounting core	40-41

Other required credits

BA 303 Business Finance.....	4
BA 325 Competing with Information Technology..	4
Total required credits	48-49

At least 30 credits required for the certificate and at least 27 of the credits in accounting must be taken in residence at Portland State University. Candidates must achieve at least a grade of C- in each course presented for the certificate. Entrance and exit GPA requirements are the same as for the School of Business Administration undergraduate program. For retention in the program, grade point averages will be based only on coursework taken in the certificate program.

Postbaccalaureate students who do not hold a degree from a university where the language of instruction is English must satisfy the Wr 323 requirement before completion of a certificate program.

Graduate programs

The School of Business Administration offers three programs leading to master's degrees:

Master of Business Administration. Master of Business Administration is an integrated graduate program focused on leadership development and management innovation. Students master basic technical skills and a series of management competencies, and apply them to real world experiences. The curriculum emphasizes the pioneering innovative values of the Northwest. It is designed to accommodate students with business and non-business degrees and is best suited for those who have gained at least two years of industry experience prior to their admission date.

In addition, a graduate certificate in food marketing and logistics is available in conjunction with the M.B.A. See the Graduate Studies section of the Bulletin for more information.

Online MBA program. The PSU Online MBA program is designed specifically for busy professionals and for students who live outside of the Portland area. This program combines the latest in educational and distance technologies with occasional on-campus residencies. Most of the coursework is accessible via the Web. Short, intensive weekend residencies are required three or four times per year. Electives may be taken from an approved list of courses available online or courses offered on campus. For more information, contact 503-725-8001.

Master of Science in financial analysis. The Master of Science in financial analysis (M.S.) is a 49-quarter credit hour program aimed at individuals who seek graduate-level specialization in financial analysis, but who do not wish to pursue an M.B.A. The M.S. fills the need for business profes-

sionals seeking an in-depth level of expertise in the area of financial analysis as well as accounting students seeking to sit for the CPA Exam. The curriculum is designed to develop forward-thinking professionals with sharp analytic minds, effective communication skills, and the necessary vision to apply financial analysis skills in a wide variety of business situations.

Master of International Management. A PSU M.I.M. degree is for those who want to be leaders in the international business arena. The M.I.M. program provides students with international as well as general business skills, proficiency in a foreign language, and a deep knowledge of political and economic environments in which global business leaders work, all gained while working with a culturally diverse group of students from around the world. The M.I.M. degree is for those who want the skills to be successful in the fast-paced global business environment and have a particular interest in working in the Asia Pacific region.

The School of Business Administration also participates in the System Science Doctoral Program and the Oregon Executive M.B.A. (OEMBA).

Application requirements

Master of Business Administration and Master of Science in financial analysis. To be considered for admission to the M.B.A. or M.S. program, the student must have a baccalaureate degree from an accredited institution. A cumulative undergraduate GPA of 2.75 is expected. Typically, students with a GPA less than 2.75 will need to complete 12 graduate credits with a GPA of 3.00 or higher.

Applicants to the M.B.A. or M.S. in financial analysis program must take the Graduate Management Admission Test (GMAT) and have test results sent to the School of Business Administration's Graduate Programs Office. A minimum GMAT total score of 470 is required, plus a score of at least 35 percent in both the verbal and quantitative sections is expected. Although a minimum GMAT score of 470 is required, admission is competitive. Students must also submit two recommendations, a one-page personal statement, and résumé with their applications. In most cases an interview may be required and the applicant will be notified.

M.S. in financial analysis applicants are expected to have a bachelor's degree in business or economics. Students with a non-business undergraduate degree, interested in pursuing an M.S. in financial analysis will need to complete the busi-

ness courses listed on our website. Successful completion of a course sequence in intermediate accounting and an introductory course in business finance is also required, and all students should exhibit proficiency in computer applications and spreadsheet skills.

One application packet including all documentation must be submitted to the Office of Admissions and a second complete packet including official transcripts and a completed application must be submitted to the School of Business Administration, Graduate Programs Office, P.O. Box 751, Portland, OR 97207-0751; 503-725-8001 or toll-free 1-800-547-8887. The School of Business Administration applications can be found by visiting <https://www.webapp.sba.pdx.edu/onlineapplication.htm>.

International applicants also are required to demonstrate proficiency in English by taking the Test of English as a Foreign Language (TOEFL or IELTS). A TOEFL score of 213 on the computer-based test or 79 on the Internet-based or a score of 7 on the IELTS is required for all students whose native language is not English and who have not received a baccalaureate degree from an accredited institution in the United States. Official TOEFL or IELTS scores must be sent directly to the PSU Office of Admissions, Registration and Records.

Only those students who have been formally admitted to the M.B.A., M.I.M., M.S., or Systems Science Ph.D. programs may take graduate level courses in the School of Business Administration. Students formally admitted and in good standing in other graduate programs may take courses on a space available basis with the recommendation of their program adviser or the approval of the associate dean of academic affairs in the School of Business Administration.

Master of International Management. The Master of International Management degree is granted by Portland State University. Therefore, each applicant is required to meet the admission requirements of the M.I.M. program and Portland State University. Except for TOEFL scores, which are sent directly to PSU from the Educational Testing Center (ETS), applicants will submit one completed application packet directly to the M.I.M. program. GMAT and GRE scores should be included.

The deadline for submitting applications and supporting documents for both the full-time and part-time programs is April 30. GMAT should be taken no later than March. Applications to the M.I.M. program will be accepted until these deadlines. However, admission is on a rolling basis beginning in January. Applicants are encouraged to apply as early as possible.

When the M.I.M. admission committee agrees that a candidate has sufficiently demonstrated the abilities necessary to successfully complete the M.I.M. program, a conditional letter of acceptance will be sent. The total process may take as long as 12 weeks; therefore, applicants are strongly encouraged to apply early.

Admission requirements

Priority Dates for Fall Admission. Application and all supporting documents:

International applicants—March 1

Domestic applicants—April 1

GMAT taken by previous February

Applications for the part-time MBA are accepted until August 15.

There may be support materials other than transcripts, GMAT score, recommendations, personal statement, and resume required for admission in future quarters; prospective applicants should contact the Graduate Programs Office, 503-725-8001, toll-free 1-800-547-8887, for the most current admissions requirements.

Master of Business Administration.

Students may elect to complete the M.B.A. program in either the full-time day, part-time, or the evening format. For the most part, students are expected to progress through the program with their assigned cohort and follow the proposed schedule of classes. Full-time day students will have to take some elective coursework during the evenings or weekends. Students are admitted in fall term only. There is no admission in the winter, spring, or summer terms.

One of the fall cohorts is offered in Washington County at the CAPITAL Center. A student in this cohort will be able to complete all core courses (with the exception of BA 531) at the center.

Electives are offered at the PSU campus. Another fall cohort is the online M.B.A. All courses can be completed online and will result in a general M.B.A. Four on-campus residencies are required each year.

Master of Science in financial analysis.

Students may take courses on a full-time (12 credits) or part-time (8 credits) schedule, and an undergraduate degree. Students with a non-business undergraduate degree, interested in pursuing an M.S. will need to complete the business courses listed on our Web site. Successful completion of a course sequence in intermediate accounting and an introductory course in business finance is also required, and all students should exhibit proficiency in computer applications and spreadsheet skills. M.S. students are admitted fall term only.

Master of International Management.

To be admitted to this program the student must complete the following:

1. Applicants must have a four year undergraduate degree from an accredited institution, or its equivalent, with a grade point average (GPA) of 2.75 or better.
2. A minimum GMAT score of 470, or a minimum GRE score of 1500.
3. Successful completion of M.I.M. prerequisite courses:
 - ◆ Managerial and Financial Accounting
 - ◆ Micro and Macro Economics
 - ◆ Business Finance
 - ◆ Statistics
4. Two to three years of business or professional experience is preferred, but not required.
5. International students (whose native language is not English and have not received a degree from an accredited U.S. institution) must also have:
 - ◆ A minimum TOEFL score of 550 (paper-based test) or 213 (computer-based test)
 - ◆ Financial certification

Degree requirements

University master's degree requirements are listed on page 70. In addition, the student must fulfill School and program requirements. Students entering the M.B.A. program are expected to know introductory calculus and be microcomputer literate (familiar with word processing, presentation, spread sheet, and database software) no later than the end of the first term of admission. Contact the School of Business Administration's Graduate Programs Office directly (503) 725-8001. For the most current program information, see our website at www.mba.pdx.edu.

Master of Business Administration. The goal of the M.B.A. program is to develop highly effective managers and leaders. This requires the program to develop students' expertise in the technical areas of business, develop a student's managerial competencies, and develop a student's ability to integrate this technical expertise with managerial competencies to become an effective leader within organizations. The underlying themes within the program are the role of innovation and creativity to organizations and an understanding of the challenges and opportunities of the global environment. The coursework within the M.B.A. program can be grouped into four segments: foundation skills, business disciplines, integration, and specialization/electives.

Foundation skills. (19 credits)

The foundation segment has two components, business perspective and leadership development. The business perspective provides students with an integrated understanding of the global and competitive challenges facing business today. The role of innovation and creativity is emphasized.

Foundation: Business Perspective

Mktg 511 Pioneering Innovation (4)
 Fin 514 Economic Environment of the Firm (4)
 BA 561 Law for Managers (2)
 Mgmt 560 Ethics in Organizations (2)

The leadership development component provides students with the necessary background and support to develop into an effective manager and leader.

Foundation: Leadership Development

BA 508 Leadership Development and Assessment (2)
 ISQA 511 Managerial Decision Making (4)
 BA 531 Executive Briefings (1)

Business disciplines. (26 credits)

Discipline courses build on the integrated foundation coursework and provide more in-depth knowledge and applied skills related to accounting, information systems, finance, management, marketing, and operations. The role of innovation and the global environment is fused throughout these courses. In addition, the student will be provided the opportunity to develop their managerial competencies.

Actg 511 Financial Reporting (4)
 Actg 512 Managerial Accounting and Control (2)
 Mktg 544 Marketing Research and Strategy (4)
 Mgmt 550 Organizational Management (4)
 Fin 561 Financial Management (4)
 ISQA 551 Managing Information Technology (4)
 ISQA 552 Managing Operations and the Value Chain (4)

Integrated applications. (11 credits)

Application courses formally address the systematic integration across all of the business disciplines. This occurs in case studies as well as "real world" business projects. In addition the student is provided opportunities to apply their managerial competencies.

Mgmt 562 Business Strategy Capstone (4)
 BA 509 Leadership Immersion (1)
 BA 506 Business Project (6)

Students may be eligible for waiver of some required courses in the MBA program. A waiver is based upon the student holding an undergraduate major in the specific business discipline for which the waiver is sought. Specifically, Actg 511, Actg 512, Fin 514, Fin 561, ISQA 511, ISQA 551, ISQA 552, Mktg 544, BA 561 or Mgmt 550 may be considered for waiver. A student can waive a maximum of 12 credit hours from the courses listed above only, thus reducing the required number of hours in the degree program to 60 credit hours.

Specialization/electives. (16 credits)

Each student will select elective coursework to complete the M.B.A. program. A maximum of 8 credits of electives may be 400/500 level coursework taken for graduate credit. Electives will be selected from courses offered by the School of Business Administration or may, with the approval of the director of graduate programs, be selected from areas outside business administration. Electives are an opportunity to develop an area of specialization within the M.B.A. program.

Management of Innovation and Technology (MIT) option

The MIT option allows students to target elective credits in the M.B.A. program to acquire substantial knowledge in technology management. The MIT option brings together functional areas such as information systems, operations management, product innovation, accounting, marketing, and sales within the context of technology firms. The goal is to equip students with knowledge about strategies for managing all phases of the development process, from product innovation through the implementation and commercialization of the new idea.

