

School of Business

William Fuerst, Dean
Summerfield Hall, 1300 Sunnyside Ave., Room 203
Lawrence, KS 66045-7585, www.business.ku.edu

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The University of Kansas School of Business is accredited by the Association for the Advancement of Collegiate Schools of Business—International. Four graduate degree programs are offered: the Master of Business Administration, Master of Science, Master of Accounting and Information Systems, and Doctor of Philosophy. Four degree programs are offered jointly with other departments: the combined M.B.A./J.D. with the School of Law, the combined M.B.A./Ph.D. in Nursing with the School of Nursing, the combined M.B.A./Master of Health Services Administration with the Department of Health Policy and

Management, the combined M.B.A./Area Studies M.A. with Russian and East European Studies or Latin American Studies, and the M.B.A. with a concentration in petroleum management with the School of Engineering. General admission requirements and the content of each of these programs are discussed below. Graduate students frequently take some elective classes on KU's Edwards Campus.

Admission

All graduate programs are open to those who have earned baccalaureate degrees from accredited colleges or universities and whose undergraduate academic records, scores on the required standardized examination, and prior work experience indicate that they have the capability to complete the program. Admission to all programs in business is limited on the basis of space, facilities, faculty, and other resources.

Applicants for all graduate programs must take the Graduate Management Admission Test given by Pearson VUE, www.vue.com. The GMAT is administered in most foreign countries and by appointment at designated testing centers throughout the United States. The test typically is taken during the academic year before the term for which admission is sought. M.B.A./J.D. applicants must take the GMAT; the Law School Admission Test is not accepted in lieu of the GMAT. Students whose native language is not English or who have not completed a degree from a college or university in the United States, Great Britain, Canada, or Australia must also have a score of at least 570 (600 for the M.B.A. program) on the Test of English as a Foreign Language. A minimum score of 57 on each of the three sections of the TOEFL is required. For students taking the computerized version of the TOEFL, an overall score of 230 is required (250 for the M.B.A. program), with a minimum score of 23 on each of the three sections of the test.

All applications for admission to the M.B.A., M.S., or M.A.I.S. programs must include (1) a Graduate School application form, (2) three essays, (3) two official transcripts of each college and university record, (4) two letters of recommendation from faculty members and/or employers, (5) scores on the GMAT and scores on the TOEFL if required, (6) a \$60 nonrefundable application fee for online applications or a \$65 nonrefundable application fee for applications on paper, payable to the University of Kansas, (7) a current résumé, and (8) a signed academic honor code statement.

Completed applications are reviewed by committee, and action is taken on them periodically throughout the year. Each applicant is notified by letter of the action taken on his or her application.

Photo, page 88:
Dee Steinle,
graduate adviser,
assists M.B.A.
students with a
case.

All admissions to any graduate program in business are subject to and in accordance with all the basic rules and regulations of the Graduate School as described in this catalog. See Admission in the General Information chapter of this catalog for more information.

Student Services

Advising

The Graduate Advising Center in 206 Summerfield Hall coordinates advising for graduate students. The directors of the programs and their assistants are available to give advice about program requirements, course prerequisites, and program planning. A graduate faculty adviser is designated for each concentration and is available to help the student develop the most effective program for attaining her or his educational and career goals.

Library Resources

The Anschutz Library offers a closed reserve service and reference services including a small print collection. The large collection in Watson Library offers additional reference and research materials. The Business/Economics Bibliographer in the reference department can help business students use the library system. Spencer Research Library has an excellent collection on the history of economic thought and a special collection of business papers and records.

Wagon Computer Laboratory

The Wagon Laboratory in Summerfield Hall is available to business undergraduate and graduate students for classroom assignments and individual research projects. About 40 computers and 65 software programs are available.

Harper Computing Classroom

Equipped with 34 PCs, the Harper room is intended for teaching classes that make heavy use of computers.

Employment Opportunities and the Business Career Services Center

The School of Business maintains a career services center in Summerfield Hall. The faculty and career services staff are committed to providing a strong student-oriented career services program to help students develop career objectives and target job opportunities.

The Business Career Services Center cannot guarantee jobs, but it will make every effort to bring together the job-seeking candidate and potential employers in accordance with their needs, abilities, and interests. Business graduates have been successful in finding employment in their areas of interest. Positions have been available nationwide, regardless of academic concentration or undergraduate degree.

Students are encouraged to register with the BCSC as early as possible. As the job market tightens, employer recruiting increases. An early start can mean wider access to potential employment opportunities. Registrants' résumés are placed on a Web-based computer database, allowing access by the BCSC, employers, and students. This allows the BCSC to perform résumé referrals quickly and companies to conduct their

own résumé searches. Students can update their résumés at any time from any Internet-linked computer.

Additional services include Web job listings, career counseling, résumé consultation, a company library, and links on our home page, as well as extensive career development and job search resources.

Statistics on graduates are collected each semester. Information on the number of degrees granted, percentage of graduates employed, and average starting salaries can be found online at www.business.ku.edu.

Baccalaureate Preparation

The Master of Business Administration program is for graduates from areas other than business administration. It also provides an opportunity for continued study in management for graduates from a school or department of business. The only prerequisite course work is college algebra or its equivalent.

The Master of Science in business requires a baccalaureate degree in business equivalent to that required for accreditation by the American Assembly of Collegiate Schools of Business. Deficiencies in the undergraduate program result in additional hours being required for the degree. Concentrations currently are offered in finance and information systems.

The Master of Accounting and Information Systems program offers a one-year degree for students with baccalaureate degrees in business or accounting equivalent to that required for accreditation by the AACSB. Deficiencies in the undergraduate program result in additional hours being required for the degree.

The Ph.D. program in business requires no specific college work in business administration.

Master of Business Administration

The Master of Business Administration degree program meets the educational needs of persons seeking positions with managerial responsibilities in both the public and the private sectors. KU's program emphasizes broad concepts of business administration but provides an option for concentration within a specific area of business management.

KU offers the M.B.A. program for in-residence (full-time) students, who take much of their course work on the Lawrence campus, and for working professional students, who take course work in the evenings on the KU Edwards Campus in Overland Park. The two versions of the program are tailored to meet the differing needs of students. In-residence students typically are committed to a career change. The evening professional students generally seek to enhance their career paths while remaining employed. Although the two versions of the program have some differences in the way that a student progresses, the philosophy, course content, and faculty are the same for both.

M.B.A. Admission Requirements

1. Baccalaureate degree from an accredited college or university or the equivalent. No specific course work in business administration is required.
2. Two years of work experience are preferred.
3. Proficiency in math at the college algebra level.

KU's M.B.A. program is one of 50 nationwide included in Business Week's guide to The Best B-Schools and one of 70 included in The Princeton Review Student Access Guide to the Best Business Schools.

Information about the M.B.A. program is online at www.business.ku.edu.

KU's Edwards Campus is at 12600 Quivira Rd., Overland Park, KS 66213-2402, phone (from Lawrence): 864-8400 or (913) 897-8400, <http://edwardscampus.ku.edu>.

4. Selection is based on high promise of success in graduate study in business administration, as indicated by a combination of

- (a) Prior academic performance.
- (b) Scores on Graduate Management Admission Test.
- (c) Scores on Test of English as a Foreign Language, if appropriate.
- (d) Prior work experience.
- (e) Two letters of recommendation from employers or faculty members.
- (f) A current résumé.

5. A \$60 nonrefundable application fee for online applications or a \$65 nonrefundable application fee for applications on paper, payable to the University of Kansas, must accompany all applications.

Submit your application to the Graduate School online at www.graduate.ku.edu. Send original transcripts of all completed college and university course work to

**The University of Kansas
Graduate Application Processing Center
1450 Jayhawk Blvd., Room 313
Lawrence, KS 66045-7535**

Send all other requested application materials to

**The University of Kansas School of Business
Master's Applications
1300 Sunnyside Ave.
Lawrence, KS 66045-7585**

In-residence M.B.A. Degree Program

The in-residence M.B.A. program features an emphasis on team-building that begins with M.B.A. Jump-Start and is integrated throughout the program. The degree requires a minimum of 52 graduate credit hours. Courses are sequenced to be completed on a full-time basis in three to four semesters. The specific requirements are designed for a person holding a baccalaureate degree in any field, with no specific course requirements in business and related areas.

Degree Requirements. A minimum of 52 credit hours, satisfying the following:

Business Course Requirements:

- 1. Required Courses (24 credit hours).

Foundation Courses: Required of All Students (16 credit hours)

BUS 701 Organizational Behavior	2
BUS 702 Managerial Economics	2
BUS 703 Financial Accounting	2
BUS 704 Statistical Decision Making	2
BUS 709 Financial Management	2
BUS 711 Marketing Management	2
BUS 715 Managing in a Global Environment	1
BUS 720 Strategic Management	2
BUS 723 Professional Development Skills I	1

Environmental Courses (2 credit hours, choose one of two courses):

BUS 707 Global Economic Environment of Business or	
BUS 708 Introduction to the Legal Environment of Business	2

Breadth Courses (6 credit hours, choose three of four courses):

BUS 705 Human Resources Management	
BUS 706 Managerial Information Systems	
BUS 710 Managerial Accounting	
BUS 719 Operations Management	6

- 2. Advanced Business Elective Courses (28 hours).

Electives 28

Designation of a Concentration:

1. A concentration is optional. Concentrations available with the M.B.A. degree are finance, human resources management, information technology, international business, management, and marketing.

2. A concentration consists of electives, selected from a list of designated courses in the concentration, totalling

8 or 9 credit hours for a minor concentration and 11 or 12 hours for a major concentration in most areas.

3. The intent to pursue a concentration usually is designated in writing before completion of enrollment for the last semester in the program. The area adviser must approve the concentration plan and any subsequent changes in that plan.

4. A graduate course related to the study of business administration offered by another division of the university may be substituted for a specific concentration course requirement with the approval of the area adviser and the Director of Master's Programs.

Evening Professional M.B.A. Degree Program

The KU Edwards Campus, 12600 Quivira Rd., Overland Park, KS 66213-2402, serves students in the Kansas City area. The program for working professionals requires the same curriculum as the in-residence program. The same faculty members teach the courses, and the concentration options described above are available for evening students. Edwards Campus courses are offered evenings Monday through Thursday (one session per class per week) and occasionally on Saturday mornings. Each required course is offered once a semester, and elective courses from each functional area normally are offered each semester. In the summer, some core and elective courses are offered.

For admission information, see M.B.A. Admission Requirements, in the text above.

Degree Requirements. A total of 52 hours is required, consisting of 24 core and 28 elective hours. See the requirements for the in-residence M.B.A. degree program.

Master of Accounting and Information Systems

The Master of Accounting and Information Systems at KU offers students an opportunity to study accounting and information systems topics in greater detail than at the undergraduate level. M.A.I.S. students must earn a concentration in one of three areas:

- Accounting/Auditing
- Tax
- Information Systems

To receive a well-rounded business education, students take electives in other business areas such as business law, marketing, finance, and organizational behavior. In addition, the program gives students the opportunity to improve writing, oral presentation, and interpersonal skills needed for a successful career in accounting and information systems.

A \$60 nonrefundable application fee for online applications or a \$65 nonrefundable application fee for applications on paper, payable to the University of Kansas, must accompany all applications.

Submit your application to the Graduate School online at www.graduate.ku.edu. Send original transcripts of all completed college and university course work to

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Degree Requirements

1. Candidates for the M.A.I.S. degree who have undergraduate degrees in accounting from KU or other schools with equivalent undergraduate accounting programs must complete at least 30 semester credit hours of course work. This includes 15 to 18 hours of accounting and information systems classes, depending on which electives are chosen. At least 24 hours of course work must be numbered 700 or above.

2. Candidates with undergraduate degrees in business without an accounting major must complete 18 hours of undergraduate accounting classes, of which only 6 hours may count toward their master's degree, for a total of 42 hours.

3. Candidates without undergraduate degrees in business must complete 15 hours of undergraduate accounting classes, 37 hours of business foundation courses, and 12 hours of graduate accounting and information systems courses, for a total of 64 hours. They must already have taken introductory courses in financial accounting and managerial accounting (BUS 240 and BUS 241 or equivalent). Both courses can be taken during the summer before beginning the M.A.I.S. program. Admission is contingent on completing these courses.

M.A.I.S. Requirements. Required for students with undergraduate accounting or business degrees:

Concentration. Students must choose a concentration from one of the following areas: 9-10
Auditing/Accounting (choose any three)
 BUS 739 Advanced Managerial Accounting: Quantitative and Economic Topics (3)
 BUS 740 Accounting Theory (3)
 BUS 741 Advanced Accounting Problems (3)
 BUS 744 Advanced Auditing (3)

**Tax*
 BUS 745 Tax Research (3)
 BUS 746 Taxation for Business Entities (4)
 BUS 747 Tax Planning (3)

*The tax concentration requires 10 hours. One less hour of business or accounting elective credit is required. The total remains 30 hours.

Information Systems
 BUS 735 Systems Analysis and Design (3)
and one of the following IS electives:
 BUS 738 Database Management (3)
 BUS 734 E-commerce: An Integrative Perspective (3)
 BUS 736 Strategic Information Systems Planning (3)
 BUS 737 Systems Development (3)
 BUS 748 Business Computer Networking (3)
 BUS 749 Developments in Software Technology (3)

Total credit hours required for students with undergraduate accounting degrees 30

Accounting Undergraduate Classes (15 credit hours required for students with undergraduate business degrees)
 ACCT 320 (BUS 510) Financial Accounting II 3
 ACCT 325 (BUS 517) Managerial Accounting II 3
 IST 311 (BUS 605) Information Systems for Accountants 3
 ACCT 330 (BUS 609) Introduction to Taxation 3
 ACCT 410 (BUS 510) Financial Accounting III 3

Total credit hours in undergraduate accounting courses 15

Total credit hours required for students with undergraduate business degrees 45

Application fees for all Business students:

paper \$65,
online \$60.

See pages 14 and 15 for admission procedures.

The Master of Business Administration program is designed for graduates from areas other than business administration.

See www.law.ku.edu for online information about KU's School of Law.

Master of Science with a Major in Business

The Master of Science degree program is for students who have completed a baccalaureate degree in business as prescribed by the American Assembly of Collegiate Schools of Business and want to do concentrated study in a specific business area. Deficiencies in a student's undergraduate program result in additional hours being required for the degree. These are determined before or at the time of initial enrollment.

Concentrations are offered in finance and information systems. Availability of a concentration depends on sufficient demand for that concentration, as determined by the School of Business.

It is possible for students who satisfy all entrance requirements and specific course prerequisites to complete all requirements for the degree in two semesters and a summer session. However, before they begin study, they should meet with an adviser to decide which semester to enter.

A \$60 nonrefundable application fee for online applications or a \$65 nonrefundable application fee for applications on paper, payable to the University of Kansas, must accompany all applications.

Submit your application to the Graduate School online at www.graduate.ku.edu. Send original transcripts of all completed college and university course work to

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Degree Requirements

Candidates must complete a minimum of 30 semester hours of graduate credit with a maximum of 6 hours in courses numbered below 700. Students must fulfill the following requirements:

1. Earn credit in required courses in a concentration.
2. Complete BUS 720 Strategic Management (2 hours) unless a substitution is allowed.
3. Pass a comprehensive examination in the concentration, prepared and evaluated by at least three graduate faculty members in the area.

Undergraduate prerequisites that were not completed during the undergraduate program must be taken during initial enrollment and do not count toward fulfillment of the degree requirement of 30 hours.

Finance and Information Systems Concentrations. For information, contact the Director of Master's Programs, School of Business.

Combined M.B.A. and J.D.

This program combines in four years of study the three-year J.D. program offered by the School of Law and the two-year M.B.A. program offered by the School of Business. It is for students who plan to engage in corporate law practice or enter business using law training as background. It offers training in the convergent fields of business management and law.

Admission Requirements

Students must meet the admission requirements of each school and should be admitted by both the School of Law and the School of Business before entering the first year. The Law School Admission Test and the Graduate Management Admission Test are required. A student who decides to enter the program after beginning the first year in the School of Law or in the M.B.A. program should discuss the plan with the associate dean or program director of each school as early as possible. No student may enter the joint program after completing more than two full semesters in either the J.D. or the M.B.A. curriculum. Diplomas are awarded concurrently by each school at the conclusion of the joint degree program requirements.

The joint M.B.A./J.D. is open to those who have earned baccalaureate degrees from accredited colleges or universities and whose undergraduate academic records indicate that they have the capability to complete both programs. Although the M.B.A. curriculum assumes that the applicant has had no prior college work in business, graduates from schools or departments of business may enter the program. All students in the combined program must complete a minimum of 40 credit hours of graduate work in business.

The School of Business follows Graduate School regulations in requiring a 3.0 cumulative grade-point average for all course work counted toward any master's degree. The School of Law requires a minimum cumulative grade-point average of 2.0 (C) in all law school work. Grades received in any law courses credited toward fulfillment of the M.B.A. degree requirements are incorporated into the M.B.A. grade-point average, which ultimately must be 3.0 for the awarding of the M.B.A. degree.

Combined Degree Requirements

A typical enrollment pattern for the candidate for the two degrees under the combined program would be

	Business	Law	Total
First Year	0	32	32
Second Year	34	0	34
Third Year	6	24*	30
Fourth Year	0	20	20
Total Credit Earned	40	76	116
Credit Allowed	12	14	26
Total Credit Required	52	90	142

*Must include Professional Responsibility

Specific Course Requirements. Law Courses Required of All J.D. Candidates (44 credit hours):

First-year Courses (32 credit hours)

LAW 804 and LAW 805 Civil Procedure I and II	6
LAW 809 and LAW 810 Contracts I and II	6
LAW 814 Criminal Law	2
LAW 818 Criminal Procedure	3
LAW 820 and LAW 821 Lawyering I and II	6
LAW 826 and LAW 827 Property I and II	5
LAW 831 Torts I	4

Second- and Third-year Courses (12 credit hours)

LAW 873 Commercial Law: Secured Transactions	3
LAW 882 Constitutional Law	4
LAW 908 Evidence	3
LAW 972 Professional Responsibility	2

Note: In addition to all J.D./M.B.A. program course requirements, students must satisfy the upper-level writing requirement in the School of Law. See the current *School of Law Catalog* for details.

Law Courses Required of All Joint Degree Candidates (for a total of at least 21 credit hours):

LAW 855 Taxation of Business Enterprises	3
LAW 865 and LAW 866 Business Associations I and II	6
LAW 874 Commercial Law: Payment Systems	3
LAW 913 Federal Income Taxation	3
and two of the following:	6
LAW 850 Administrative Law (3)	
LAW 858 Agriculture Law (3)	
LAW 863 Antitrust Law (3)	
LAW 864 Advanced International Trade Regulation (3)	
LAW 868 Business Planning Seminar (3)	
LAW 869 Capital Raising by Privately Held Business Firms (3)	
LAW 872 Commercial Arbitration (3)	
LAW 878 Advanced Topics in Labor and Employment Law (2-3)	
LAW 888 Copyright Law and Digital Works (3)	
LAW 889 Bankruptcy (3)	
LAW 897 Qualified Retirement Plans (1)	
LAW 903 Employment Discrimination Law (3)	
LAW 906 Estate Planning: Principles (3)	
LAW 907 Estate Planning: Practice (3)	
LAW 915 Federal Tax Procedure (2)	
LAW 917 Governmental Control of Land Development (2-3)	
LAW 925 Employment Law (3)	
LAW 926 Insurance (3)	
LAW 936 International Economic Law and Development (3)	
LAW 939 Labor Law I (3)	
LAW 941 Land Transactions (3)	
LAW 944 International Trade Regulation (3)	
LAW 945 International Commerce and Investment (3)	
LAW 968 Intellectual Property (3)	
LAW 971 Product Liability (3)	
LAW 980 Regulation of Air and Water Pollution (3)	
LAW 981 Regulation of Toxic Substances and Hazardous Waste (2-3)	
LAW 982 Regulatory Law and Policy (3)	
LAW 986 Securities Regulation (5)	
LAW 989 Tax Policy (3)	
LAW 990 Taxation of Mergers and Acquisitions (3)	

Note: If a student elects either Securities Regulation or any two of the above courses with combined credit of 5 hours, the total required law school credit is reduced to 20 hours and law school electives are increased to 12 hours.

Law School Electives (11 credit hours)

Business Courses Required of All Joint Degree Candidates (40 credit hours):

Foundation Courses: Required of All Students (18 credit hours)

BUS 701 Organizational Behavior	2
BUS 702 Managerial Economics	2
BUS 703 Financial Accounting	2
BUS 704 Statistical Decision Making	2
BUS 707 Global Economic Environment of Business	2
BUS 709 Financial Management	2
BUS 711 Marketing Management	2
BUS 715 Managing in a Global Environment	1
BUS 720 Strategic Management	2
BUS 723 Professional Development Skills I	1

Breadth Courses (6 credit hours, choose three of four courses):

BUS 705 Human Resources Management	
BUS 706 Managerial Information Systems	
BUS 710 Managerial Accounting	
BUS 719 Operations Management	6
Business Electives	16

For more information, review the materials on the regular programs in the *School of Law Catalog* and the M.B.A. section of this chapter of the catalog, or contact the University of Kansas, Associate Dean, School of Law, Green Hall, 1535 West 15th St., Lawrence, KS 66045-7577, or the University of Kansas, Director of Master's Programs, School of Business, Summerfield Hall, 1300 Sunnyside Ave., Lawrence, KS 66045-7585.