The MIT option requires that students take the 16 credits of electives in the M.B.A. program from a specified list of courses, and that the business project be completed with an MIT focus. Students completing the technology course requirements, in addition to the M.B.A. core requirements, will receive an M.B.A. degree with special designation of the management of innovation and technology option. The MIT option is in transition. Please refer to the SBA website (www.SBA.pdx.edu) for the most current course offerings for this option.

Alternative technology courses may be used toward the MIT with approval from the director of academic programs in Business Administration.

Finance option

The finance option offered in conjunction with the M.B.A. creates an opportunity to develop a specialized skill set within the finance area. This option provides students the skills to understand complex financial issues as well as experience in the application of financial tools that facilitate problem solving.

The finance option requires that students take the 16 credits of electives in the M.B.A. program from a specified list of courses, and that the business project be completed with a finance focus. Students must take 8 credits of required finance courses and 8 credits of specified finance electives. Students completing the finance option course requirements, in addition to the M.B.A. core requirements, will receive an M.B.A. degree with a finance option. This option is currently in transition. Please refer to the SBA website (www.SBA.pdx.edu) for the most current course offerings for this option.

International Business Option

The international business (IB) option in the M.B.A. program provides an avenue to M.B.A. students who are interested in international careers but do not wish to pursue an M.I.M. degree. All students electing this option will have a grounding in the con-

temporary world affairs that affect business and in the organizational issues facing firms operating in the global arena.

The IB option requires that students take the 16 credit hours of electives in the M.B.A. program from a specified list of courses, and that the business project be completed with an international focus. Students must take 6 hours of required M.I.M. courses and 10 hours of specified international electives. Students completing the IB option course requirements, in addition to the M.B.A. core requirements, will receive an M.B.A. degree with an international business option. There is no language requirement for M.B.A.-IB option students. This option is currently in transition. Please refer to the SBA website (www.SBA.pdx.edu) for the most current course listings for this option.

Master of Science in financial analysis. Successful completion of the M.S. in financial analysis requires 11 credits of business, 30 credits of financial analysis, and 8 credits of electives.

Credit

Business11

- † BA 506 MSFA Business Project (6)
- BA 531 Executive Briefings (1)
- Mgmt 562 Business Strategy and Policy (4)

Financial analysis core.....30

- Actg 542 Tax Factors in Business Decisions (4)*
- Actg 551 Accounting Information Systems (4)*
- Actg 552 Strategic Cost Management (4)
- Actg 553 Financial Statement Analysis (4)
- Actg 560 Professional Ethics and Public Interest (2)
- Fin 551 Financial Management for Financial Analysts (4)
- Fin 553 Financial Analysis and Business Valuation (4)
- Fin 555 Applied Econometrics for Financial Analysis (4)

Financial Analysis Electives

Select two of the following courses.....8

- Actg 585S Business Law (4)
- Fin 545 Hedging and Risk Management (4)
- Fin 552S Investments (4)
- Fin 556S International Financial Management (4)
- Fin 562 Intermediate Financial Management (4)
- Fin 565 Cases in Corporate Financial Management (4)
- Fin 573 Investment Analysis and Portfolio Management (4)
- Fin 574 Investment Analysis and Portfolio Management (2)
- Mktg 555 Technology Marketing (4)
- Actg 525 Tax Research Methods (4)
- Actg 527 Corporate Taxation (4)
- Actg 593S Advanced Auditing (4)

Other courses including study abroad as approved by the director academic programs in consultation with the SBA's Graduate Program Committee.

Master of International Management. The M.I.M. program offers a 12-month full-time or 24-month part-time class format and an intense learning experience reflective of international business today. The M.I.M. degree focuses on Asian busi-

ness, with particular emphasis on China and Japan. A three-week field study trip to Asia is an integral part of the program, as is the international business consulting capstone project. The M.I.M. program strives to create a strong cross-cultural learning community through a cohort structure that helps students to build team skills, beginning with a four-day outdoor wilderness excursion for all students during orientation week.

Faculty for the M.I.M. program are drawn from Portland State University, University of Oregon, Oregon State University, and other U.S. and foreign universities, as well as selected business executives. All classes are held at PSU's main campus.

Specialization options. In response to the growing corporate demand for specialized skills, the M.I.M. department now offers specialization tracks. Students can acquire in-depth knowledge in one of three key management areas: global business and sustainability, global marketing, or global supply chain management. General M.I.M. requirements include 65 core program credits plus the language requirement. Students that specialize must complete 73 credits plus the language requirement. Furthermore, students that specialize will produce the international business project in their chosen area of specialization and complete an additional 8-week term (August to October) to satisfy the extra course requirements.

MIM requirements. In addition to meeting the requirements for PSU and the School of Business Administration, we also require applicants to complete the following prerequisite courses with a C or better: Managerial and Financial Accounting, Micro and Macro Economics, Business Finance, Statistics

These prerequisite courses must be completed successfully prior to enrolling in the M.I.M. program. The admissions committee evaluates each student's application to determine which courses (if any) are required. Applicants can complete these prerequisites at any community college or university, or through the M.I.M. prerequisite program. The M.I.M. prerequisite program is an eight-week program (June-August), developed for students with limited (or no) academic business background.

Exceptions to the above will be considered on a case-by-case basis by the Master of International Management Admissions Committee.

Transfer credits and course waivers. Since the Master of International Management program is a cohort program, no transfer credits will be accepted nor will there be any course substitutions or waivers.

† Students who complete the 8 credit National Student Advertising Competition are exempt from the Marketing elective requirement.

* These courses may be replaced with elective coursework based on previous academic preparation.

Grading. Students must maintain a cumulative GPA of at least 3.00 for all graduate credits earned in the Master of International Management program.

Language requirement. The language component of the M.I.M. is designed to prepare participants for the international business environment of Asia. The goal is to create a comfort level in the target language, Chinese or Japanese, such that the participant understands business etiquette and can function socially. The primary skills emphasized will be listening, followed by speaking, reading, and writing. The content of the language will focus on business and social situations, focusing on relevant vocabulary.

Field study in China and Japan. As a capstone experience, students will travel to China and Japan to visit companies, meet with international business executives, and learn more about these cultures. This trip allows students the opportunity to immerse themselves in the culture and lifestyle of two very different countries, while gathering firsthand information for their final project.

Admissions. We have fall admission only. Our application deadline is April 30. Please submit all application materials to the M.I.M. Program.

Program schedule

Typical full-time

Term 1: MIM 511, MIM 513, MIM 516, MIM 578, Language

Term 2: MIM 515, MIM 517, MIM 564, MIM 576, Language

Term 3: MIM 558, MIM 519, MIM 568, MIM 576, Language

Interim: MIM 579 Field Study Trip

Term 4: MIM 510, MIM 547, MIM 574, Elective/Specialization, Language

Term 5: MIM 577, MIM 578, Elective/Specialization, Language

Term 6: MIM 579 International Business Project

Typical part-time

Term 1: MIM 511, MIM 516, MIM 578

Term 2: MIM 515, MIM 517, MIM 576

Term 3: MIM 558, MIM 568

Term 4: MIM 574, Elective/Specialization

Term 5: MIM 577, Elective/Specialization

Term 6: Break

Term 7: MIM 513, Language

Term 8: MIM 564, Language

Term 9: MIM 519, MIM 576, Language

Interim: MIM 579 Field Study Trip

Term 10: MIM 510, MIM 547, Language

Term 11: MIM 578, Specialization Language

Term 12: MIM 579 International Business Project

Specialization (Elective) Courses

Global Business and Sustainability: MIM 511, MIM 521, MIM 531, MIM 541

Global Supply Chain Management: MIM 524, MIM 534, MIM 544, MIM 558

Global Marketing: MIM 515, MIM 535, MIM 545, MIM 575

Doctor of Philosophy in systems science—business administration.

The Systems Science Doctoral Program prepares students for academic or professional careers in systems concepts and techniques. The School of Business Administration participates in the Systems Science Doctoral Program.

There are two options for study in the systems science program. Both options facilitate the design of curricula which are individually tailored to the needs and interests of students. Students may earn the M.B.A. and the systems science Ph.D. concurrently and should anticipate approximately four to five years of full-time study beyond the baccalaureate degree in order to satisfy the program requirements.

Departmental option: The student undertakes advanced academic preparation primarily in a single department or school. In the School of Business Administration, students concentrate their coursework in one department or subject area and take courses from other departments as well.

Core option: The student pursues interdisciplinary studies with a stronger emphasis on systems coursework.

For information relating to the Ph.D. program in systems science, see page 75.

Courses

Accounting

Courses with an asterisk () are not offered every year.*

For information on the accounting option requirements, see page 203. All 300- and 400-level courses require junior-level standing; 400-level courses require admission to the School of Business Administration; graduate courses require admission to the graduate programs. Students admitted to the School of Business Administration will be given registration priority for all 300-level courses.

Actg 199

Special Studies (Credit to be arranged.)

Actg 310

Professional Accounting Seminar (2)

Designed to introduce students to a wide range of accounting careers. Guest speakers from public accounting firms, private industry, and governmental agencies will provide information and discuss various career paths within their organizations. In addition, information on how to find and get the "right" job will be provided. Pass/no pass only. Prerequisites: B or better in both BA 211 and 213 or consent of instructor.

Actg 335

Accounting Information Systems (4)

Methodology used in manual and computer systems for the accumulation, classification, processing, analysis, and communication of accounting data. Development of the accounting techniques used in the handling of large amounts of information; special journals and controlling accounts; computer files for storing data; computer processing of data. Discussion of the problems encountered in the systems for different types of organizations. Prerequisites: BA 213, BA 325.

Actg 360

Management Accounting (4)

Emphasis on the development, analysis, and communication of cost information relevant to

the following functions: planning, decision making, cost control and management, pricing, and performance evaluation. Prerequisite: BA 213.

Actg 381, 382

Financial Accounting and Reporting I and II (4, 4)

Comprehensive study of the principles, conventions, and postulates of accounting. The issues of revenue recognition and the measurement and disclosure of financial information are studied in detail. Although the courses are taught from the perspective of the preparer, attention will be paid to the information requirements and expectations of users of financial statements. International accounting issues are also covered. Prerequisites: BA 213 for Actg 381; Actg 381 for Actg 382.

Actg 399

Special Studies (Credit to be arranged.)

Actg 401/501

Research (Credit to be arranged.)

Actg 404/504

Internship (Credit to be arranged.)

Actg 405/505

Reading and Conference (Credit to be arranged.)

Consent of instructor.

Actg 407/507

Seminar (Credit to be arranged.)

Student-selected problems in business operation and business management to be studied by the individual and discussed in group meeting under direction of academic staff.

Actg 409/509

Practicum (Credit to be arranged.)

Actg 421

Introduction to Taxation (4)

Introduces students to a broad range of tax concepts, tax policies, and different types of taxpayers. Students should develop an understanding of how tax laws affect most business and personal financial decisions. Tax reporting, tax planning, and basic tax research skills will be emphasized. Prerequisite: BA 213.

Actg 422/522

Advanced Taxation (4)

Expands students' knowledge of how tax laws affect sole proprietors, partnerships, corporations, and other business entities. In addition, the tax laws applicable to estates, gifts, trusts, tax exempt organizations, and foreign persons are explored. Prerequisites: Actg 421.

Actg 430

Governmental and Not-for-Profit Accounting (1)

An introduction to governmental and "fund" accounting. Topics include state and local governmental funds and accounting for not-for-profit hospitals, universities, and health/welfare organizations. Prerequisite: Actg 382.

Actg 460

Advanced Managerial Accounting (4)

Advanced development, analysis, and communication of cost information, focusing on the use of financial and non-financial information in decision making and strategic management.