Combined M.B.A. and Ph.D. in Nursing

The School of Business and the School of Nursing offer a combined M.B.A. and Ph.D. in Nursing degree program, consisting of 40 hours of graduate business courses and 54 hours of doctoral nursing courses. The combined program takes four years to complete and results in separate M.B.A. and Ph.D. in Nursing degrees. Contact the Nursing Student Affairs Office, Mail Stop 2029, KU Medical Center, 3901 Rainbow Blvd., Kansas City, KS 66160, (913) 588-1621; or the Director of Master's Programs, School of Business, Summerfield Hall, 1300 Sunnyside Ave., Lawrence, KS 66045-7585.

See the School of Nursing chapter for information about the combined M.B.A./Ph.D. in Nursing degree.

Combined M.B.A. and M.A. in Area Studies

To respond to the need for business graduates who also have foreign language and geographic area expertise, the School of Business and the College of Liberal Arts and Sciences developed a joint M.B.A./M.A. program. The School of Business now offers a joint degree program with KU's nationally recognized area studies programs in Latin American Area Studies and Russian, East European, and Eurasian Studies – both Title VI Comprehensive National Resource Centers. The program requires completion of 64 hours of course work. After all degree requirements for the joint program have been met, a Master of Arts degree in either REES or LAAS and a Master of Business Administration degree are awarded.

Prospective students must submit applications to the School of Business and follow the application procedures for the business master's programs. To be admitted, students must meet the prerequisites of and be accepted by the School of Business and either the LAAS or REES area studies program. The School of Business is the administrative home of the joint degree program. However, the school and the LAAS and REES programs share advising duties and jointly certify the completion of degree requirements.

See the College of Liberal Arts and Sciences chapter of this catalog for area studies program listings.

For help finding course descriptions, see the Directory of Courses, pages 5-6.

M.B.A. with a Concentration in Petroleum Management

The M.B.A. with a concentration in petroleum management program offers a cutting-edge curriculum for those seeking positions with managerial responsibilities in the public and private sectors. KU's program emphasizes broad concepts of business administration that progress to specific areas in petroleum management. KU offers the program full time on the Lawrence campus in addition to evening courses available on the KU Edwards Campus. This is a specially designed course of study. The program meets the requirements of active-duty U.S. Naval Supply Corps officers and Air Force officers who usually are assigned to billets requiring this training upon completion of study at KU.

Doctor of Philosophy

The program is designed for students who wish to become scholar-teachers. It develops the capacity for effective teaching and original research by providing mastery of the knowledge in a particular field, a thor-

ough understanding of research methodology, the ability to communicate effectively, and the motivation for continuing self-education. Students must specialize in a concentration and develop a broad knowledge of other areas of business and their interrelationships in the management function.

As of spring 2005, 26 students were enrolled in the Ph.D. program. The program will continue to be limited in size so each student can work closely with faculty to receive substantial individual attention.

Admission

The applicant must hold at least a bachelor's degree from an accredited college or university. No specific undergraduate preparation in business is required.

The applicant must demonstrate competence as a scholar through a high level of previous academic performance and high percentile scores on the Graduate Management Admission Test. Scores may not be older than five years at the time of application. In addition, international applicants must present high scores on the Test of English as a Foreign Language.

Finally, the applicant must demonstrate the ability for doctoral study in business, either by a record of achievement in previous professional or academic experience, including research and scholarship, or through letters of recommendation and a personal interview.

These requirements are intended only as suggestions for minimum admission standards. They should not be construed as a guarantee of admission to the Ph.D. program.

A \$60 nonrefundable application fee for online applications or a \$65 nonrefundable application fee for applications on paper, payable to the University of Kansas, must accompany all applications.

Submit your application to the Graduate School online at www.graduate.ku.edu. Send original transcripts of all completed college and university course work to

**The University of Kansas
Graduate Application Processing Center
1450 Jayhawk Blvd., Room 313
Lawrence, KS 66045-7535**

Send all other requested application materials to
**The University of Kansas School of Business
Doctoral Applications
1300 Sunnyside Ave.
Lawrence, KS 66045-7585**

Ph.D. Degree Requirements

By the end of the third semester of the aspirant's program (excluding summer sessions), an aspirant must complete the following qualifier requirements. All aspirants must demonstrate some proficiency in doing original research of publishable quality, must demonstrate some proficiency in teaching, and must successfully complete the following six tool area courses: BUS 915 Seminar in Organization Behavior, BUS 916 Seminar in Organization Theory, ECON 700 Survey of Microeconomics, ECON 701 Survey of Macroeconomics, BUS 920 Probability for Business Research, and BUS 921 Statistics for Business Research. If an aspirant is already proficient in some of these courses, they can be replaced by advanced courses in the same area. The timing of the six tool area courses is determined by the

aspirant's faculty adviser in consultation with the area faculty and depends on the aspirant's background and research interests. At or before the end of the aspirant's third semester in the program, a qualifier assessment team, composed of five faculty members, holistically determines whether or not a student continues in the program.

The aspirant for the Ph.D. in business administration must have a concentration, supporting areas, and preparation in research methodology.

Concentration. Each aspirant, with the help of her or his faculty adviser and the faculty, selects a concentration from the traditional business disciplines of accounting or information systems, finance, human resources, decision sciences, marketing, organizational behavior, and strategic management. An aspirant also may propose an interdisciplinary concentration that is a combination of these disciplines, or may include emphases such as international business, information systems, law, and economics. The aspirant must take at least five advanced courses in the concentration. These courses may include those offered outside the School of Business.

Supporting Areas. Course work in the concentration is supplemented and strengthened by study in one or two supporting areas. A supporting area is one that supplements and complements the concentration. The aspirant satisfies the supporting area requirement by taking at least four advanced courses in the supporting areas (at least two courses in each of two supporting areas or at least four courses in one supporting area). Courses recommended for preparation for the qualifier assessment may not be included in satisfying the supporting area requirement.

Research Methodology. The aspirant must demonstrate adequate preparation in research methodology beyond that required for the qualifier assessment. At least one research methodology course must be taken beyond courses forming the concentration. This requirement may be satisfied as part of the supporting area courses.

Teaching. To prepare themselves for future teaching duties, students attend a teaching seminar early in the program. They gain teaching experience through teaching one course each of two semesters.

Examinations. To advance to candidacy, the student must pass a written-oral comprehensive examination in the concentration. Before completion of the written-oral comprehensive, students enroll in a Ph.D. seminar for each of four semesters. In this seminar, students and faculty present original research.

Finally, the student must pass an oral defense of the dissertation research proposal and the dissertation.

Financial Aid

Most students admitted to the Ph.D. program receive financial assistance. Contingent on satisfactory progress and availability of funds, the school provides financial assistance to most students for the first four years of their programs. Financial assistance is available in varying degrees through assistantships, fellowships, grants, loans, and employment.

Assistantships. During the first year, most doctoral students are appointed as research assistants. Subsequently, most doctoral students are appointed as graduate teaching assistants. Many doctoral students also receive dissertation fellowships while writing their theses. During 2004-05, a 50-percent-time graduate research assistantship paid about \$1,480 per month plus tuition and fees. Appointment as a graduate teaching assistant at 40-percent time or more entitles the student to a 100 percent tuition waiver. For non-native speakers of English, appointment as a graduate teaching assistant is only made after the student passes the Test of Spoken English administered by the Applied English Center at KU. During 2004-05, a graduate teaching assistantship paid about \$1,480 per month. See also Financial Aid in the General Information chapter of this catalog.

Fellowships and Grants. The School of Business has been successful in nominating doctoral students for fellowships and grants from sources outside the school. Business students have received awards from the Richard D. Irwin Foundation, the American Institute of Certified Public Accountants, Beta Gamma Sigma, the American Accounting Association, and the University of Kansas Graduate School. Several dissertation fellowships normally are awarded annually. These awards are approximately equal to the amount the student would receive as a research assistant and allow the student to receive support for a semester while working on his or her dissertation.

The School of Business maintains active files on these and other sources of fellowships and grants, recommends qualified students for the awards, and works closely with students in submitting application materials. Assistance in the form of loans or employment is available through the University of Kansas Office of Student Financial Aid, Strong Hall, 1450 Jayhawk Blvd., Room 50, Lawrence, KS 66045-7535.

Business Courses

● Accounting Courses

ACCT 500 Individual Research in Accounting: ____ (1-5).

ACCT 543 Introduction to Auditing (3).

ACCT 599 Internship in Accounting (1-3).

● Business Courses

BUS 500 Individual Research in Business (1-5).

BUS 599 Internship in Business Administration (1-3).

BUS 701 Organizational Behavior (2). This course focuses on human behavior in organizations. It helps the student learn to think systemically and critically about organizations, to appreciate knowledge building in the organization sciences, and to apply that knowledge in the work setting. Topics covered may include: individual differences and motivation, work and group design, leading and decision making, organization design and culture, and organization change and development. LEC

BUS 702 Managerial Economics (2). This course uses economic theory and methodology to understand and improve managerial decision making. The focus is on the role of markets in determining business and individual opportunities to create value, the behavior of individual markets reacting to supply and demand forces, and the consequences of alternative market structures and business policies. Course content includes demand, production, cost analysis, supply and demand analysis, price and non-price modes of competition, market structure, and economic efficiency. LEC

BUS 703 Financial Accounting (2). Financial accounting provides information to decision-makers external to the business, such as investors and lenders. The course describes the process through which economic information is captured, validated, and distributed externally

in the form of financial statements. It also covers the contents of the major financial statements, focusing on how the various accounts are defined and measured and how the information can be used by external decision-makers. LEC

BUS 704 Statistical Decision Making (2). (FS) An introduction to data gathering and analysis with an emphasis on problem solving for decision making and process improvement in a business setting. The role of numerical data in the understanding of business problems and in the evaluation of planned improvements is studied, along with the study of variation commonly occurring in business processes and methods of reducing this variation. Statistical software is used to supplement data analysis and aid in the problem solving. Topics covered may include statistical methods such as exploratory data analysis, graphical analysis, Pareto analysis, stratification analysis, confidence intervals, hypothesis testing, correlation, linear regression, and control charts. LEC