Cases and/or simulations will be used extensively. Prerequisites: Actg 360 and BA 339. (BA 339 not required for students in postbaccalaureate certificate in accounting program)

**Actg 476/576
International Accounting (4)**

International accounting issues crucial for effective interpretation and understanding of international business. Framework to analyze and understand financial reports used by multinational corporations (MNCs). Special managerial and control problems of MNCs including performance evaluation, transfer pricing, and taxation. Prerequisites: BA 213 for Actg 476; Actg 511 for Actg 576.

**Actg 485/585
Business Law (4)**

Laws of contracts, negotiable checks, notes, and drafts, insurance, documents of title, sales of goods, letters of credit, employees and independent contractors, agency, partnership, corporations, securities, bankruptcy, security interests, mortgages, suretyship and bulk sales. Covers law part of CPA exam. Prerequisite: Fin 226 or BA 385 (Fin 226 or BA 385 not required for students in postbaccalaureate certificate in accounting program) or Mgmt 560.

**Actg 490
Advanced Financial Accounting (3)**

Emphasizes accounting for business combinations. In addition, accounting issues related to partnerships and foreign currency translation and transactions are studied. Prerequisite: Actg 382.

**Actg 492/592
Auditing Concepts and Practices (4)**

Auditing standards and procedures observed by Certified Public Accountants in the examination of the financial statements of business and other organizations. Audit standards and objectives and conceptual framework for collection of evidence and assessment of control risk. Short-form audit report and operational auditing. Prerequisites: Actg 335 and 382.

**Actg 493/593
Advanced Auditing (4)**

Audit objectives and procedures for the collection of evidence and the assessment of control risk are explored. The effects of attribute and variables sampling as well as the effects of computers and computer-control procedures on the audit process are examined. In addition, audit, compilation, and review reports are important elements of this course. Prerequisites: Actg 492.

**Actg 495
Integrated Accounting Issues (4)**

Integrates topics from various accounting areas. Provides students with opportunities to see the accounting interactions and tradeoffs that result from realistic business situations. Course will enhance students' understanding of accounting and its influence on business, as well as the understanding of how business processes affect accounting results, through a set of comprehensive case studies. Prerequisites: Actg 360, 421, 492.

**Actg 503
Thesis (Credit to be arranged.)**

**Actg 511
Financial Accounting (4)**

An introduction to the reporting system used by businesses to convey financial information to parties external to the enterprise. Primary emphasis is placed on understanding the financial reports that are the end product of this system—what they do and do not tell the user about a business enterprise. The accounting principles, conventions, and concepts underlying financial reporting are examined with the objective of developing the ability to read, comprehend, and perform a basic analysis of financial statements. In addition, an introduction to corporate social responsibility and environment performance reporting will be provided.

**Actg 512
Managerial Accounting and Control (2)**

Covers traditional managerial accounting issues, including operational budgeting and cash flow analysis. In addition, the course will consider financial models used in analyzing the economic viability of new product and services and emerging trends in internalizing ecological 'externalities.'

***Actg 525
Tax Research Methods (3)**

Methods of researching tax rulings and laws in tax accounting; study of the administration and responsibilities of tax practice. Prerequisite: Actg 482.

***Actg 527
Corporate Formation and Nonliquidating Distribution (Corporate Taxation I) (3)**

Concepts and principles governing the taxation of corporations and their shareholders including the effects of taxes on corporate capital structure and distributions. Prerequisite: Actg 525.

***Actg 529
Tax Planning (3)**

An integrating course that relates business taxation, estate planning, employee compensation and tax shelters as they may interact with each other; the format is discussion of case problems and includes client consultation matters. (This course should be taken after the student completes 24 credits in the program.)

***Actg 531
Partnership Taxation (3)**

Tax treatment of partnership income; problems associated with the formation, operation, and dissolution of partnerships. Sale, withdrawal, retirement of partners; basic adjustments, unrealized receivables, and substantially appreciated inventory; Subchapter S Corporation compared to partnerships. Prerequisite: Actg 525.

***Actg 532
Corporate Reorganizations and Liquidations (Corporate Taxation II) (3)**

An examination of the effect of taxes on reorganizations and liquidations. (May be taken prior to Corporate Taxation I.) Prerequisite: Actg 525.

***Actg 534
Federal and State Tax Procedures (3)**

Tax reporting and collection procedures; administrative and judicial procedures governing tax controversies, the rights and obligations of the taxpayer. Prerequisite: Actg 525.

***Actg 535
State and Local Taxation (3)**

Examination of issues and taxation other than federal income tax, including property tax processes, sales and use taxes, multistate transactions, manufacturers excise tax, and sumptuary and regulatory excise taxes. Prerequisite: Actg 525.

***Actg 536
International Taxation (3)**

Taxation of United States citizens and businesses on foreign-source income; topics include the forms of multinational operations, foreign tax credits, and tax treaties. Prerequisite: Actg 525.

***Actg 537
Tax Accounting Problems (3)**

A study of tax accounting methods, reporting periods, special elections, and consolidated returns. Prerequisite: Actg 525.

***Actg 539
Estate and Gift Taxation (3)**

An exploration of the United States system of taxing transfers by gift or at death. Incorporates a review of the technical structure to enable the student to understand the role a particular rule does or should perform in a transfer tax system. Designed to enhance comprehension of both theoretical aspects and estate planning, in addition to the structural framework. Prerequisite: Actg 525.

***Actg 542
Tax Factors in Business Decisions (4)**

Tax implications of common business questions and transactions, including choices of business entity, acquisition and sale of business assets, compensation and benefits planning, and U.S. taxation of international trade. Students will be exposed to the common income and estate tax planning strategies of individuals and families engaged in business. Prerequisite: Actg 512 or admission to the Master's of Science in financial analysis program.

***Actg 550
Advanced Financial Reporting (4)**

Financial reporting for general M.B.A. student. Studies of the accounting valuation process, accounting income measurement, and financial disclosure. Contemporary issues are examined in the context of factors that shape accounting standards and current trends in financial reporting. Prerequisite: Actg 511.

**Actg 551
Accounting Information Systems (4)**

Study of accounting information systems for operations with an emphasis on accounting issues. Addresses the information systems issues encountered by internal financial analysts. Topics may include database and accounting information system design, model building, the use of accounting information for forecasting,

and other topics associated with the development of information systems to support financial analysis.

**Actg 552
Strategic Cost Management (4)**

Course takes the perspective that managers should not use information from accounting systems designed to prepare external financial reports in order to make internal management decisions. Provides alternative approaches to developing and using accounting information. Special emphasis will be placed on understanding traditional cost systems, activity-based costing systems, and determining the cost of quality. Course will rely heavily on the examination of actual company situations. Prerequisite: Actg 512 or admission to the Master's of Science in financial analysis program.

**Actg 553
Financial Statement Analysis (4)**

Sound financial information for making business decisions is obtained by an understanding of accounting data from which the information is derived as well as by the application of tools of analysis. Students will gain an increased understanding of the properties and use of accounting numbers in the determination and forecasting of financial positions, results of operations, cash flows, the financial disclosure process, and its use in comparing business performance. Prerequisite: Fin 551 or 561.

**Actg 560
Professional Ethics and the Public Interest (2)**

Introduces students to ethical perspectives that provide the philosophical context for the study of applied business ethics. Students use practical frameworks to address complex ethical and social issues and explore organizational processes and structures that can shape social performances. The context for this course is financial and accounting situations.

**Actg 601
Research (Credit to be arranged.)**

**Actg 607
Seminar (Credit to be arranged.)**

Business Administration

All 300- and 400-level courses require junior-level standing; 400-level courses require admission to the School of Business Administration; graduate courses require admission to the graduate programs. Students admitted to the School of Business Administration will be given registration priority for all 300-level courses, except business minor courses.

**BA 101
Introduction to Business and World Affairs (4)**

Introduction to the business firm operating in the local, national, and global marketplace. Emphasizes the integration of the various functional areas of business as the firm evolves from its entrepreneurial origins to a mature corporation.

**BA 205
Business Communications Using Technology (4)**

Provides students with the tools that are needed to collect, organize, and present information in a business environment. Students will learn how to use library and Internet resources to collect information. Word processing, spreadsheet, and graphics applications will be used to organize and present business information. Students will be introduced to business report writing, developing and delivering a persuasive presentation, and electronic-mail methods for team-based communication. Prerequisite: BA 101.

**BA 211
Fundamentals of Financial Accounting (4)**

Assists students in developing an understanding of financial statements and the tools used by external users such as lenders, shareholders, and competitors to evaluate the performance of the firm. Balance sheets, income statements, statements of cash flows, and industry reports will be used to introduce topics such as: assessing risk, liquidity, solvency, operating efficiency, and profitability of the firm. Prerequisite: BA 101.

**BA 213
Decision Making with Accounting Information (4)**

Designed to aid students in developing effective decision making skills. Course elements include: understanding the organization as a system, information assessment, cash management, operations and capital budgeting, manufacturing cost systems, cost control procedures, managing inventory, problem solving, and measuring the health of the organization. Prerequisite: BA 211.

**BA 301
Research and Analysis of Business Problems (4)**

Development and use of business tools and techniques as applied to business problems. Students will identify business problems, articulate the issues, research, develop, and evaluate solution alternatives relevant to the problem, and present the results orally and in writing. Students will integrate and reinforce their skills in logical and analytical processing, critical thinking, and communication. Prerequisite: BA 205 and junior standing.

**BA 302
Organizational Behavior (4)**

Focuses on issues that are relevant to the three levels of organizational behavior (i.e., individual, group, and organizational). Key topics include: the nature and dynamics of teams, personal values and employee job attitudes, communication, conflict resolution, motivation, leadership, decision making, employee effectiveness, and the impact of organizational level issues such as policies, structure, design, and culture. Techniques used to facilitate learning may include role plays, cases, presentations, organizational simulations, teamwork, and/or term research papers. Prerequisite: BA 205 and junior standing.

**BA 303
Business Finance (4)**

Development and study of a decision framework for financial management with special emphasis on small- and medium-sized businesses. Topics include analysis of financial health, planning for future financial performance, evaluation of investment opportunities, and analyses of risk. Financing of firm growth and valuation will be introduced. An integration of the concepts of financial management into a total system approach to business decision making will be facilitated with the use of cases, as appropriate. Prerequisite: BA 205, 211, and junior standing.

**†BA 306
Working with Money for Business Minors (4)**

Essential topics in accounting and finance for business minors. Reading and interpreting income statements and balance sheets, especially for small businesses. Forecasting to determine financing requirements. Use of techniques in time value of money to determine present values, loan payments, etc. Sources of business financing.

**BA 311
Marketing Management (4)**

Basic marketing concepts from the perspective of the marketing manager. Key focus is to examine the marketing planning and analysis necessary to develop sound marketing plans and strategies. Specific topics include the role of marketing within the firm, analysis of marketing opportunities, selection of target markets and market segmentation, marketing strategies in a global marketplace, use of technology in marketing, and marketing mix decisions. Experiential learning approaches for class participation will be used. Prerequisites: BA 205 and junior standing.

**†BA 316
Working with Customers for Business Minors (4)**

Essential topics in marketing for business minors. Students will be introduced to the basic concepts of marketing and customer satisfaction. Students will explore primary considerations of the market environment and marketing practices including price, promotion, distribution, and product in an applied setting.

**BA 325
Competing with Information Technology (4)**

Presents the key steps required to gain a competitive advantage in the marketplace through the use of information technologies. Primary focus is to help students understand the information systems development lifecycle and the ways that systems can support functional areas of a business. Other topics include: communication technologies to support groups, productivity software and applications, designing systems for competitive advantage, and systems reengineering. Prerequisites: BA 205 and junior standing.