BUS 705 Human Resources Management (2). The purpose of this course is to equip managers to create a sustainable competitive advantage through strategic investment in human resources. The management of human resources - people and their human capital - is approached from the perspective of the practicing manager as opposed to that of the human resources specialist. The major topics covered include staffing, training and development, performance management, compensation, and employee (labor-management) relations. These topics are examined within the context in which an organization operates. Recommended background: BUS 701, BUS 702, and BUS 704. LEC

BUS 706 Managerial Information Systems (2). This course provides a broad, managerial level introduction to fundamental information technology concepts and terminology and the application of those concepts in business organizations. It addresses a variety of topics including: the Internet, intranets, and extranets; relational database theory; hardware, software, and networking concepts; the system development life cycle, project management; eBusiness/eCommerce; knowledge management; enterprise resource planning; ethical considerations related to information technology advances; and organizational considerations related to information systems. The course focuses on the knowledge and expertise required for managers to successfully leverage information systems assets in a business setting. LEC

BUS 707 Global Economic Environment of Business (2). This course uses economic theory to explain how business functions in a global context. Throughout the course, the impact of the global economic environment on business decision making and performance is emphasized. Students will learn the ways in which government monetary and fiscal and regulatory policies affect global markets and firm performance. LEC

BUS 708 Introduction to the Legal Environment of Business (2-3). A course focused on understanding legal rights and duties and ethical responsibilities in the business environment and identifying and addressing legal risks in business decision making. This is an introductory course which includes an overview of several foundational areas of law that are highly relevant to business. LEC

BUS 709 Financial Management (2-3). (FS) This course provides an overview of the problems associated with the financial management of business firms. The focus is on the practices followed by managers in raising and investing capital so as to maximize value. Prerequisite: BUS 703. LEC

BUS 710 Managerial Accounting (2). Managerial accounting provides information to decision-makers within the business, such as supervisors and executives. The course describes the process through which economic information is captured and distributed internally as budgets and other reports. It also covers various uses of managerial accounting information for internal decision-making. These uses include planning for profitable operations, determining costs of products and services, and evaluating performance within an organization. Prerequisite: BUS 703. Enrollment restricted. LEC

BUS 711 Marketing Management (2). This course examines the marketing function of the firm, primarily from a managerial perspective. The topics examined include: marketing concepts, segmentation, and decisions related to positioning, products, pricing, distribution, and promotion. LEC

BUS 712 Total Quality Management Immersion Week (1). LEC

BUS 713 Market Based Management Immersion Week (1). LEC

BUS 714 Entrepreneurship Immersion Week (1). LEC

BUS 715 Managing in a Global Environment (1). This course focuses on economic, social, and political trends in the global environment and examines their implications for national and regional competitiveness. Extensive use will be made of guest speakers from other departments and local companies. Flexibility in format is required to accommodate instructional methods that will include lectures, discussions, cases, and simulations. Graded on a satisfactory/unsatisfactory basis. LEC

BUS 716 Technology Management and Internet Operations Immersion Week (1). This immersion week is designed to introduce students

to the Internet and train them to be proficient in electronic mail, groupware, file transfer, agent technology, web browsing, and home page development. These skills will assist students in all of their MBA course work. This course will also introduce students to the field of technology management and technology transfer which is crucial for the introduction, user acceptance, and marketing of technology. This week will also help students understand new career areas that are developing in MIS and in the intersection of MIS and other areas, such as the electronic commerce field, which is an intersection of MIS, marketing, and finance. LEC

BUS 719 Operations Management (2). This course examines the business from an operations mindset. Topics covered include supplier relationships, JIT and OPT, quality, customer-focus, and manufacturing as a competitive advantage. A systems integration view will be stressed instead of a functional view. Prerequisite: BUS 704. LEC

BUS 720 Strategic Management (2). Strategic Management has as its primary objective the development of an understanding of the role of general management from both a conceptual and operating standpoint. The course is based on the strategic management framework emphasizing the evaluation of an organization's strategic situation and the formulation of viable alternative strategies required to deal with the challenges facing the organization. Attention will be given to the development of organizational objectives and the formulation of strategies at the corporate, business, and operating levels. In addition, the course will address the various issues related to the effective implementation of such strategies. Prerequisite: BUS 701, BUS 709, and BUS 710 or BUS 711. LEC

BUS 723 Professional Development Skills I (1). A series of workshops for graduate business students which provide foundation and supplemental skill development in such areas as computer usage, business writing, career development, communications, presentations, negotiations, ethical behavior, and market-based thinking. Graded on satisfactory/unsatisfactory basis. FLD

BUS 724 Professional Development Skills II (1). A continuation of Professional Development Skills I. Graded on satisfactory/unsatisfactory basis. FLD

BUS 730 Management Accounting for Advanced Technology (2). An extended analysis of issues related to the impact of advanced technology on management information needs for the effective, efficient, and profitable operation of the business. The course emphasizes the impact of technology on both the creation and use of information for managerial decisions. Prerequisite: ACCT 325 or BUS 710. Enrollment restricted. LEC

BUS 731 Financial Statement Presentation and Analysis I (2). This course covers topics in intermediate-level financial accounting and financial statement analysis. Accounting topics are taught from an external decision-maker's perspective. Not open to students who have credit in BUS 510, BUS 610, BUS 740, or BUS 741. Prerequisite: BUS 703. LEC

BUS 732 Financial Statement Presentation and Analysis II (2). This course covers topics in intermediate-level financial accounting and financial statement analysis. Accounting topics are taught from an external decision-maker's perspective. Not open to students who have credit in BUS 510, BUS 610, BUS 740, or BUS 741. Prerequisite: BUS 703. LEC

BUS 733 Business Taxation (3). An introduction to basic concepts of income tax law with emphasis on business taxation. The factors to consider when conducting a business as a single proprietorship, corporation, S corporation, or partnership are analyzed. Prerequisite: BUS 703 or equivalent. LEC

BUS 734 E-commerce: An Integrative Perspective (3). This course examines how organizations and individuals exploit the Internet and other emerging information technology to conduct business in an information era. This course combines practice and theory to examine successes, failures, and common practices when using information technology for e-commerce activities. Prerequisite: BUS 706 or IST 301. Enrollment restricted. LEC

BUS 735 Systems Analysis and Design (3). (S) This course develops skills with regard to the Analysis and Design activities typically encountered in an organizational software development environment. It emphasizes structured analysis and design techniques, including Data Flow Diagrams, Structure Charts, Entity-Relationship Diagrams, and the application of CASE (Computer-Aided Software Engineering) Tools. The teaching methods will combine classroom experience with an analysis and design case study using role-play techniques to simulate an actual analysis and design scenario. Prerequisite: BUS 706 or IST 301. Enrollment restricted. LEC

BUS 736 Strategic Information Systems Planning (3). This course has two objectives. The first objective is to give graduate students an understanding of the need for high level IT strategy in organizations. This is accomplished through case analysis, the experiential learning of strategic concepts and through interaction with IT executives. IT strategy is explored at the executive levels of an organization. The second objective of the course is to give students experience working on projects/research and presenting materials as is done in developing IT

Business doctoral students receive a great deal of faculty mentoring as they prepare to be outstanding teachers and researchers.

Students graduating from the Ph.D. program in business have taken positions at such prestigious institutions as Duke, Rutgers, and Texas A&M.

strategy for real organizations. Prerequisite: BUS 706 or IST 301. Enrollment restricted. LEC

BUS 737 Systems Development (3). This course focuses on the practical issues of system development. A main objective of the course is to teach students system development through programming projects. In addition, the course examines the software engineering issues involved in system development, including usability and design issues. To enhance the quality of the system developed, the course also looks into software testing and evaluation issues. Prerequisite: BUS 706 or concurrent enrollment in BUS 706, or IST 301. Enrollment restricted. LEC

BUS 738 Database Management (3). This course provides insight to the managerial and organizational issues that surround the development and implementation of database systems in organizations. Students will undertake a project that allows them to experience the database development process while learning and practicing the modern data modeling techniques. Students will also study the value that databases have to the organization and the impact that databases have on decision-making processes. Students also will study strategic issues that impact database development. Furthermore, students will research the latest advances in database management systems and other emerging technology to gain insight on how these advances will impact the future of database development. Prerequisite: BUS 706 or IST 301. Enrollment restricted. LEC

BUS 739 Advanced Managerial Accounting: Quantitative and Economic Topics (3). (V) Through judicious use of quantitative methods including statistical decision theory, this course provides a conceptual analysis of several prominent managerial accounting topics. This course is intended to assist both public accountants and management accountants to understand management decision-making processes and information requirements thereof. Prerequisite: ACCT 325 or BUS 710. LEC

BUS 740 Accounting Theory (3). (S) The development of an understanding of accounting concepts and standards as a basis for the evaluation of current problems of reporting to stockholders, regulatory bodies, management, and other users of financial data. Topics will include accounting theory development, alternative valuation models, an introduction to market model research, the theory of accounting standard formulation, and human information processing of accounting data. Prerequisite: BUS 610. LEC

BUS 741 Advanced Accounting Problems (3). (S) Advanced problems in bankruptcy, estates and trusts, installment and consignment sales, insurance settlements, consolidated statements and other areas of importance to the practice of public accounting. Prerequisite: ACCT 410. Enrollment restricted. LEC

BUS 742 Applied Accounting Theory (3). This course develops an understanding of the roles of accounting theory, economics, and politics in the national and international standard setting process. The course also focuses on using research tools to address contemporary questions in financial reporting for corporations. Case studies often are used for these purposes. The specific topics that are addressed will change over time, but typically will include a number of controversial and problematic current or recent reporting issues. Prerequisite: ACCT 410. Enrollment restricted. LEC

BUS 744 Advanced Auditing (3). (V) Current auditing philosophy, standards, techniques, and professional judgment are extensively investigated and related to auditing activities. Special emphasis is given to the design of audit programs in relation to the client's system of internal control and the effect of such factors as relative risk and materiality. Other topics include auditors' legal liability, professional ethics, the impact of electronic data processing and statistical techniques, and the preparation of auditors' reports and qualifications therein. Prerequisite: ACCT 543. Enrollment restricted. LEC

BUS 745 Tax Research (3). (V) A course designed to develop one's ability to use the research tools available and provide comprehensive coverage of the many aspects of tax research. Emphasis is placed on locating authorities, solving tax problems, and communicating the results. Prerequisite: ACCT 330 or ACCT 335, or BUS 733. Enrollment restricted. LEC

BUS 746 Taxation for Business Entities (4). (F) A study of federal income taxation for corporations, subchapter S corporations, and partnerships. The tax problems associated with formation, operation, distributions, redemptions, reorganizations, and selected special topics will be analyzed. Prerequisite: BUS 745. Enrollment restricted. LEC