**†BA 326
Working with People for Business Minors (4)**

Essential topics in management and business communications. Focuses on the management

† Courses in the minor may not be used to satisfy major requirements, except for BA 101.

of business organizations in an applied setting. Key topics include motivating and leading individuals and groups, working effectively in teams, and conflict management. In addition, students will learn to collect, organize, and present information in a business setting.

†**BA 336**

Working with Information for Business Minors (4)

Discusses the importance of information and its support of a business organization. An understanding of the essential relationships among information, business process, and information technology. This is a survey course.

BA 339

Operations and Quality Management (4)

Develops an understanding of the various issues and strategies involved in the operation of a service or manufacturing organization. These considerations include the support by the operation's organization of corporate strategy through design and operating decisions. Issues such as global supply sources, worldwide business system influences, continuous improvement, and total quality management will be discussed. Prerequisite: BA 205 and junior standing.

BA 346

Working as an Entrepreneur for Business Minors (4)

Capstone course in the business minor. Provides the student an opportunity to link previous coursework in the development of business plans and organizations, with specific emphasis on the challenges of small emerging organizations. Project-based course that provides students with a toolbox of applied skills. Prerequisite: BA 101.

BA 385

Business Environment (4)

Study and critical analysis of the role of business in its environment with special references to the interrelationships of legal, technological, economic, political, and social forces with the business enterprise and to the legal and ethical obligations of the business enterprise with its owners, employees, consumers, and society. Prerequisites: BA 205 and junior standing.

BA 407/507

Seminar (Credit to be arranged.)

Seminars in selected cross-functional and integrative business topics.

BA 495

Business Strategy (4)

Capstone course for the SBA; should be taken in the student's final term. Students learn to systematically analyze a firm's internal and external environments and to apply concepts and theories related to the formulation and implementation of business and corporate level strategies. The influence of other functional areas (marketing, finance, accounting, etc.) on strategic thinking is emphasized in teaching students the linkage between strategic problems, management interpretations, solutions, and firm performance

outcomes. Prerequisites: BA 301, 302, 303, 311, 325, 339, 385 and admission to the School of Business. Priority to graduating seniors who have applied for graduation.

BA 506

Business Project (2-6)

Under the direction of a faculty member, students work in teams to apply M.B.A. knowledge and skills to actual business problems or situations. Students may register for six credits during a single term, or register for three credits during two consecutive terms. After initially meeting as a class at the beginning of the term, students meet periodically with an assigned faculty member to monitor progress on the agreed learning contract and to discuss a variety of implementation and organizational issues. Prerequisite: BA 509 or Fin 553 (may be concurrent).

BA 508

Leadership Development and Assessment (2)

First stage for the development of leadership competencies. Each student will be expected to write a personal development and learning plan based upon the results of an initial assessment of the student's strengths and weaknesses. During the term the students will be involved in various activities to assess and develop their interpersonal, communication, strategic leadership, and conceptual competencies. Pass/no pass course, concurrent enrollment in Mktg 511 is required.

BA 509

Leadership Immersion (1)

A business simulation practicum designed to assess students' technical and leadership skills. This course can only be taken as a pass/no pass grading option. Prerequisite: Fin 561.

BA 531

Executive Briefings (1)

A weekly series of presentations by local, regional, national, and/or international business leaders on current business topics.

BA 561

Law for Managers (2)

Examines the legal issues that business organizations face. A focus on small and emerging companies will be used. Specifically, contract law, property law (including intellectual property), employment law, secured transactions law, and product liability law will be addressed. Course will also consider the issues with regard to choice of business entity.

***BA 566**

Competitive and Strategic Analysis (3)

Integrative course that focuses on application of analytical techniques to the processes and outputs of the firm. Emphasizes the identification, analysis, and evaluation of the marketing, financial, and accounting bases of competition, and the development of appropriate business strategies. Prerequisites: Mktg 544, Fin 561, Actg 511.

Finance

For information on finance option requirements, see Finance. All 300- and 400-level courses require junior-level standing; 400-level courses require admission to the School of Business Administration; graduate courses require admission to the graduate programs. Students admitted to the School of Business Administration will be given registration priority for all 300-level courses.

Fin 199

Special Studies (Credit to be arranged.)

***Fin 218**

Personal Finance (4)

A survey of investments, budgets, real estate ownership, financial institutions, consumers' credit, social security, stock market, mutual funds, and estate planning from the individual's point of view. Optional pass/no pass.

***Fin 226**

Legal Environment of Business (4)

The meaning and nature of law, sources of law, state and federal court systems, procedures for resolving disputes, business torts, business crimes, antitrust law, labor law, contracts, international business law, ethical considerations, social and political influences.

Fin 301

Stock Market (3)

Analysis of the operation of the stock market. Procedures in the buying and selling of securities. Examination of current regulatory practices.

Fin 319

Intermediate Financial Management (4)

Second level course in financial management to provide more depth in the study of asset pricing, capital budgeting, capital structure, dividend policy, working capital management, growth through mergers, and leasing. Emphasis on the development of problem solving capabilities. Prerequisite: BA 303.

Fin 333

Foundations of Real Estate Analysis (3)

Surveys the legal, physical, and economic structure of the real estate market and the characteristics of real estate resources. Develops basic real estate valuation procedures and provides an overview of market analysis and real estate production, marketing and financing methods. Prerequisites: Ec 201, 202.

***Fin 336**

Principles of Risk and Insurance (3)

A study of the principles and practices of life, fire, casualty, marine, and social insurance.

Fin 363

Credit Management (3)

Management functions performed by a credit department; relation to other functions of the business enterprise; nature of consumer credit and mercantile credit, sources of credit information, evaluation of credit risks, and credit controls used in business firms; credit policy determination.

Fin 399

Special Studies (Credit to be arranged.)

Fin 401/501

Research (Credit to be arranged.)

Prerequisite: BA 303.

† Courses in the minor may not be used to satisfy major requirements, except for BA 101.

Fin 405/505**Reading and Conference (Credit to be arranged.)**

Prerequisite: BA 303.

Fin 407/507**Seminar (Credit to be arranged.)**

Student-selected problems in business operation and business management to be studied by the individual and discussed in group meeting under direction of academic staff. Prerequisite: BA 303.

Fin 409/509**Practicum (Credit to be arranged.)**

Field work involving the practice of professional activities away from campus. Prerequisite: consent of instructor.

Fin 410/510**Selected Topics (Credit to be arranged.)**

Consent of instructor.

Fin 411**Laws of Real Estate, Personal Property, Trusts, and Estates (4)**

Distinction between real estate and personal property, fixtures, landlord tenant, accession, patents, copyrights, trademarks, concurrent ownership, deeds, adverse possession, easements, trusts, REIT, powers of trustees, wills, will substitutes, intestacy, probate. Prerequisite: Fin 226 or BA 385.

Fin 439/539**Real Estate Appraisal (3)**

Fundamentals of appraising real estate. Land utilization. Analysis of real estate values by approaches followed by governmental and private appraisers. Prerequisite: BA 303, Fin 551 or Fin 561 or USP 598 or equivalent for 539.

Fin 441**Fundamentals of Derivative Securities (4)**

Options, futures, swaps, and other derivative securities. Principles of pricing; uses in speculation, hedging, and risk management, in both securities investment and corporate finance settings. Real options and option-like opportunities in business. Prerequisite: Fin 319.

Fin 444/544**Security Analysis (4)**

Theory and techniques of analysis of individual corporate securities. Systematic study of characteristics and potential of stocks and bonds to facilitate investment decisions. Prerequisite: Fin 452/552 or Fin 561.

Fin 447**The Valuation of Real Estate Investments (4)**

Principles of valuation applied in the context of real estate investments. Financial strength analysis, cash flow estimation, determining the cost of capital, various discounted cash flow methods. Option valuation and real options approaches. Relative valuation approaches. Applied to the valuation of Real Estate Investment Trusts and other real estate development entities. Prerequisites: Fin 333, Fin 319.

Fin 449**Valuation (4)**

Principles of valuation, including valuations both internal and external to the business entity. Financial planning, financial analysis, forecasting, and valuation. Students undertake and

present a formal written valuation.

Prerequisites: Actg 381, Fin 319.

Fin 450**Bank Management (4)**

Practices, problems and policies of commercial banking as well as other financial institutions from a financial management perspective.

Banking regulation, organizational structure, financial analysis of commercial banks, asset and liability management, and other contemporary issues affecting commercial banks.

Prerequisite: BA 303.

Fin 452/552**Investments (4)**

Analytical study of the principles of investment in stocks, bonds, and other security instruments. Includes background study of financial markets and institutions; analysis of the investment characteristics, valuation, and market price behavior of bonds, stocks, and derivative securities, and the choice of appropriate portfolios of these securities. Also included is the study of information and market efficiency, term structure and the determination of market interest rates, and security valuation. Prerequisites: Fin 452: BA 303, Actg 381 is strongly recommended; Fin 552: Fin 551 or 561.

Fin 456/556**International Financial Management (4)**

Development and study of a framework for the financial decisions of multinational businesses; management of working capital, investment and financing decisions of a firm in an international environment; foreign exchange markets, exchange risk, and international diversification. Prerequisite: BA 303 for Fin 456; 551 or 561 for Fin 556.

Fin 465**Finance Topics and Cases (4)**

Case studies of financial problems in business including working capital management, capital budgeting, and financing issues. Special topics covered will be at the discretion of the instructor. Prerequisites: Fin 319 and 449.

Fin 573**Investment Analysis and Portfolio Management (4)**

A study of the application of both portfolio theory and fundamental valuation techniques in security investment decisions. Students in this course serve as portfolio managers to a real dollar portfolio, providing security and sector oversight to the portfolio. The implications of modern portfolio theory for portfolio management and in portfolio performance evaluation are emphasized. This is the first course in a required two-class sequence. Offered fall and spring terms. Prerequisites: BA 303 (may be taken concurrently with consent of instructor) for 473; Fin 552 (may be taken concurrently), 551, or 561 for 573.

Fin 574**Portfolio Management: Issues and Performance Assessment (2)**

This course is a continuation of Fin 573. Students will continue the responsibility of managing a real-dollar portfolio that was initiated in Fin 573. In addition, assessing and reporting on portfolio performance, and presenting a

quarterly report to the investment community, will be an integral aspect of this course. This is the second course in a required two-class sequence. Prerequisites: BA 303, and 473 for 474; Fin 561, 552, and 573 for 574.

Fin 485/585*Life Insurance (3)**

Analysis of various types of life insurance, accident and sickness coverage and contracts. Premium rates. Family and business need for life insurance. Endowment, annuities, group pension plans, industrial and government insurance. Prerequisite: Fin 336.

Fin 499/599**Real Estate Finance and Investments (3)**

Application of finance and economic principles to analysis of real estate finance and investments. Emphasis on the development of problem solving capabilities through the use of computer application programs. Special attention is given to risk analysis, alternative mortgage instruments, hedging techniques, and the tax effects of real estate investment. Prerequisites: BA 303 or USP 423. Prerequisite for graduate students: Fin 551 or Fin 561 or USP 598 or equivalent. (Cross listed as USP 499/599). This course may only be taken once for credit.

Fin 503**Thesis (Credit to be arranged.)****Fin 514****Economic Environment of the Firm (4)**

Examines the microeconomic foundations of the firm and provides a broad overview of the financial markets and institution's framework. Included is consideration of the components of the U.S. and international financial system in the global economy, the financial institutions that facilitate the flow of funds, interest rate determination, and how government policy affects funds flow and interest rates. Issues of demand and supply determination, market structure, and resulting economic behavior are also considered.