BUS 747 Tax Planning (3). A study of the fundamentals of Federal estate and gift taxation, the income taxation of estates and trusts, and the various aspects of family tax planning. The course will develop one's ability to research and construct a comprehensive tax plan in a family context. Prerequisite: ACCT 330 or ACCT 335, or BUS 733. Enrollment restricted. LEC

BUS 748 Business Computer Networking (3). This course exposes graduate business students to the technical and managerial aspects of business networking. The course will provide students with a foundation in network theory and technology. Business network administration and operation will be a major component of the course. The

course will use cases and outside readings to focus on key network management issues and to present emerging network technologies. Prerequisite: BUS 706 or IST 301. LEC

BUS 749 Developments in Software Technology (3). This course is an introduction to object-oriented (OO) technology and the object paradigm. We will explore the object paradigm, its benefits and limitations. Specifically, we will study a state-of-art technique for OO modeling. We will apply this technique to the analysis and design of a system, and implement the concepts with OO programming. Students will gain practical experience in OO analysis, design, and implementation through projects with an OO programming language. Prerequisite: BUS 706; BUS 737. LEC

BUS 751 Investment Theory (2). (V) This course provides a framework for describing the nature of securities markets. The focus is on efficient markets, capital markets, and portfolio theory. Through the use of theoretical models, students gain an understanding of the methods and techniques utilized by the professional investor and portfolio manager. Not open to students with credit in BUS 622. Prerequisite: BUS 709 or consent of instructor. LEC

BUS 752 Investment Analysis (2). (V) This course emphasizes the applications aspects of investments. Various valuation methods are applied to securities of different types with emphasis on bonds, common stocks, options and futures. Case studies are often used to convey key concepts and strategies. Not open to students with credit in BUS 622. Prerequisite: BUS 751 or consent of instructor. LEC

BUS 753 Analysis of Financial Intermediaries (2). (V) This course focuses on the principal elements of theoretical and practical controversies in the area of financial institutions. Contemporary issues facing these institutions in conjunction with historical and evolutionary developments are a hallmark of the course. Not open to students with credit in BUS 623. Prerequisite: BUS 709. LEC

BUS 755 Real Estate Investment Analysis (2). (V) This course stresses the practical applications of real estate analysis that can be drawn from theoretical foundations to assist the real estate manager in long-range planning. Particular emphasis is placed on real estate valuation, financing, conveyance, tax consequences of ownership and the role of government in real estate. Prerequisite: BUS 709. LEC

BUS 756 Financial Risk Management (2). This course examines the use of forwards, futures, options, and other financial derivatives for hedging, arbitrage, and speculative purposes. The course focuses on how firms can hedge interest rate risk, exchange rate risk and commodity price risk using derivatives. The emphasis is on understanding the issues and techniques of financial engineering with derivatives as practiced by firms and individuals. Prerequisite: BUS 709 or consent of instructor. LEC

BUS 757 Business Valuation (3). This course applies financial valuation concepts to firms, divisions and product lines. Concepts explored in the course include free cash flow, economic value added, internal and external restructuring, and valuation. Prerequisite: BUS 750 or BUS 751, or BUS 754. LEC

BUS 758 Applied Portfolio Management (4). (V) This course provides the student with practical portfolio experience. Students actually and collectively manage funds in an endowment account for the benefit of the University and the School of Business. Experienced instructors, speakers, and financial analysts from Wall Street give the class a hands-on real life experience in analyzing and managing securities. The student will be familiarized with many different applied valuation procedures such as cash flows and growth models in an event driven context, as well as market capitalization techniques. Individual securities and stock options are analyzed on a continuing basis for inclusion or exclusion in the portfolio. Prerequisite: BUS 751 or equivalent, or consent of instructor. Enrollment restricted. LEC

BUS 759 International Finance (2-3). (V) The economic determinants of exchange rates are discussed. This is followed by an examination of the financing problems faced by the multinational corporation and the international portfolio manager, arising from the international nature of their environment. Topics can include split, forward, futures, and options markets in foreign currency, international risk management, purchasing power parity, interest rate parity, covered interest arbitrage, and contemporary issues in international financial management. Prerequisite: BUS 709 and BUS 707 or ECON 522 or ECON 523 or permission of instructor. LEC

BUS 760 Global Financial Risk Management I – Forwards, Futures, and SWAPS (2). This course examines the use of forwards, futures, SWAPs, and related financial derivatives for hedging, arbitrage, and speculative purposes in the global environment. The course focuses on understanding how firms can manage interest rate risk, exchange rate risk, and commodity price risk using these derivatives. The emphasis is on understanding the motivation, mechanics, valuation, and management techniques behind financial engineering with these derivatives, as practiced by firms and individuals to maximize value in global markets. Prerequisite: BUS 709. LEC

Information about business studies in Asolo, Italy, through the Consortium of Universities for International Business Studies in Italy is available from (785) 864-7576.

Some departments do not offer all courses in any one semester. See www.registrar.ku.edu/timetable for current course offerings.

BUS 761 Global Financial Risk Management II – Options (2). This course examines the use of options and related financial derivatives for hedging, arbitrage, and speculative purposes in the global environment. The course focuses on understanding how firms can manage interest rate risk, exchange rate risk, and commodity price risk using these derivatives. The emphasis is on understanding the motivation, mechanics, valuation, and management techniques behind financial engineering with these derivatives, as practiced by firms and individuals to maximize value in global markets. Prerequisite: BUS 709. LEC

BUS 762 Business Investment (2). The focus of this course is on the evaluation of fixed asset investment opportunities. Important topics are: cash flow analysis, estimation of required rates of return, risk analysis, and long-term investment analysis. Not open to students with credit in BUS 624/FIN 415, BUS 754, or equivalents. Prerequisite: BUS 709 and BUS 761, or consent of instructor. LEC

BUS 763 Business Financing (2). The focus of this course is on the theory and practice of how businesses raise funds. Important topics are: long-term capital markets and sources of long-term financing, optimal capital structure, dividend policy, and a variety of long-term financing problems. Not open to students with credit in BUS 624/FIN 415, BUS 750, or equivalents. Prerequisite: BUS 762 or consent of instructor. LEC

BUS 765 New Product Management (3). (V) The course is designed to develop an understanding for the need for a disciplined process of development, and to follow the basic steps of opportunity identification, testing, and implementation. It deals with the strategies, techniques, and methods used to develop and market a new product or service. The emphasis is on “learning by doing.” The course will focus on the enhancement of innovative thinking, the identification and development of marketing opportunities, entry strategies; and developing the marketing mix for the new product. Prerequisite: BUS 710 or BUS 711 or permission of instructor. LEC

BUS 766 Consumer Behavior (3). (V) A course designed (1) to review behavioral science concepts applicable to understanding the buyer's behavior, (2) to investigate the specific processes of consumer decision-making and purchasing, and (3) to discuss the research applications of behavioral science concepts to marketing problems. Topics include: environmental influences on the consumer's evaluation, perception, information processing, attitude, purchasing processes, post-purchase evaluation and related theories. Not open to students with credit in BUS 638. Prerequisite: BUS 710 or BUS 711. LEC

BUS 767 Marketing Research (3). (V) This course can act either as a survey course for the graduate student interested in an introduction to marketing research or as a first course for the student planning to take additional work in marketing research and analysis. Topics include: questionnaire design, data sources, measurement and scaling, sampling, experimentation, and statistical analysis of data. Not open to students with credit in BUS 639. Prerequisite: BUS 710 or BUS 711. LEC

BUS 768 Marketing Communications (3). (S) This course investigates the marketing communications system primarily from a managerial perspective. The course operates from the premise that the development of any persuasive communications strategy - be it advertising mass communications or personal sales - is best accomplished after an understanding of the basic elements of communication and management. Consequently, a good part of the course will be spent examining the communications process, the nature of the receiver and how information is processed, communications research, and the determination of communications budgets and objectives. Prerequisite: BUS 710 or BUS 711. LEC

BUS 769 Strategic Marketing Planning and Decision-making (3). This course is a capstone marketing course designed around a strategic marketing planning approach with a clear emphasis upon how to do strategic analysis and planning. Methods for the strategic analysis of business units, product-market definition, segmentation, positioning, and new product planning are examples of topics that will be covered. However, the primary course objective is to integrate the various methods and topics into a strategic planning framework which should enable participants to formulate alternative market planning strategies; to translate organizational mission strategies into the marketing plan; and to conceptualize the formulation, integration, implementation, and control of long-range and short-range planning. Prerequisite: BUS 710 or BUS 711. LEC

BUS 770 Metrics and Statistics in Marketing Research (3). (S) An analysis of selected statistical and mathematical techniques that are currently being applied or are potentially applicable to the solution of marketing problems. Extensive use is made of actual studies that have utilized these techniques. Prerequisite: BUS 639 or BUS 710 or BUS 711. LEC

BUS 771 Global Marketing (3). (V) This course is designed to provide a set of conceptual and managerial tools to students for undertaking marketing of products and services on a global scale. The topics covered in the course include economic and financial dimensions in global marketing, social and cultural aspects of the global market environment, regional market characteristics, international trade theories,

political and legal issues in global marketing. A significant portion of the course is devoted to the study of competitive analysis and competitive strategy for the global markets, marketing information systems, various strategies for entering global markets, organization, planning and control of global marketing, and marketing mix decisions (product, price, promotion, and distribution) in a global setting. Prerequisite: BUS 710 or BUS 711 or consent of instructor. LEC

BUS 772 Sales Force Management (3). (V) In many industries, the sales force is the primary vehicle for taking the product to market. The main objective of this course is to expose students to the concepts, tools, and techniques required to effectively manage this important function. Since the use of personal selling is generally more pronounced within industrial markets, this course will first analyze issues unique to industrial marketing. Topics here include industrial buying behavior, segmentation strategies for industrial markets, life cycle strategies, and managing the pricing function for industrial products. Using this foundation, the next part of the course will cover issues specific to the management of the sales force such as structuring the sales force, sizing the sales force, demand estimation, quota setting, and sales force compensation. Finally, the last part of the course will focus on skills required for professional selling such as handling objections and closing the sales call. LEC

BUS 774 Internet Marketing (2-3). (V) This course examines how the power of today's digital technologies can be harnessed to enhance and deploy the marketing function. The course begins with an overview of the key forces shaping the digital environment. It then examines several topics that define and characterize marketing in this new environment. Illustrative topics include web business models, traffic driving strategies, 1:1 marketing, personalization, closed-loop marketing, on-line support, dynamic pricing, c channel redesign, and m-commerce. Throughout, emphasis is placed on linking key concepts to best practices in the field. Prerequisite: BUS 711. LEC

BUS 780 Legal Aspects of Business Transactions: Contracts and Torts (2). A course focused primarily on principles of contract and tort law. Contract law and tort law serve as the foundation for many other areas of law that are relevant in the business environment. Prerequisite: BUS 708. LEC

BUS 781 Legal Aspects of Business Organizations (3). A course focused on the legal attributes of different forms of business organizations, such as partnerships and corporations. This course includes a study of the basic principles of agency law. It explores the rights and responsibilities of people and entities (such as partners, stockholders, directors, officers, contractors, employers, and employees) functioning in the organizational environment. Also considered are the interests of third parties, including the public, which brings into focus related topics, such as securities regulations, ethics, and corporate social responsibility. Not open to students with credit in BUS 642. Prerequisite: BUS 708. LEC

BUS 782 Commercial Law (3). An examination of the Uniform Commercial Code and related legal topics, such as bankruptcy and property law. Not open to students with credit in BUS 644. Prerequisite: BUS 708. LEC

BUS 785 Management Seminar (3). (V) An introduction to the methodology of management science, namely model formulation, analysis, interpretation, and sensitivity analysis. Topics covered may include decision making under uncertainty, resource allocation models, and probabilistic models. Applications will be emphasized. Prerequisite: BUS 704. LEC

BUS 786 Business Forecasting Methods and Applications (4). A survey of forecasting methods and application. Essential concepts underlying these methods are discussed, including cost and performance characteristics. Criteria for selection of appropriate methods are developed. Issues concerning effective utilization for forecasting in several corporate planning situations are considered. Prerequisite: BUS 706. LEC

BUS 787 Managing for Quality Improvement (3). (V) This course will take a closer look at various aspects of the total quality theory and its practices. Particular attention will be paid to the foundations of total quality theory including Deming's 14 principles of management and key tenants of Juran and Crosby. Additional topics include an examination of the continual improvement process in theory and action, strategies for getting started, and issues to address during a transformation into a total quality model of operation. Prerequisite: BUS 718 or BUS 719. LEC

BUS 788 Seminar in Decision Sciences: _____ (3). (V) This course will cover theories of decision making under uncertainty and competition. Examples of topics that may be covered are Bayesian decision theory, game theory, habitual domain theory for forming winning strategies and effective decision making. Automated aids for decision making such as expert systems may also be covered. Prerequisite: BUS 704 and BUS 718 or BUS 719, or consent of instructor. LEC

BUS 789 Statistical Process Control and Improvement (2-3). (V) This course deals with process improvement through the reduction and control of variation in business organizations. The result of re-

duced variation is an improvement of integral organizational functions, a reduction of costs, and a minimization of defects in the market place. Data driven improvement is emphasized. Topics covered include advanced discussion of using control charts for process improvement, and the use of designed experiments in process improvement. Particular emphasis will be given to methods used to analyze a given process, to the use of statistical tools to stabilize an entire process, to understand the natural variability in process output and to reducing process variation. Prerequisite: BUS 704. LEC

BUS 790 Contemporary Issues in Operations Management (3). (V) This course will examine the major manufacturing and the operating strategies used by firms today. A partial list of these strategies include quality improvement, theory of constraints, just-in-time, and manufacturing planning and control systems. Pros and cons of each strategy will be discussed. Implementation issues will also be discussed. Prerequisite: BUS 718 or BUS 719. LEC

BUS 791 Managing Customer Focused Enterprises (2-3). (V) An introduction to management principles supporting the concept that a primary goal of a business is to meet the needs of its customers. To accomplish this goal, organizations must design, build, and deliver products and services that meet customer needs in a resource effective manner. Topics covered include the role of the customer, the nature of process improvement in meeting customer needs in a cost effective manner, the view of the organization as a system, the reduction of variation in all organizational processes, the nature of continual organizational learning, and the responsibilities of management in this approach. LEC

BUS 795 Special Topics in Business: _____ (2-5). A variable-topic course open to graduate and selected undergraduate students meeting the requirements established by faculty members offering the course. Prerequisite: Determined by the instructor. Enrollment restricted. LEC

BUS 800 Management of Organizations (3). (V) This course examines the evolving concept of management and explores various theories and methods for managing organizations. This course has three purposes: (1) to provide access to important ideas and issues facing general managers, (2) to help the students integrate their knowledge and expand their vision about managing organizations, and (3) to provide a forum for discussion of the issues, challenges, and opportunities lying ahead in a career in management. Prerequisite: BUS 701 or equivalent for non-business majors. LEC

BUS 801 Organizational Change and Development (3). This course examines the mechanisms the organization uses to respond to and initiate changes in its internal and external environments. Specific processes include organization development (OD), intervention theory and research, organizational effectiveness, a variety of proactive change strategies, and the role of the change agent. Prerequisite: BUS 701. LEC

BUS 802 Organizational Problem Solving (3). (V) This course presents theories and methods for understanding and managing the processes of organizational problem solving. Organizational problem solving is viewed in terms of five interdependent stages: (1) problem finding, (2) problem formulation, (3) choosing among alternatives, (4) implementing the solution, and (5) audit and review of results. While the emphasis is on the substantive qualitative issues, there is coverage of some important topics in decision theory. Prerequisite: BUS 701 or equivalent for non-business majors. LEC

BUS 803 Organizational Design (3). (V) Organizations are viewed as interdependent with their changing environments. They struggle to achieve congruence among their strategic direction, their implementing organizational technologies, and their results. Organizations must also examine the bonding of their members with the organization and how achieving bonding both affects and is affected by the organizational design, rewards systems, and meeting customer requirements. This course surveys current issues in the theory and practice of organizational design and discusses, in depth, how to perform an organizational design. Prerequisite: BUS 701 or equivalent for non-business majors. LEC

BUS 804 Behavioral Research Methods (4). (S) This course is designed to develop in students an ability to analyze research reports critically and to provide skills in designing, performing, and reporting original behavioral research. Methodologies ranging from naturalistic field studies to laboratory experiments are reviewed along with various data collection strategies. Students prepare and defend an original research proposal. Recommended to be taken early in the program for Organization and Administration doctoral and masters students. LEC

BUS 805 Comparative and Cross Cultural Management (3). (V) The course focuses on differences and similarities in organizational behavior and in the values and expectations of organization members from one society to another. A primary goal is to construct a model for understanding the complex linkage among the cultural, social, economic, and political variables that influence organizational behavior. The course also considers the problems and accommodations that occur when people of different national or cultural backgrounds work together, either within the boundaries of an organization or in business

negotiations. The emphasis is on the necessary skills for managing multicultural diversity in both domestic and international settings. Major illustrations are drawn from countries and regions such as Japan, the People's Republic of China, Europe, Latin America, the Middle East, and the United States. Prerequisite: BUS 701. LEC

BUS 806 Management of Workforce Diversity (3). (V) The focus of this course is on understanding the increasing diversity of the U.S. workforce and implications of that diversity for management. Theoretical and empirical research on workforce diversity will be considered and students will gain experience in understanding cultural differences through experiential exercises and visits to new environments. Topics covered include demographic trends in the United States, the changing composition of the workforce, the legal context of workforce diversity, cultural differences for major demographic groups, and strategies for effectively managing a diverse workforce. Prerequisite: BUS 701. LEC

BUS 807 Ethics, Values, and Success in Business (3). (V) The course will cover several different ethical frameworks useful in making business decisions and help students identify and articulate their own personal value systems and recognize them in the context of these ethical frameworks. It will develop their capacity for discovering the ethical dimension of business decisions and actions and provide opportunities to apply the skills and knowledge learned to business situations. The course uses readings, lecture, and discussions of basic moral philosophy, covering ethical frameworks including religious-based frameworks, utilitarianism, universalism, and distributive justice. Visual media and guest lecturers from the business world will make occasional appearances. Students will be asked to interview business executives and report on those interviews. LEC

BUS 809 Advanced Topics in Management of Organizations: _____ (2-5). (V) A study of advanced topics in various subfields of Management of Organizations. The course focus, content, and approach will depend upon the particular topics to be covered. Repeatable for different topics. Prerequisite: Variable. LEC

BUS 810 International Business (2). This introductory course aims at providing a framework for understanding the basic concepts, practices, and issues involved in international business and economic relations. Focus is placed on (1) the evolution of the present international monetary and trade systems, with emphasis on the role of the IMF and GATT (now the World Trade Organization); (2) the nature and current transition of former centrally planned economies; (3) the nature and prospects of less developed countries; and (4) the interdependence of the major industrialized nations (with coverage also of regional integration initiatives). LEC

BUS 811 Competitive Analysis and Strategy (2). Competitive Analysis and Strategy deals with issues of competition and the formulation of competitive strategy towards creating long-term economic value. This course develops a framework for evaluating industry structures and understanding the dynamics of competition, combining rigor with relevance and applicability. Topics covered include nature of markets and competition, economic value creation, analysis of industries, customers and competitors, identification of capabilities and core competencies, alternative positioning strategies that create value in different environments and factors that lead to the erosion of competitive advantage. In addition, discussion will center around how firms can achieve "dynamic fit," developing a self-renewing organization that encourages entrepreneurial behavior critical to the formulation and implementation of value creating strategies. LEC

BUS 812 Management of Technology I: Technology and Strategy (2). Management of Technology-I will focus on the role played by technology in the strategic management of firms, both in high technology and low technology industries. The use of technology as a major source of competitive advantages, both in terms of new products and processes, and the impact of technology on organizational forms will be discussed. The concept of technology strategy and the role of value creation will be elaborated. The course will make extensive use of cases to illustrate the key concepts. Topics covered include: Technological environment; Schumpeterian competition and creative destruction, innovation and diffusion; Industry evolution and market development triggered by technological developments; Technology-induced organizational changes: from craft production to mass customization; Technology strategy: acquisition, deployment, and utilization, new venture development. LEC

BUS 813 Management of Technology II: Technology and Operations (2). Management of Technology - II: Technology and Operations will focus on the role of technology in management of operations of a company. Research and Development, New Product Development, Operations and the linkages among them will be detailed. Key organizational issues such as business processes, core process designs, and organization of R&D and scientific laboratories will be discussed. Information technology as a source of organizational change and adaptation will be summarized. Topics covered include: R&D strategy, alliances and management; new product development; QFD, benchmarking, and early manufacturing involvement; methods to speed up cycle time, concurrent engineering, outsourcing and lead user analysis; manufacturing

flexibility, strategy and value chain analysis; Business Processes, core process design; organization of R&D laboratories and new venture departments; IT and reengineering. LEC