Fin 545**Hedging and Risk Management (4)**

Futures, options, swaps, and other derivative instruments, their characteristics, their uses in financial risk management, and their effects in speculative situations; methodologies for valuation of derivatives. Exotic options, innovations in exotic derivatives and in the development and use of derivatives in corporate finance and investments. The rapid development of derivatives in domestic and international finance. Prerequisite: Fin 561 or 551.

Fin 550**Commercial Bank Management (3)**

Theory and practice of commercial banking from a financial management perspective. Banking environment, asset/liability management, capital management, and overall balance-sheet management of commercial banks. Prerequisite: Fin 514 or Fin 561.

Fin 551**Financial Management for Financial Analysts (4)**

Gateway course to the Master of Science in financial analysis. Examines the financial con-

cepts and problem-solving skills required to evaluate whether managerial decisions add value to the firm. Students will develop an understanding of the financial implications of business decisions and a framework with which to evaluate their decisions. An integral part of this approach requires understanding how the different functional areas of a business interrelate and the supporting role that finance provides. Topics considered include cash flow analysis, risk determination, valuation, working capital management, and financing. Graduate credit cannot be earned for both Fin 561 and 551. Prerequisite: admission to the Master of Science in financial analysis program.

**Fin 553
Financial Analysis
and Business Valuation (4)**

Financial analysis of the performance of the business or parts of the business such as product or projects. Tools and techniques of financial statement analysis from the perspective of investors and creditors; development of models for determining and forecasting the profitability and financial position of the firm. Business valuation techniques, emphasizing cash flow projections. Some issues in costs and risk management. Theoretical principles and practical approaches of valuation of a business or business interest; valuation strategies for specific purposes such as valuation for mergers, acquisitions, and corporate restructuring, multibusiness valuation, valuation of international businesses. Prerequisite: Fin 551 or 561; competency with electronic spreadsheets.

**Fin 555
Applied Econometrics
for Financial Analysis (4)**

Theory and application of empirical methods, including model development, experimental design, and statistical analysis, applied to issues in business, particularly the areas of accounting and finance. Construction and testing of hypotheses, analysis of variance, multiple regression, methods for dealing with problems in the distribution of data, time series, forecasting, and performance evaluation. Publicly available data will be obtained and used by students. Prerequisite: Fin 551 or Fin 561.

**Fin 561
Financial Management (4)**

Examines the financial concepts and problem-solving skills required to evaluate whether managerial decisions add value to the firm. Students will develop an understanding of the financial implications of business decisions and a framework with which to evaluate their decisions. An integral part of this approach requires understanding how the different functional areas of a business interrelate and the supporting role that finance can provide. Topics considered include cash flow analysis, risk determination, valuation, working capital management, and financing. Prerequisites: BA 530, Fin 514, Actg 511.

**Fin 562
Intermediate Financial Management (4)**

Second-level course in financial management to provide more depth in the study of asset pricing, capital budgeting, capital structure, divi-

dend policy, working capital management, growth through mergers, and leasing. Emphasis is placed on the further development of problem solving capabilities. Prerequisite: Fin 551 or 561.

**Fin 565
Cases in Corporate
Financial Management (4)**

The study of financial decisions and actions in business through the use of case studies. Topics generally include forecasting, investment, financing, and management of working capital accounts with special topics at the discretion of the instructor. Applying theory, performing analyses, and making judgments are critical in this case course. Prerequisite: Fin 551 or 561.

**Fin 569
Advanced Financial Management (4)**

Selected advanced topics in theory and application of valuation, capital investment/capital structure decisions and their interactions, mergers and acquisitions, and leasing. Prerequisite: Fin 561.

Information Systems

For information on Information Systems option requirements, see page 203. All 300- and 400-level courses require junior-level standing; 400-level courses require admission to the School of Business Administration; graduate courses require admission to the graduate programs. Students admitted to the School of Business Administration will be given registration priority for all 300-level courses.

***ISQA 111
Fundamental Computer Concepts (2)**

The fundamental concepts of Electronic Data Processing; the impact of EDP on the firm, and the fundamental concepts of computer use including programming and applications. Provides a general vocabulary and understanding of the capabilities of the computer in business. (One hour of lecture and two hours of recitation.)

**ISQA 360
Computer Programming for Business
Applications (4)**

Introduction to the fundamental programming theories and concepts necessary to create software applications that address the information needs of an organization. Introduces business students to the object-oriented design, implementation, and testing of event-driven programs. Topics include class definition, methods, data types, control structures, and file-based interactive input/output. Provides an overview of the industry proven software-development principles, and outlines the contribution that business professionals make to the program-development process. Prerequisites: BA 325, CS 106.

**ISQA 380
Data Communications (4)**

Topics include communication between people and machines, transmission systems, protocols for communication technologies, and digital communication and networks. Application areas reviewed include data communications, voice and electronic mail, Internet, and mobile systems. Management issues covered include

cost/benefit analysis, organizational impact, international systems, and emerging technologies. Prerequisites: BA 325, CS 106.

**ISQA 399
Special Studies (Credit to be arranged.)**

**ISQA 401
Research (Credit to be arranged.)**

**ISQA 404
Internship (Credit to be arranged.)**

**ISQA 405
Reading and Conference (Credit to be arranged.)**

Prerequisite: consent of instructor.

**ISQA 407
Seminar (Credit to be arranged.)**

Student-selected problems in information systems, quantitative analysis, or operations and materials management to be studied by the individual and discussed in group meeting under direction of academic staff.

**ISQA 409
Practicum in Information Systems and
Quantitative Analysis (Credit to be arranged.)**

This course requires the student to work with a community organization in performing an information systems/quantitative analysis feasibility study. The study may include a current systems analysis, design of the new system, personnel development or training requirements, hardware and/or software recommendations, and assistance in system documentation. Prerequisites: ISQA 421 and consent of instructor.

**ISQA 410
Selected Topics (Credit to be arranged.)**

**ISQA 415
Database Management (4)**

Study of data environments, the evolution of database technology, database concepts and uses, data models, database design, and query processing. Emphasis will be placed on the relational model and database management systems that support the model. Students will participate in database design projects. Other topics address emerging database trends and opportunities. Prerequisites: BA 325, CS 106.

**ISQA 418
Client-Server Application Development (4)**

Provides an introduction to client server application development with emphasis on the client. Topics include graphical user interface development, event-driven programming, and rapid application development tools. Students will participate in the development of projects using programming languages such as Visual Basic. Prerequisite: ISQA 360.

**ISQA 419
Web Application Development (4)**

Introduces the development of applications in Internet environments, focusing on the design and creation of interactive Web sites that provide access to databases. Other topics will include current issues in the evolution of Web technologies, and considerations affecting requirements determination and application design in the Web context. Prerequisites: ISQA 360.

ISQA 420**Systems Analysis and Design (4)**

Examines the scope and organization of the systems development process, with particular emphasis on the roles that business professionals perform in systems projects. Topics include system requirements, system specification, systems design, implementation, and project management. Standard system analysis methods and techniques will be presented and applied. Prerequisites: ISQA 360, ISQA 380, and ISQA 415.

ISQA 424**LAN Management (4)**

Hands-on introduction to the administration of client/server-based local area networks addressing both conceptual and operational aspects of network operating system management and client operating system configuration. Topics include: design and implementation of network directory services and file systems; network security, backup, and recovery; the implementation and control of distributed print services; user access management and environment automation; and remote workstation management. Prerequisites: ISQA 360.

ISQA 426**Introduction to Decision Technologies (4)**

Provides an introduction to the technologies used in aiding decision making in organizations. In addition to the theoretical aspects of decision support, the course exposes students to current technologies. Topics include: human decision making; database technologies for decision support; statistical, analytical, and artificial-intelligence models for decision support; data mining; and on-line analytical processing. Prerequisite: ISQA 415.

ISQA 428**Principles and Practices of Information Security (4)**

An introduction to the theories, concepts, and practices relating to the deployment and management of information security systems. Topics include: threat analysis and risk management; encryption and security technology; system design, implementation, and maintenance; and the legal, ethical, and social implications of information security. Prerequisites: ISQA 380.

ISQA 429/529**Transportation and Logistics Management (4)**

Overview of logistics including transportation, warehouse location and layout, inventory policies, distribution operations, and information systems. Prerequisite: BA 339 or BA 311.

ISQA 430**Transportation (4)**

Develops an understanding of various modes of transportation, primarily focused on business applications and the movement of freight. Operational characteristics of the modes are evaluated, freight rate derivation and analyses are understood, and organizational evaluations of transportation strategies are studied. Transportation contract forms are analyzed and transportation risks are evaluated. Prerequisites: BA 339.

ISQA 435*Business Research Design and Analysis (3)**

This course is concerned with the application of multivariate methods of data analysis in business research. Emphasis is on the process of business data analysis including research design, implementation, and hypothesis testing. Prerequisites: Stat 243, 244.

ISQA 436**Advanced Database Administration (4)**

Advanced study of data environments, data modeling techniques, database design, query processing, and optimization. Emphasis will be placed on client-server architecture and data environments such as Oracle and SQL Server. Students will participate in database design projects. Other topics will include industry trends and opportunities, and database administration. Prerequisite: ISQA 415.

ISQA 439/539**Purchasing and Supply Chain Management (4)**

Deals with developing sound policies and procedures in managing the supply chain. Topics include supplier selection and evaluation, competitive bidding, contract development and administration, value analysis, and standardization. Prerequisite: BA 339 or BA 311.

ISQA 449**Process Control and Improvement (4)**

Study of the principles of quality management including statistical quality control, total quality management, and the quality tools especially as they apply to supply and logistics processes. Prerequisite: BA 339.

ISQA 450**Project Management (4)**

Develops a basic understanding of principles and tools of project management. Covering the phases and activities of projects, as well as the management tools used to create project plans, management, including the impacts of organizational strategy, structure and culture on the development and execution of projects. Prerequisites: Upper division standing in the SBA.

ISQA 451**Business Forecasting (4)**

Focuses on the use of various forecasting tools to aid in making managerial decisions. Examination of the various forecasting models and methods in a core activity. Understanding the abilities of the forecasting tools will be examined. Students will analyze data using many of the tools and assess and evaluate the validity of each. Prerequisites: BA 339.

ISQA 454**Supply and Logistics Negotiations (4)**

An introduction to commercial negotiation. Includes applications both within and outside an organization, such as negotiating with peers and other employees as well as with suppliers of materials and services. Negotiation planning, tools and tactics, and the conduct of a negotiation are studied. Extensive hands-on negotiation practice is included. Prerequisite: BA 339.

ISQA 458/558**Purchasing and Logistics within the Food Industry (4)**

Explores the rapid transition of food industry operations through an in-depth look at food commodity production, processing, storage, and transportation; facility location and transportation network design; role of wholesalers and distributors in the food supply chain; food safety; food industry consolidation and globalization; supply chain compression; ECR and demand forecasting; and e-commerce and the food industry. Prerequisite: BA 339.

ISQA 459/559**Production Planning and Control (4)**

Intermediate and short range production planning and scheduling. Topics will include aggregate planning, materials requirement planning, scheduling and just-in-time. Prerequisite: BA 339.

ISQA 461*Operations Research Techniques (3)**

Introduction of methodology of operations research. Investigation of construction, solution and application of models useful for decision making in business. Prerequisites: upper-division standing, BA 339 and Stat 243, 244.

ISQA 462*Decision Simulation (3)**

Emphasis given to the use of gaming to reveal the complexity of the total organization and of the interrelationships of the activities of the firm. Students compete in a simulated business environment and are thus allowed to make use of dynamic analysis.