BUS 814 International Business Strategy (2). International Business Strategy seeks to provide students with the skills, knowledge, and sensitivity required to successfully manage organizations and organizational units within a multinational environment. Topics covered include, the analysis of industry and environmental forces, the competitive context in which companies operate in global industries, the characteristics of global, multi-domestic and transnational strategies, global strategic alliances, the role or organizational structures, and the importance of strategic control. Case studies are used to develop analytical and decision making skills and also highlight the reality of environmental uncertainties influencing decision making in the international context. LEC

BUS 815 Strategy Implementation (2). The course will focus on the principles and methods of implementing strategies, both at the business unit and corporate levels. Environment, technology, and strategy will be discussed as the primary drivers of organization structure, processes, and systems. Cultural and development change processes for realigning organization's strategy structure, processes, and systems will be detailed. The role of the general manager as the architect of change will be highlighted. Topics covered include: M-form organization, transaction costs, agency theory; behavior and output control; Coordination mechanisms: organization design, information systems design, and reward systems; Organizational change, technostuctural and human process change; Cultural change processes. LEC

BUS 816 Corporate Restructuring (2). This course will focus on causes, forms, and consequences of corporate restructuring. Four major forms of restructuring: ownership and corporate governance, financial restructuring, reorientation of corporate and business strategies, and IT driven reengineering will be discussed. The course will make extensive use of cases and readings. Topics covered include: market for corporate control, mergers and acquisitions, defensive and offensive strategies; ESOPS, leveraged buyouts and partnerships; Financial restructuring, bankruptcy, IPO, debt-equity swaps; Diversification strategies; conglomerate, related and others; business strategies, turnaround, downsizing, and layering; reengineering. LEC

BUS 817 Applied Strategic Management (2). Theories, concepts, and principles of Strategic Management will be applied to a specific industry or industries to enable better understanding of both the industry (ies) and how strategies are developed and perform in that industry. Each student will research a firm in the industry with the objective of uncovering its historical and projected strategic approach to the industry and present the findings to the class. Research materials will include both hard copy and on-line business reference material developed through on-line information searches. Field projects may be required depending upon availability of sites. Projects would then require travel to the site at other than regular class times. See the instructor for details. Prerequisite: Completion of BUS 720 or equivalent and possession of on line information search skills for LEXIS/NEXIS and other electronic information sources, in addition to traditional library research skills. These can be acquired by previous or concurrent enrollment in BUS 600 or other methods acceptable to the course instructor. LEC

BUS 818 Business and Social Problems (3). (V) An investigation into the obligations of business as a corporate citizen with special attention paid to current and topical problems. Topics discussed include the efficiency of business as an agent of social change, public expectations for the role of business, and the adequacy of business's performance. Not open to students with credit in BUS 680. LEC

BUS 819 Entrepreneurship (3). This course provides an opportunity to learn and practice the skill sets common to business builders. Organized around the life-cycle of a growth oriented firm, the emphasis is taking an entrepreneurial idea to market in both private and corporate sectors. Numerous guest lecturers bring contemporary entrepreneurial and "intrapreneurial" perspectives into the classroom. Web-based entrepreneurial endeavors are strongly tied to the course. The class meets in the computer lab, where numerous software platforms are utilized in financing, marketing, accounting, and managerial exercises. Prerequisite: BUS 703. LEC

BUS 825 Recruiting and Selecting Effective Employees (2). This course covers the fundamental aspects of employee staffing and personnel selection in organizations, including the following: job analysis for selection procedure development; the nature of individual differences; measurement of individual differences; reliability; validity; legal and "fairness" issues; overview of the selection process; recruitment; initial screening and resume review; and the employment interview. It is recommended that this course be followed by BUS 826 Advanced Methods for Selecting Employees. Prerequisite: BUS 705. LEC

BUS 826 Advanced Methods for Selecting Employees (2). This course follows logically from BUS 825 Recruiting and Selecting Effective Employees, and covers advanced personnel selection procedures including the following: job knowledge tests; cognitive ability tests;

personality assessment; integrity testing; performance tests; assessment centers; drug testing. Prerequisite: BUS 825. LEC

BUS 827 Compensating and Rewarding Employees: Foundations (2). This course focuses on fundamental principles and practices in designing and administering compensation and reward systems. The impact of compensation on employee recruitment, satisfaction, and performance is examined. Compensation management practices, including the analysis and evaluation of jobs, individual wage determination, employee benefits, and executive pay systems are emphasized. The influence of government and unions on pay practices is also discussed. Prerequisite: BUS 705. LEC

BUS 828 Compensating and Rewarding Employees: Alternative Approaches (2). The primary focus of this course is on "alternative" compensation and reward systems. After first discussing the factors motivating firms to adopt alternative approaches to pay, these alternative systems will be critically examined. Discussion will focus on: skills/knowledge-based plans; team-based plans; gainsharing/efficiency-based plans; profit-sharing and employee stock ownership plans; market-based (economic value added) plans; and, alternative recognition systems (e.g., spot bonus plans; non-cash awards). Prerequisite: BUS 705. LEC

BUS 829 Managing People: Applications and Skills (2). Through the use of cases, experiential exercises and role-playing, the goal of this course is to give students "hands on" training in the art and practice of managing people. The focus will be on developing people-related skills which are important in hiring, evaluating, and motivating employees. Topics to be covered include: designing and conducting effective interviews; evaluation and feedback of employee performance; team management skills; managing a diverse workforce; managing the "difficult" employee; and, disciplining and/or discharging employees. Prerequisite: BUS 701 and BUS 705. LEC

BUS 830 Internal Labor Markets and Incentive Systems (2). This course analyzes human resource management practices within an economic framework. This framework provides a basis for evaluating current practices, new initiatives, and the coordination between resource policy and business strategy. The course will focus on the contribution of human capital to the value of the firm, and the role of incentive compensation in guiding individual actions. Topics that will be covered include incentive systems, implicit contracts, performance measurement, and the selection, training, and retention of human capital. Prerequisite: BUS 702. LEC

BUS 831 Training and Developing an Effective Workforce (2). This course provides an overview of key issues in the process of developing effective training and development programs. Topics included are a systemic approach to human resource development, training needs assessment, methods of training program development and evaluation, and implications for careers. The intent is to provide a student with a practical understanding of operational and strategic issues in human resource development. Prerequisite: BUS 705. LEC

BUS 832 Career Development and Management (2). This course investigates careers from individual and organizational perspectives with an emphasis on the implications of the current business environment. The organizational perspective includes career planning and pathing, the integration of career systems with other human resource programs, and the nature of the employee-employer relationship. The individual perspective includes career management strategies and skills to cope in the workplace, career theories, and balancing work and non-work. Prerequisite: BUS 705. LEC

BUS 833 Appraising and Managing Employee Performance (2). This course covers the measurement/appraisal of employee performance at the individual and small work group/team level, and the use of appraisal information in both administrative decision making and employee coaching, counseling, and individual/team performance improvement. Prerequisite: BUS 705. LEC

BUS 834 International Human Resources Management (2). This course will focus on human resources strategy, practices, and institutions in different countries, particularly Europe and the Pacific Rim. Human resources management and industrial relations will be placed in their political, social, and economic context. Firm strategy and practices overseas in response to the global market and other environmental forces will be contrasted with that of U.S. firms. Prerequisite: BUS 702. LEC

BUS 835 Labor Markets and Human Capital (2). This course will provide a basic understanding of the factors that determine labor supply and demand and of the role of labor markets in determining wages and other employment conditions. In addition, it will introduce students to the principles underlying the concept of investment in human capital and other economic principles for guiding managerial strategic decisions regarding human resources. Prerequisite: BUS 702. LEC

BUS 836 Legal Environment for Managing Employees (2). This course examines the legal environment as it affects the management of employees. The focus is on an understanding of employment law that is needed by all managers rather than human resource specialists. Cover-

M.B.A. students may choose a concentration option in an area of business that fits their own interests and goals.

The Wagnon Microcomputer Laboratory offers 40 computers and 65 software programs to business students.

age includes Equal Employment Opportunity legislation, the Americans with Disabilities Act, the National Labor Relations Act, the Occupational Safety and Health Act, and the Fair Labor Standards Act. LEC

BUS 837 Managing Human Resources in a Union Environment (2). This course examines managing employees in the context of a labor union. The focus is on the creation of mutual gains and the avoidance of an adversary relationship. A major issue is how human resources can be used for a firm's competitive advantage in a union context. Topics covered include strategies for dealing with unions, the negotiation of agreements, productivity enhancement, contract administration, and dispute resolution. LEC

BUS 838 Advanced Seminar in Human Resources: _____ (2-5). A study of advanced topics in various subfields of Human Resources. The course focus, content, and approach will depend upon the particular topics to be covered. Repeatable for different topics. Prerequisite: To be determined by instructor. LEC

BUS 845 Global Business Environment (2). This course examines the global economic environment and international political economy in which modern enterprises operate. National economies from Europe, Pacific Rim, and Latin America will be selected for study with respect to structure, performance and policy, and important political-economic interrelationships between countries examined. Implications will be derived for the management of modern firms. Prerequisite: BUS 707. LEC

BUS 846 Political Strategies for Managers (2). Managers act within the context of markets and "non-markets" that are composed of laws, regulations, and guidelines. This course first analyzes business strategies that can effectively promote the firm's interests in the non-market sphere, and then applies this strategic framework in working through selected cases. Cases will involve both mature business regulation and emerging policy issues. The course also will examine media influences and political strategies applicable to international markets. Prerequisite: BUS 702 or consent of instructor. LEC

BUS 847 Public Policy toward Business (2). This course examines justifications for government interventions in business practice and structure. The implications of various regulations are pursued, as well as those of deregulation. Topics such as environmental regulations, direct economic regulation of industries, antitrust law, subsidization of firms and industries, and privatization will be considered. Prerequisite: BUS 702 or consent of instructor. LEC

BUS 848 Negotiation and Dispute Resolution (3). This course will include a study of the theory and practice of negotiation and dispute resolution in business contexts. It will focus on the use of alternatives to litigation, such as various forms of arbitration, mediation, and, especially, negotiation. In addition to emphasizing negotiation as a means of resolving disputes, attention will be directed at negotiation of transactions. Appreciation of concepts will be promoted through role play simulations. LEC

BUS 849 Organizational Economics (2). This course applies the insights of the economic theory of the firm to the management of organizations. Topics covered include the organizational design and organizational structure; separation of ownership and control; the theory of the firm; the economics of property rights; corporate governance; the market for corporate control; the role of corporate law in the theory of the firm; executive compensation contracts; ownership structure; capital structure and managerial incentives; conflicts between shareholders, bondholders, and stakeholders; vertical integration through ownership or contract; M-form versus U-form of corporate hierarchy; and introduction to market-based management. Prerequisite: BUS 702 or ECON 520 or consent of instructor. LEC

BUS 850 Market-based Management (3). This course demonstrates the practical use of economics as the overall framework for organizing economic activity within the firm. Market-Based Management is a management philosophy and methodology that uses the insights of free market economics to bring the power of free enterprise inside a business to discover, capture and use employee's local knowledge; to spur entrepreneurial zeal for wealth maximization; to allocate resources and decision rights to where they create the most wealth; and to provide value to customers. The Market-Based Management framework is presented in a traditional business paradigm of strategy, structure (or organizational design), and processes (or behavior). In the strategy area, MBM is influenced by Austrian economics and a dynamic view of market competition. With respect to organizational design and management processes, MBM is influenced by the powerful lessons of agency theory. Prerequisite: BUS 702 or ECON 520 or consent of instructor. LEC

BUS 895 Graduate Seminar in Business: _____ (0.5-5). (V) A variable-topic seminar open only to graduate students meeting the requirements established by faculty members offering the course. Prerequisite: Consent of Area Director. Enrollment restricted. LEC

BUS 898 Special Problems in Business Administration (1-6). (V) Individual study of selected current problems in the field of business management to be adapted to the special interests and objectives of the students and conducted through extensive reading and research.

Students must have at least a 3.0 grade point average and be in good academic standing in a graduate business program and must submit a written statement of the proposed project approved by a supervisory faculty member prior to enrollment. RSH

BUS 899 Master's Thesis (3-6). (V) Individual research work. Approval of faculty supervisor required. THE

BUS 901 Research Issues in Business Administration (2). (FS) A core course for Ph.D. students majoring in business administration. Provides a workshop format for discussion of the currently prevalent research methodologies and problems being addressed in the areas of accounting, finance, labor relations, marketing, operations research, and organization and administration. All Ph.D. students and faculty are encouraged to attend workshops of interest; however, each Ph.D. student must enroll in the course in each of the first four consecutive semesters in the program. Prerequisite: Admission to the Ph.D. program. LEC

BUS 902 Teaching Seminar (1). (F) The objective of this course is to improve the teaching effectiveness of the participants. Highly effective teachers demonstrate their teaching techniques and discuss the reasons underlying their actions. School of Business Ph.D. students are required to take this seminar during the first semester in which they are the instructor of record for a course. LEC

BUS 915 Seminar in Organization Behavior (4). (F) This course provides a critical analysis of the field of organizational behavior, with the individual as the unit of analysis, and is designed for doctoral students in business. The wide range of topics covered include work motivation, leadership, goal setting, and job design. Prerequisite: Doctoral standing or masters students and at least one undergraduate or M.B.A. level behavioral science course or consent of instructor. LEC

BUS 916 Seminar in Organization Theory (3). (S) This course provides an advanced survey of theories about organizations as entities, their properties, and major processes. Topics include structures, structural change, organizational forms, decentralization, effectiveness, adoption and diffusion processes, concepts and theories of processes, interdependence and recent developments in organizational design and change. Major organization theories are also covered. Students are expected to write a serious research paper. This course is primarily for School of Business Ph.D. students but other advanced graduate students may enroll with the permission of the instructor. Prerequisite: Doctoral standing or masters students with at least one undergraduate or M.B.A. level behavioral science course or consent of instructor. LEC

BUS 917 Advanced Managerial Economics (3). (F) This course is designed primarily for doctoral candidates in business administration. It will provide a rigorous analytical approach to developing and understanding an integrated economic model of the business firm and its environment. The student will be expected to learn the theory and understand how it can be applied to solve problems in business. Upon completion of the course the student should also possess an understanding of how economic analysis relates to and can be used in his/her own field of research. Masters students may enroll with consent of instructor. LEC

BUS 918 Macroeconomics for Research in Business (3). (S) This course is designed primarily for doctoral candidates in business administration. The basic Classical and Keynesian macroeconomic models are explored, along with extensions of these models. Concentration is placed on the role of monetary, fiscal, and trade policies, and the dialogues concerning stabilization policy, the unemployment-inflation tradeoff, wealth effects, rational expectations, and international policy issues. The focus is on a comparative static analysis of equilibrium, and the stability of equilibrium. Prerequisite: ECON 522 and MATH 115 and (MATH 116 or MATH 121), or consent of instructor. LEC

BUS 920 Probability for Business Research (4). (F) This course covers the basic theory of probability and its use for research in the business disciplines. The course is designed primarily for Ph.D. students in the business school. Prerequisite: Doctoral standing and two semesters of calculus, or consent of instructor. LEC

BUS 921 Statistics for Business Research (4). (S) This course covers the basic theory of statistics and its use for research in the business disciplines. The course is designed primarily for Ph.D. students in the School of Business. Prerequisite: BUS 920. LEC

BUS 922 Advanced Regression (3). This course presents various statistical tools for undertaking quantitative research in business. The regression model under the full ideal conditions is discussed, along with methodological issues that arise when these ideal conditions are violated, as often occurs in business research. A high degree of theoretical rigor is maintained, along with an emphasis on practical applications through the use of assignments that require data analysis. Prerequisite: BUS 921 or consent of instructor. LEC

BUS 925 Seminar in Contemporary Accounting Theory II (3). (S) Continuance of BUS 740 with emphasis upon the economic and social factors affecting the development of accounting thought. Each student will make both oral and written presentations of his/her original investigation and analysis of contemporary controversial issues. Prerequisite: Consent of Ph.D. adviser. LEC

KU business students work with faculty members who are leaders in business research.

The Harper Computing Classroom has 34 PCs for teaching classes that make heavy use of computers.

BUS 927 Seminar in Management Accounting (3). (V) The objective of this course is to foster a student's conception and resolution of substantive issues in the management accounting area. Thus, the course will provide exposure to selected contemporary research topics. Representative topics that will be discussed are: concept of information, information economics, accounting information for planning and control, design of accounting information systems, variance analysis, and cost allocations. Prerequisite: Consent of Ph.D. adviser. LEC

BUS 934 Seminar in Probability and Statistics: ____ (3). (V) This course will cover advanced topics in probability and statistics with application to various business disciplines. Topics covered may vary and will depend on the instructor. Examples of topics that may be covered are time series models, stochastic processes, uncertainty in artificial intelligence, multivariate statistics, etc. Prerequisite: BUS 920 and BUS 921, or consent of instructor. LEC

BUS 935 Seminar in Optimization: ____ (3). (V) This course will cover basic and advanced topics in optimization theory and applications. Examples of topics that may be covered are linear programming, nonlinear programming, dynamic programming, multiple-criteria decision making, habitual domain theory for forming winning strategies and effective decision making and game theory. Prerequisite: Linear algebra and real analysis or consent of instructor. LEC

BUS 936 Management Science Research Seminar (1). (FS) The seminar will discuss current research in management science topics such as artificial intelligence, statistics, optimization, decision making, decision support systems, and production/operations management. Topics covered will reflect the research interests of the instructor and participants. Participants are required to lead the discussion for at least one paper of their choice. LEC

BUS 937 Seminar in Business Finance (3). (S) This course is designed to develop the students' analytical abilities. Course material is of a theoretical and empirical nature. Advanced topics in financial management of business firms are covered. Special emphasis is given to long-term financing topics. Prerequisite: BUS 751 and BUS 752. LEC

BUS 938 Seminar in Investments (3). (F) A study of advanced topics in investments, capital markets, and portfolio theory. Special emphasis is given to the theory of efficient markets. The course is designed to cover recent analytical and empirical literature in the investment area. Prerequisite: BUS 753. LEC

BUS 942 Human Resources Management Systems and Employee Development (4). (V) This seminar provides a rigorous review of the current theory and empirical research in selected areas of human resources management (e.g., staffing, training and development, compensation). Specific topics may include: job analysis, human resources planning, recruitment, selection, orientation, training, performance evaluation, compensation, career management, safety and health, and cost-benefit (utility) analysis of human resources programs. Emphasis on particular topics will vary. Prerequisite: Doctoral student standing or consent of instructor and knowledge generally acquired through the completion of the following basic courses or their equivalents: BUS 701, BUS 705, and BUS 704. LEC

BUS 943 Labor Markets and Labor Relations (4). (V) This seminar provides a rigorous review of the current body of theory and empirical research in labor economics and labor relations. Labor supply and demand, human capital, the economics of the firm human resource decisions including the incentive effects of compensation systems, the economics of unions and collective bargaining, and the legal environment of employment are among the topics covered. Emphasis on particular topics will vary. Prerequisite: BUS 917, BUS 920, and BUS 921, or

equivalent courses, and doctoral student standing or consent of instructor. LEC

BUS 995 Doctoral Seminar in Business: ____ (2-5). A variable topic seminar open only to graduate students meeting the requirements established by faculty members offering the course. Prerequisite: Consent of instructor. LEC

BUS 997 Directed Research in Business Administration (1-5). Students will research selected topics in the field of business administration under the direction of a graduate faculty member. Students are expected to report the results of their research by writing a publishable-quality scholarly article. Graded on satisfactory/unsatisfactory basis. Prerequisite: Approval required from supervising graduate faculty member. RSH

BUS 998 Independent Study for Doctoral Students (1-5). (V) Individual study of selected current problems in the field of business management to be adapted to the special interests and objectives of the students and conducted through extensive reading and research. Student must submit written statement of proposed project approved by supervising faculty member and Director, Doctoral Program prior to enrollment. Prerequisite: Approval required from supervising faculty member and Director, Doctoral Program. RSH

BUS 999 Doctoral Dissertation (1-12). (V) Individual research work. THE

● Business Law Courses

BLAW 500 Individual Research in Business Law (1-5).

BLAW 505 Legal Aspects of the Management Process (3).

BLAW 510 Legal Aspects of Real Property Transactions (3).

BLAW 515 Commercial Law (3).

BLAW 520 Negotiation and Conflict Resolution (3).

● Decision Sciences Course

DSCI 500 Individual Research in Decision Sciences (1-5).

● Finance Courses

FIN 500 Individual Research in Finance (1-5).

FIN 599 Internship in Finance (1-3).

● Information Systems Technology Courses

IST 500 Individual Research in Information Systems Technology (1-5).

IST 599 Internship in Information Systems (1-3).

● International Business Courses

IBUS 500 Individual Research in International Business (1-5).

IBUS 599 Internship in International Business (1-3).

● Management Courses

MGMT 500 Individual Research in Management (1-5).

MGMT 599 Internship in Human Resources (1-3).

● Marketing Courses

MKTG 500 Individual Research in Marketing (1-5).

MKTG 599 Internship in Marketing (1-3).