ISQA 463*Mathematical Modeling in Decision Making (3)**

The incorporation of numerical considerations and applied mathematics into the modeling process is the primary focus of this course. Students will gain practice in creative and empirical model construction, model analysis and model research for practical and realistic problems. The emphasis is on the importance of the assumptions in a model and on testing the sensitivity and appropriateness of assumptions against empirical data. Prerequisite: ISQA 461.

ISQA 469/569**Productivity Analysis (4)**

The role of operations strategy on the firm's cooperative ability and the organization's programs and techniques for measuring and improving productivity and for assuring quality. Prerequisite: BA 339.

ISQA 479**Integrated Supply and Logistics Management (4)**

Capstone course using cases and projects to integrate the various concepts of supply and logistics management. Prerequisites: ISQA 429, 439, and 3-4 additional credits in supply and logistics management option courses.

ISQA 511**Quantitative Methods For Managers (4)**

Covers the quantitative methods useful in managerial analysis and decision making. Basic and advanced statistical models as well as forecasting

and management science tools are studied. Prerequisite: admission to graduate program.

**ISQA 518
Electronic Commerce (3)**

Survey of technologies and technological applications to conduct business electronically today and in the future. Students will learn about electronic data interchange, the role of technology in electronic markets, the Internet, and the organizational impact of these technologies. Internet-based technologies will be presented and used.

***ISQA 525
Database Design (2)**

Practical course focusing on the design and use of databases. Students will learn to model data needs, design relational databases based on those needs, and methods for querying a database. A Database Management System (DBMS) will be used. Other topics address emerging database trends.

***ISQA 530
System Architectures (3)**

Study of cutting-edge hardware and software architectures and their usage in business environments. Students will learn how managers identify and adopt new technologies for business systems. Topics include hardware/software concepts, needs assessment, decision criteria, and implementation issues. Prerequisite: ISQA 551.

**ISQA 551
Managing Information Technology (4)**

Course participants explore information technology (IT) from an innovation-management perspective. This has two aspects. First, participants consider IT for its increasingly central role in fostering business innovation, including strategic and operational initiatives in such areas as electronic commerce, global market expansion, supply chain management, business process redesign, and knowledge management. Second, participants examine information technologies as innovations in their own right. In considering the associated management challenges, particular emphasis is placed on IT innovation as a knowledge-based process that demands careful management of business and technical partnerships within and across firm boundaries.

**ISQA 552
Managing Operations
and the Value Chain (4)**

Introduces the students to basic operations and supply chain issues. In addition, issues around the use of natural systems and other models of managing work will be considered within a perspective of sustainable organizations. Prerequisite: Actg 512.

**ISQA 572
Models for Quality Control (3)**

Study of variability. Emphasis on quality improvements through the application of experimental design. Topics include accounting for randomness, systematic identification of sources of variation, control charts, and statistical process control (SPC). Course will use a combination of cases, lecture, and computer-aided analyses to provide the students with a founda-

tion in quality control analysis. Prerequisite: ISQA 551.

Management

For information on the management option requirements, see page 203. All 300- and 400-level courses require junior-level standing; 400-level courses require admission to the School of Business Administration; graduate courses require admission to the graduate programs. Students admitted to the School of Business Administration will be given registration priority for all 300-level courses.

**Mgmt 199
Special Studies (Credit to be arranged.)**

**Mgmt 351
Human Resource Management (4)**
Studies the human resource management functions performed by the human resource manager as well as by the line executive or supervisor. Uses contemporary approaches and problems to analyze the entire process of performance management, including human resource planning/job design, selection and staffing, training and development, compensation, performance appraisal, and employee and labor relations. Also examines legal questions which affect human resource management. Prerequisite: BA 302. Preference on the waiting list will be given to HRM-option students.

**Mgmt 399
Special Studies (Credit to be arranged.)**

**Mgmt 401/501
Research (Credit to be arranged.)**

**Mgmt 404/504
Internship (Credit to be arranged.)**

**Mgmt 405/505
Reading and Conference (Credit to be arranged.)**

Consent of instructor.

**Mgmt 407/507
Seminar (Credit to be arranged.)**

Student-selected problems in business operation and management to be studied by the individual and discussed in group meeting under direction of academic staff.

**Mgmt 409/509
Practicum (Credit to be arranged.)**

**Mgmt 410/510
Selected Topics (Credit to be arranged.)**

**Mgmt 441
Collective Bargaining
and Labor Negotiations (4)**

Workshop giving students hands-on experience negotiating individual and group contracts. Students will learn how to manage the employment relationship within a union environment, studying: the legal environment of unions; negotiations theory and practice; and grievance resolution procedures. Students will devote significant time in class to negotiating individual and group contracts, and will have ample opportunity to receive feedback to improve their skills. Prerequisite: BA 302.

**Mgmt 445
Organizational Design and Change (4)**

Study of organizations from a macro perspective. Emphasis will be on the implications of dynamic environments, innovation, and technology for organizational structure, design, and processes. Management of change from a multi-

level perspective will also be addressed. Prerequisite: BA 302.

***Mgmt 446
Principles of International Management (4)**

Study of the managerial functions and problems related to international business activity. The focus of this course is on the management of foreign trade, direct investments, and international operations. In addition, the political, economic, and cultural environments of international business are examined from the perspective of management. Comparative management is also treated through the study of other management systems. Prerequisite: BA 302.

**Mgmt 447/547
The Power of Soul and Spirit in Business (4)**

Seminar devoted to exploring what soul and spirit means in the context of today's workplace; its current relevance to business; strategies for injecting more soul and spirit into working environments; and methods for developing sensitivity and appreciation for this dynamic approach to being in the business world. Topics to be explored include methods for building community in the workplace; strategies for developing one's inner life; methods for fueling creativity; approaches to bringing one's whole self to work; and examining new methods of leadership. Prerequisites: BA 302 for Mgmt 447; Mgmt 550 for Mgmt 547.

**Mgmt 448
Team Processes (4)**

Designed to provide the student with a working understanding, and practical skills, related to operating effectively in team settings. The influence of member personality and attributes on teamwork, motivating team members, developing effective team processes, and constructive conflict management and team communication are some of the issues that may be addressed. Also focuses on the development and use of a variety of teams prevalent in contemporary organizations and some of the challenges faced in using these teams in an optimal fashion. Prerequisite: BA 302.

**Mgmt 461/561
Reward Systems and Performance
Management (4)**

Study of reward system practices that aid in motivation, employee development, and productivity improvement to meet organization goals. Shows how job analysis data forms the information base for both compensation and performance appraisal processes. Includes an analytic study of traditional and evolving methods of compensation management, and relates this and performance appraisal processes to the broad performance management framework. Prerequisite: prior completion of Mgmt 351; prior completion of or concurrent registration in Mgmt 550. Preference on waiting list will be given to HRM-option students.

**Mgmt 464
Contemporary Leadership Issues (4)**

Investigation of the ideas of what constitutes "effective leadership" as organizations enter the 21st century. Various aspects of the new leadership paradigm are addressed. Students will

develop an awareness of their personal leadership profile and capabilities and the issues they will face as leaders in tomorrow's organizations. Prerequisites: BA 302.

***Mgmt 470/570
American Business History (4)**

A critical examination of the growth of the American business system, with particular attention to studying the environmental genesis and evolution of significant business organizations. The course will also deal with the evolutionary changes in business leaders and their managerial styles. Prerequisite: BA 302 or 385.

**Mgmt 471/571
Staffing and Employee Selection (4)**

The staffing process includes the acquisition, selection, and placement of employees to achieve the strategic human resource goals of the organization. Topics covered include staffing strategies, human resource planning, legal issues, recruitment methods, selection techniques (e.g., biographical information, interviewing, ability tests, work samples, assessment centers), selection validation, and utility analysis. Prerequisite: prior completion of Mgmt 351; prior completion of or concurrent registration in Mgmt 550. Preference on waiting list will be given to HRM-option students.

**Mgmt 491/591
Training and Development (4)**

Training and development highlights the organization's commitment to its employees. The course looks at training needs analysis; the nature, types and methods of training; career stages, paths, planning; retraining outdated workers; outplacement, evaluation of training effectiveness; long-term development programs; and processes of organization development. Prerequisite: prior completion of Mgmt 351; prior completion of or concurrent registration in Mgmt 550. Preference on waiting list will be given to HRM-option students.

**Mgmt 493
Human Resource Policies (4)**

An in-depth, analytical study of human resources and the tasks of the modern human resource manager, with an emphasis on the policy making aspect of human resource management. Studies executive-level decision making within staffing, training, compensation, appraisal, and labor relations. Examines emerging issues in HRM, such as quality of work life, wellness, substance abuse, human resource information systems, etc. Prerequisites: Mgmt 351 and two of the following courses: Mgmt 461, Mgmt 471, or Mgmt 491; admission to the School of Business Administration. Preference on the waiting list will be given to HRM-option students.

**Mgmt 503
Thesis (Credit to be arranged.)**

***Mgmt 540
Business/Government Relations (3)**

The role and importance of the business/government relations function in business enterprises is examined. Topics covered include: monitoring the governmental system, interest groups, lobbying, trade associations, govern-

mental structure, regulatory process, and access to executive/legislative processes. Case analyses and projects may be used in the course. Prerequisite: Mgmt 560.

**Mgmt 544
Technology Management (4)**

Course takes a systematic approach to managing technology and innovation. Addresses issues of technology and competition, technology infrastructure, technology strategy, research and development, the roles of invention, innovation, research and development, product development, and other critical technology related topics. Coverage will also be given to issues related to product development as well as IT strategy and in-depth examination of the current technologies of the day.

**Mgmt 545
Managing Innovation Performance (4)**

Examines the non-technical, human side to the challenges of technological innovation management. Course topics include technical professional performance and productivity, high performing technical teams, managerial effectiveness, innovative work cultures, and organizational practices and policies that promote technological innovation and new product development. Practical applications of course concepts to actual work situations are emphasized.

**Mgmt 546
Principles of International Management (4)**

Covers the major challenges of managing internationally, including political risk assessment, international strategy, structuring and controlling the multinational enterprise, international negotiations, and international human resource management. Course is targeted both toward managers who work abroad as well as those dealing with international business from the home country.

***Mgmt 549
Services Management and Operations (3)**

Addresses the unique aspects of successful services management and operations. In particular, the course examines the service concept, how customer focus is achieved, strategic considerations in creating superior customer value, the human resource challenges of selecting, training, and motivating service providers, and how service systems are structured to smooth demand and enhance system capacity. The goal is to understand how to analyze any service system, whether it resides in a manufacturing, service, or non-profit organization, and explore ways to enhance system effectiveness.

**Mgmt 550
Organizational Management (4)**

Covers issues in organizational behavior and human resource management that are critical to organizational effectiveness. Organizations are studied from three perspectives: the individual, the work team, and the organization as a system. Topics include motivation, performance assessment, creative problem-solving, compensation, staffing, employee development, and organizational design. Focal emphasis on business leadership is examined from a multi-level perspective. Prerequisite: Mktg 511.

***Mgmt 551
Managing Human Resources (4)**

How do managers help their subordinates achieve great and sustainable performances? In the 21st century, the employment contract has undergone significant changes, with both the workforce and the organization being vastly different from their predecessors. Focuses on the daily strategies of generalists as they lead their subordinates to high long-term productivity. Studies all aspects of the employee life cycle from selection through separation, including employee development, reward systems, performance management, and employee relations. Emphasis on problem solving for practicing managers. Prerequisite: Mgmt 550.

***Mgmt 554
Negotiation and Conflict Resolution (3)**

Examines negotiation as a sometimes rational, sometimes irrational social process used for resolving conflict. Studies the interdependence between parties which causes the conflict; focuses on effective and ineffective negotiating tactics between these competing groups. Explores the use of impartial third parties to facilitate negotiations. Practical applications include labor management relationships, purchase agreements, organizational goal setting, etc. Prerequisite: Mgmt 550.

***Mgmt 555
Management of Organizational Change (3)**

A seminar focused on the concepts, theories, and practice of managing organizational change and development. Class discussion will center on an examination of the history and assumptions of organizational development and change, the action research model and other foundations, plus a variety of organization intervention techniques. Special issues such as ethics in client-consultant relationships will be integrated into class activities. Prerequisite: Mgmt 550.

**Mgmt 556
Organizational Politics (3)**

A study of the theoretical and practical aspects of success in organizations. Topics may include how to acquire, maintain, and use power; how to deal with superiors and subordinates; techniques for more quickly rising on the organizational ladder; misuses of power; developing mentor relationships; power games; and success symbols. Prerequisite: Mgmt 550.

**Mgmt 560
Ethics in Organizations (2)**

Provides an understanding of the ethical issues that managers and organizations face. Topics covered include business ethics, corporate social responsibility, public policy process in relation to business, and managerial integrity. Prerequisite: Mktg 511.

**Mgmt 562
Business Strategy Capstone (4)**

An integrative, capstone study of strategy formulation and implementation in international and domestic business enterprises. Case analysis and other appropriate methodologies are used to develop the skills and judgment necessary to

provide overall direction to the organization. Special emphasis will be placed on how to successfully match competitive strategy with effective implementation policies. Prerequisites: Fin 551 or 561.

***Mgmt 565**

Case Problems in Organizations and Management (3)

The study of managerial action and process in organizations through the use of case studies. The actual topics will vary during any particular term, but may include: the resource allocation process, balancing short and long term goals, organizational culture, group dynamics, the ethics of decision making, and performance measurement and reward systems. International situations and problems will be included. Prerequisite: Mgmt 550.

Mgmt 601

Research (Credit to be arranged.)

Mgmt 607

Seminar (Credit to be arranged.)

Marketing

For information on marketing option requirements, see page 203. All 300- and 400-level courses require junior-level standing; 400-level courses require admission to the School of Business Administration; graduate courses require admission to the graduate programs. Students admitted to the School of Business Administration will be given registration priority for all 300-level courses.

Mktg 199

Special Studies (Credit to be arranged.)

Mktg 338

Professional Selling (3)

An overview of personal selling as an element of the promotion mix. Emphasis is on individual and team selling strategies within a professional sales environment. Topics include characteristics of successful salespersons and firms, buyer behavior as part of individual and group purchase processes, the process and structure of sales presentations, and the role of selling as part of the marketing effort. Prerequisite: BA 205.

Mktg 340

Advertising (4)

An introductory course designed to provide an overview of marketing communications, plus an understanding of fundamental advertising issues and strategies. Course focuses on concepts, principles, processes, terminology, trends, and techniques which shape this constantly changing field including the impact of technology on message delivery.

Mktg 341

Public Relations (3)

Principles of public relations in contemporary America, with emphasis on the role of public relations in business. Prerequisite: Mktg 340.

Mktg 363

Consumer Behavior and Customer Satisfaction (4)

Explores the determinants of consumer and business buying behavior. Applications of behavioral concepts to marketing strategy are emphasized along with how to measure, retain, and enhance customer satisfaction while developing long-term relationships. The use of tech-

nology and databases in understanding the marketplace is explored. Prerequisites: BA 311; six credits in psychology, sociology, or anthropology in any combination recommended.

Mktg 376

International Business (4)

International business concepts and practices relating to international trade are presented at a survey level. Current global issues related to international trade and actual international problems are identified along with the basic concepts related to international finance, management, and marketing practices.

Mktg 399

Special Studies (Credit to be arranged.)

Mktg 401/501

Research (Credit to be arranged.)

Mktg 404/504

Internship (Credit to be arranged.)

Mktg 405/505

Reading and Conference (Credit to be arranged.)

Consent of instructor.

Mktg 407

Seminar (Credit to be arranged.)

Student-selected problems in business operation and business management to be studied by the individual and discussed in group meeting under direction of academic staff.

Mktg 409/509

Practicum (Credit to be arranged.)

Field work involving the practice of professional activities away from campus. Prerequisite: consent of instructor.

Mktg 410/510

Selected Topics (Credit to be arranged.)

Mktg 430

Entrepreneurship (3)

The study of entrepreneurship, with emphasis on identifying market opportunities and the development of marketing and business plans to meet these opportunities. Prerequisite: BA 311.

Mktg 435/535

Consumer Package Goods Marketing (4)

Examines marketing distribution systems used by food and consumer package goods (CPG) companies. Emphasis on describing CPG industry value chains and how business environmental factors impact the creation, delivery, and capture of customer value by different industry participants. Examines the marketing relationships between manufacturers, wholesalers, brokers, retailers, and consumers. Topics include ECR, category management, Efficient Replenishment, retail trends in buyer behavior, e-commerce, new product introductions, Efficient Promotion, trade relations, industry alliances, competitive trends, channel roles and conflicts, and globalization. Prerequisite: BA 311 or 339.

Mktg 436/536

Global Business Issues (3)

Globalization is having an increasing impact on the nature of competition. Managers need to better understand the impact of globalization on the firm and on what managerial skills are needed to be effective in an increasingly international environment. Class is designed to bring renowned business and government leaders into

the classroom to discuss their experiences in international business. In each class students relate theory from course materials to the experiences of these leaders and discuss implications for practicing managers.

Mktg 441

Media Strategy (4)

Examines the advertising media process as an outgrowth of marketing and advertising objectives. Focuses on strategic issues, quantitative decision making, and media planning and negotiating techniques. This course is data intensive and analytical, with attention given to the Internet, local, and non-traditional mediums, as well as dominant national measured media. Prerequisite: Mktg 340.

Mktg 442

Creative Strategy (4)

Course puts into practice the theories, principles, and techniques of the advertising business loosely known as "creative." Course material will focus on the strategy behind advertising messages, techniques for writing and designing advertisements, and the unique requirements of different types of creative messages. Also includes creative considerations for specific media including those driven by technology. Prerequisite: Mktg 340.

Mktg 443

Advertising Campaigns (4)

Emphasis is on the development of total advertising campaign from a marketing perspective. Integrates elements of the advertising process such as setting objectives, selection of target markets, budget development, media selection, message creation, production, development of presentation and recap documents and the staging of a major promotional event using both traditional and emerging advertising media as available. Prerequisite: Mktg 340, 441, 442.

Mktg 444

Advertising Account Management (4)

Course for college seniors who aspire to a career in advertising agencies as account managers as well as students who aspire to a career in advertising media or advertising creative positions working with account managers. Course will cover contemporary topics in account service, client relations, skill building, and career planning. Course format is intended to be highly interactive, with numerous guest lectures from ad executives, case problems, written assignments, reading assignments, agency visitations, and at least one project. Prerequisite: Mktg 340.

Mktg 445, 446, 447

National Student Advertising Competition (2, 4, 2)

A three-term, advanced learning course which is part of a national competition and is offered in conjunction with the American Advertising Federation. Participants will form a traditional advertising agency and develop a national campaign for a national brand company. Campaign development focuses on research, creative strategy, the media plan, ad production, integration of promotional and interactive components, presentation, and budgeting. Prerequisites: Mktg 340, 441 and 442.

Mktg 450**Product Innovation and Management (4)**

Product innovation is at the core of the marketing process. The Internet has changed the rules of product development by erasing competitive barriers and emphasizing rapid development cycles. The class will focus on identifying new product opportunities, rapid innovation procedures, the management of the development process, and alignment with e-marketing strategy. Prerequisite: BA 311.

Mktg 452**Business-to-Business Marketing (3)**

Management of the marketing activities of enterprises serving business-to-business markets. The course includes industry and competitor analysis, the fundamentals of competitive advantage and the role of product, price, distribution, and promotion in the creation of competitive market strategies. Prerequisite: BA 311.

Mktg 455**Technology Marketing (4)**

Survey of Internet-based marketing strategies with special focus on the Web in business-to-business and business-to-consumer situations. The course encompasses the strategic market planning and implementation processes as applied to e-business including identifying and analyzing e-market opportunities, data warehousing/mining, developing e-products, creating the customer interface, e-pricing, e-branding, and e-positioning strategies. Additional emphasis is on creating and leveraging a strategic Web presence with portals, partnerships, community building, and permission-based marketing. Prerequisite: BA 311.

Mktg 460**Marketing Research (4)**

Studies the planning, data collection, analysis, and reporting issues relating to marketing research. Key issues include defining information needs, sampling, using conventional methods and information technology to obtain primary and secondary data, instrument design, statistical data analysis, interpretation and reporting of data. Prerequisite: BA 311.

Mktg 461/561**eMarketing (4)**

Examines important marketing issues in a business world that is being transformed by widespread adoption of the Internet and related technologies. Topics include customer relationship management, effects of Internet on product-related issues (such as branding and new product development), pricing, distribution, and promotion, security, and privacy concerns. Prerequisite: BA 311.

Mktg 462/562**Customer Information and Relationship Management (4)**

Examines the operational, organizational and behavioral issues that surround customer relationship management. It explores the marketing processes and strategies that are needed to differentiate and interact with customers through customized offerings. Database mining techniques are used to analyze and address customer needs. Prerequisites: BA 311, Mktg 460 for 462; Mktg 544 for 562.

Mktg 464**Marketing Strategy and Management (4)**

Capstone marketing course that focuses on the development of the marketing plan. The emphasis is on integrating the major areas of marketing management including customer identification, industry analysis, product and communication strategies, distribution, pricing, and control in an e-business environment. Prerequisite: BA 311, Mktg 460.

Mktg 466**Principles of International Marketing (4)**

Differences between domestic and international marketing are examined. A market-oriented conceptual foundation relating international channels of distribution, financing, documentation, transportation organizing, and staffing is presented. Prerequisites: BA 311, Mktg 376.

Mktg 467**Sales Management (4)**

Survey of the sales management function with attention to sales force selection, allocation of sales effort, motivation and reward of sales force, sales automation tools, and the integration of sales with e-business strategy. Prerequisite: BA 311.

Mktg 475**Retailing (4)**

Focuses on the distribution of goods to consumers. It emphasizes the dynamic nature of the retail environment and how changes in consumer demographics, new technology, globalization, new competitive forms, and the Internet are revolutionizing the retail industry. Topics include: purchasing, category management, Web marketing, trade relations, retail operations, and promotion. Prerequisite: BA 311.

Mktg 503**Thesis (Credit to be arranged.)****Mktg 507****Seminar (Credit to be arranged.)**

Marketing Trends and Developments. Marketing Information Systems. Marketing Models. Export Planning for Executives. Sales Force Management.

Mktg 511**Pioneering Innovation (4)**

This foundational MBA course provides students with an understanding of the innovation process and its relationship to creating and managing organizations that can be sustained in the global economy. Included in the course is consideration of the external forces and trends that confront the innovation process, coupled with an internal assessment of corporate strengths and weaknesses. Consideration of the customer and the customer/firm interface is emphasized. Additionally the course will include methods for fostering the creative process, both individually and within the firm. Concurrent enrollment in BA 508 is required.

Mktg 544**Marketing Research and Strategy (4)**

Introduces basic concepts of the marketing process from the perspective of the marketing manager and provides a framework for the analysis of marketing management problems. A key focus is to develop the necessary marketing

planning and analytical skills to develop marketing strategies. Specific topics include the role of marketing in a competitive environment, impact of technology on marketing strategies and processes, analysis of marketing opportunities and the competitive environment, selection of target markets, market segmentation, and marketing strategies in the global marketplace. Prerequisite: Mktg 511.

Mktg 546*Buyer Behavior and Communication (4)**

Study of determinants and influences on purchasing behavior emphasizing contributions from behavioral sciences. Course explores application of competitive and technological influences on buyers behavior and marketing strategy. Emphasis on marketing communication and promotion. Prerequisite: Mktg 544.

Mktg 547*Distribution Strategies (3)**

Examines the fundamental and emerging trends in distribution activities of business enterprises. Course analyzes the competitive advantage(s) associated with distribution strategies. Explores trends in channel design, the changing role of participants, channel relationships, and channel communications. Prerequisite: Mktg 544.

Mktg 548**Product Management and Innovation (3)**

Examines the role of product innovation and management as the core focus of marketing strategy. Major topics include new product strategy formulation, product design and development, managing the product line, and organizational considerations in product management. Special attention is given to aligning product development with e-business strategy. Prerequisite: Mktg 544.

Mktg 551*Managing Marketing Information (3)**

Study of the uses and implementation of tools, methods, processes, and systems for managing marketing information. Emphasis will be placed on the determination of information needs for marketing decisions, the methods, processes, and systems for effective and efficient management of marketing information, as well as the new marketing approaches and tools that utilize information technology for marketing products and services. Prerequisite: Mktg 544.

Mktg 552*eServices Marketing (4)**

Focuses on understanding the distinction between service versus product marketing with an emphasis on assessing, designing, and managing on-line service offerings. eService relationships will be examined within a customer loyalty framework that considers customer value, switching costs, and on-line relational bonds as key drivers of loyalty. Prerequisite: Mktg 544.

Mktg 555**Technology Marketing (4)**

Designed to introduce students to the special issues faced by managers marketing technology products in markets characterized by rapid change. Topics include identification of market opportunities, market segmentation, positioning, product innovation, customer value cre-

ation, managing the customer interface, and new approaches to distribution. Emphasis will be on strategies for marketing technology products in an e-business environment.

***Mktg 560**

Research for Marketing Decisions (4)

Designed to study the methods of gathering primary and secondary information for business decisions. Also designed to study how to become a good information user. Emphasizes the planning, design, and implementation of quantitative and qualitative research projects to obtain information from internal and external business environments. Considers the evaluation and appropriate use of information, information sources and research services.

Prerequisite: ISQA 511, Mktg 544.

***Mktg 565**

Marketing Strategy and Decision Making (3)

Develops the student's ability to understand, analyze, and evaluate marketing situations and to develop appropriate marketing strategies. Stresses detailed analysis of the competitive environment, integration of marketing technologies, and the design and implementation of marketing strategies. Integrates a case or project format. Prerequisite: Mktg 544.

***Mktg 566**

Global Marketing Management (4)

Examines and provides a framework for study of the global marketing environment as well as the management of global marketing enterprises and global marketing practices. Encompasses the preparation for global competition, assessment of environmental forces, and strategic and operational planning for marketing in the global environment. Also examines the management of international, multinational and global marketing enterprises and their marketing activities. Prerequisite: Mktg 544.

***Mktg 567**

Sales Force Management (4)

Involves a detailed study of the sales management function. Issues to be addressed include designing the sales force, setting objectives, developing strategy, recruiting, evaluating, compensating, and controlling the program. Special attention is given to integrating the sales force with e-business strategy. Prerequisite: Mktg 544.

Mktg 601

Research (Credit to be arranged.)

Mktg 607

Seminar (Credit to be arranged.)

Master of International Management

MIM 510

Age of Pacific Seminar Series (2)

Special topics either under the sponsorship of the Age of the Pacific Series or an elective course addressing contemporary business issues in international business.

MIM 511

Global Business and Sustainability (4)

Examines the meaning of sustainable development for a profit-making global corporation, the effect of global protocols and conventions on global corporate sustainable development strategies, and how corporations and industries develop their strategies for sustainable development. Takes a multiple stakeholder perspective of organizations and the natural and social environments, especially related to systems thinking and innovation. Students learn how to better anticipate and manage a global corporation's social and environmental issues.

MIM 513

Pacific Rim Economies, Trade, and Financial Markets (3)

Survey of current economic trends among the Pacific Rim economies, focusing on potential problems and opportunities of each country. Course also covers the principles of international trade, balance of payments and adjustments, impediments to trade flows, financial institutions and markets, and national economic policies affecting business in the Pacific Rim and the United States.

MIM 515

Contemporary Global Marketing (4)

The global/international marketing strategies and operations of multinational corporations (MNCs) are studied through assessment of international markets, marketing environments, and various aspects of global marketing strategies and marketing management.

MIM 516

Contemporary Pacific Rim and World Affairs (4)

Study of the contemporary political, economic and social issues of significance to the Pacific Rim countries, with particular emphasis on the international politics of China, Japan and Korea. Enables students to anticipate the politics of international transactions, understand key issues in the transition from the cold-war to post-cold war period, appreciate the major regional organizations and organizing philosophies in Asia, understand the relationship between domestic and external politics, and clarify the motives and interests of major governments.

MIM 517

Accounting for Global Enterprises (4)

Study of international accounting issues crucial for effective interpretation and understanding of international business. Goal of the course is to build a framework that can be used to analyze and understand financial reports used by multinational corporations (MNCs). Special managerial and control problems of MNCs, including performance evaluation, transfer pricing, and taxation will also be addressed.

MIM 519

International Law and Ethics (4)

Study of the social, political, and legal context of international business management through the examination of the variety of means by which the values of society and the actions of government impact the success or failure of multinational business transactions. The complex regulatory and ethical issues that may occur in the culturally and historically diverse Pacific Rim markets will also be examined.

MIM 521

Evaluating and Measuring the Sustainability Performance of Global Corporations (4)

Helps students develop an understanding of how the measurement of a global company's environmental and social performance contributes to business goals and strategies. Students examine how different global companies measure and report on their environmental and social performance, and how their different approaches link to their market strategies, business fundamentals, and management philosophies.

MIM 524

Global Sourcing and Supply (4)

Focuses on purchasing and supply management in an international environment. Included will be such topics as locating and qualifying international suppliers, and developing contracts and long term relationships with chosen suppliers. Other topics for study will be payment processes, including letters of credit and currency exchange rate fluctuation risk management. This course will also contain a segment focused on doing business in specific Pacific Rim countries. A commodity study will be required.

MIM 531

Product Design and Stewardship for Global Corporations (4)

Takes the view that to maximize a global firm's competitive advantage, managers need to know how to identify opportunities to initiate changes in the firm's value chains that reduce waste and generate value. Addresses the principles of industrial ecology, environmental management systems, product stewardship and life cycle analysis, eco-efficiency and design for the environment. Case studies will be used to explore the practical challenges and opportunities to implementation of product design and stewardship activities.

MIM 534

Global Logistics Management (4)

Includes studies of inventory and warehouse planning and control and the principles of transportation. Managing logistics in an international environment will be the primary focus, with special attention given to air and sea transportation. Topics such as liner conferences and air freight will be included.

**MIM 535
Global Market Research (4)**

A fundamental difference between the practice of marketing in domestic markets vs. global markets is the greater diversity of global markets and the scope of marketing activities. Global marketing managers need to have accurate and useful information about the nature of international markets to make successful decisions about market selection, positioning and the development and execution of global marketing programs. Introduces students to the tools and methodology of global market research from the perspective of the practicing manager. Emphasis on helping students understand the general kinds of information required to make effective marketing decisions and introducing the sources and methods used to acquire that information.

**MIM 541
Stakeholder Management and Cross-Sector Partnerships (4)**

Studies interactions with key stakeholders to achieve specific sustainability goals, e.g., reduced energy use, contamination remediation, and community engagement. Using a systems approach, examines the roles of key stakeholder groups (e.g., government, non-governmental organizations (NGOs), competitors, suppliers, and customers) in sustainability; the process for identifying and engaging key stakeholder groups; the formation and effective management of cross-sector partnerships, in particular corporate-government and corporate-non-governmental organization partnerships.

**MIM 544
Integrated Global Supply and Logistics Management (4)**

Final course in the specialization in global supply chain management. Integrates all of the concepts contained within the previous three classes. Global supply and logistics planning and strategy development is the primary emphasis. Case course where each week students will be expected to analyze and prepare a supply and logistics case in an international setting. Emphasis on developing analytical and problem-solving skills and on generating the quantitative information necessary to make superior managerial decisions.

**MIM 545
Global Selling (4)**

Focuses on helping students develop an understanding of Asian company purchasing practices and buyer behavior, and linking that understanding to the development of effective selling skills in a business-to-business environment and an understanding of effective sales management strategies and activities. The integration of sales automation technology and e-business will be discussed.

**MIM 547
International Trade Practices (2)**

Study of the practices of international trade. Comprehensive discussion of the practical knowledge and skills required for engaging in international trade. In-depth examination of both export practices and import practices that includes a practitioner-directed international trade practice project.

**MIM 558
Comparative Operations Management (4)**

The changing international environment in manufacturing will be reviewed through: comparative study of process selection, facilities design, operations planning and control, supply logistics, process benchmarking, technology management, international supply chain and customers, quality management, and performance measurement.

**MIM 564
Global Human Resource Management (4)**

Examines the management of human resources in the international firm, including motivating and leading employees in multi-cultural contexts. Course begins with an analysis of the human resource management philosophies and approaches to industrial and employee relations in representative countries. Integration of human resource management systems in international firms, including the creation of global corporate culture, HR support for organizational learning and approaches to human resource management transfer across borders, are also studied. Also examines the nature of successful cross-cultural teams and principles of leading change in multinational firms.

**MIM 568
Managing Information Technology Globally (4)**

Focus on the use of information technology in a competitive international environment and the impact information technology has on international business operations. The vocabulary and background of information technology issues that cross national boundaries, and the use of information superhighways to obtain critical information and maintain business relationships in other countries will be studied and discussed.

**MIM 574
International Corporate Finance and Investment (4)**

Focus on investment and financing decisions of firms operating in more than one nation. Topics include international risk and value analysis, cross border capital budgeting and capital acquisitions, financing mix, working capital management of multinationals, foreign exchange risk and exposure management, estimating cost of capital international investment, international capital markets, and sources of financing. Prerequisites: MIM 513, 517.

**MIM 575
Marketing in Asia and the Pacific Rim (4)**

Study of marketing strategies and practices in Asian and other Pacific Rim countries. Markets, marketing environments, and marketing practices in selected Asian countries are analyzed. Planning, and managing marketing strategies and operations are also included. Prerequisites: MIM 515, 516, 523, 547.

**MIM 576
Advanced Cross-Cultural Communications (4)**

Study of the process of communication, its various components, and how cultural, sociocultural, psychocultural, and environmental influences affect the outcome, including the role of non-verbal communication. Analysis of successful adaptation to new cultures, including developing a communication competence in a new culture and dealing with conflict. While the principles of cross cultural communication and adaptation are generic to all cultures, two cultural environments, China and Japan, will be studied in depth, to develop cultural self-awareness.

**MIM 577
International Business Negotiations (2)**

Examination of the issues and techniques of international negotiations in a variety of business settings. Particular emphasis is given to establishing and working within international partnerships. The course makes extensive use of actual negotiation simulations.

**MIM 578
Global Business Strategy (4)**

Identify and analyze factors that have accelerated the globalization of industries, define the concept of a global strategy, and examine the organizational issues that are central to enhancing the international competitiveness of a business enterprise. Address institutional contexts that facilitate and impede the formulation and implementation of global strategies. Explore the interdependence and interrelationships in three geopolitical areas: the United States, the Pacific Rim with emphasis on Greater China, Japan and Korea, and the European Economic Community.

**MIM 579
Field Study and Project Presentation (5)**

Field study in China and Japan for three weeks. Lectures at Waseda University in Tokyo, company visits, and cultural study. A capstone international business project is conducted with a global firm during the last term of the program.