

# School of Business

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See pages 12-13 for admission procedures.

Application fees for all business students: paper \$65, online \$60.

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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 Doctor of Philosophy.

Five 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./Area Studies M.A. with Russian, East European, and Eurasian Studies, East Asian Languages and Cultures, or Latin American Studies; the M.B.A./Pharm.D. in Pharmacy; the M.B.A./Master's in Management from ESC Clermont in France; 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 to Master's Programs

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.mba.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.Acc. programs must include (1) graduate application form; (2) three essays; (3) one official transcript 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 on-line 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.

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

Submit your application online at *www.business.ku.edu/Master-ApplyNow*. Send original transcripts of all completed college and university course work and all other requested application materials to

**The University of Kansas School of Business  
Master's Applications  
1300 Sunnyside Ave.  
Lawrence, KS 66045-7534**

See Doctor of Philosophy in this chapter of the catalog for specific doctoral application information.

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

**Information about the M.B.A. program is 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 in finance and supply chain management are offered.

The Master of Accounting 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.

## Student Services

### Advising

The Graduate Advising Center in 206 Summerfield Hall coordinates advising for graduate students. Staff members advise students about program requirements, course prerequisites, and program planning. Students based at the KU Edwards Campus typically receive advising sessions over the phone and by e-mail. Advising sessions are optional.

### 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 46 computers and 30 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 maintains a career services center in Summerfield Hall. The faculty and career services staff are committed to providing a strong student-oriented program to help students develop career objectives and target job opportunities. The BCSC 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 area 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 em-

ployment 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](http://www.business.ku.edu).

## 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 in a specific area of business management.

KU offers the M.B.A. program for 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 different needs of students. Full-time 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

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 mathematics at the college algebra level.
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 the Graduate Management Admission Test (GMAT);
  - (c) Scores on the 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 paper applications, payable to the University of Kansas, must accompany all applications.

### Full-Time M.B.A. Degree Program

The full-time M.B.A. program features an emphasis on team-building that begins with orientation 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. Requirements are designed for a person holding a baccalaureate degree in any field, with no specific course requirements in business and related areas.

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

*Business Course Requirements:* Required courses (27 credit hours)

<b>Foundation Courses Required of All Students</b> (19 credit hours)	
ACCT 701 Financial Accounting .....	2
BE 701 Managerial Economics .....	2
DSCI 701 Statistical Decision Making .....	2
FIN 701 Financial Management .....	2
MGMT 701 Organizational Behavior .....	2

IBUS 700 Managing in a Global Environment .....	1
MGMT 706 Professional Development Skills I .....	1
MGMT 707 Professional Development Skills II .....	1
MGMT 807 Ethical Decision Making in Business .....	2
MKTG 701 Marketing Management .....	2
MGMT 704 Strategic Management .....	2
<b>Environmental Courses</b> (2 credit hours). Choose one of two courses:	
BE 702 Global Economic Environment of Business (2) <b>or</b>	
BLAW 701 Introduction to the Legal Environment of Business (2) .....	2
<b>Breadth Courses</b> (6 credit hours). Choose three of four courses:	
ACCT 702 Managerial Accounting (2)	
DSCI 702 Operations Management (2)	
IST 701 Managerial Information Systems (2)	
MGMT 702 Human Resources Management (2) .....	6
Advanced Business Elective Courses (25 hours)	
<b>Electives</b> .....	25

*Designation of a Concentration:*

1. A concentration is optional. Concentrations available are entrepreneurship, finance, human resources management, information systems, international business, management, marketing, and strategic management.
2. A concentration consists of electives, selected from a list of designated courses in the concentration, totaling 12 hours for a major concentration in most areas.
3. The intent to pursue a concentration is declared in writing before completion of enrollment for the last semester in the program. The concentration 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 Road, Overland Park, KS 66213-2402, serves students in the Kansas City area. The program for working professionals requires the same curriculum as the full-time 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).

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

**Degree Requirements.** A total of 48 hours is required, consisting of 25 core and 23 elective hours.

<b>Foundation Courses Required of All Students</b> (17 credit hours)	
ACCT 701 Financial Accounting .....	2
BE 701 Managerial Economics .....	2
DSCI 701 Statistical Decision Making .....	2
FIN 701 Financial Management .....	2
MGMT 701 Organizational Behavior .....	2
IBUS 700 Managing in a Global Environment .....	1
MGMT 807 Ethical Decision Making in Business .....	2
MKTG 701 Marketing Management .....	2
MGMT 704 Strategic Management .....	2
<b>Environmental Courses</b> (2 credit hours). Choose one of two courses:	
BE 702 Global Economic Environment of Business (2) <b>or</b>	
BLAW 701 Introduction to the Legal Environment of Business (2) .....	2
<b>Breadth Courses</b> (6 credit hours). Choose three of four courses:	
ACCT 702 Managerial Accounting (2)	
DSCI 702 Operations Management (2)	
IST 701 Managerial Information Systems (2)	
MGMT 702 Human Resources Management (2) .....	6

**Master of Accounting**

The Master of Accounting offers students an opportunity to study accounting topics in greater detail than at the undergraduate level. M.Acc. students must complete a track in one of three areas:

- Financial Reporting and Assurance
- 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.

See Admission to Master’s Programs in this chapter for specific admission information.

**M.Acc. Degree Requirements**

1. Candidates for the M.Acc. 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. Students may count 6 hours of credit at the 500-700 level toward the M.Acc. degree provided that the credit is not applied to the undergraduate degree.

2. Candidates with undergraduate degrees in business without an accounting major must complete 26 hours of undergraduate accounting classes.

**M.Acc. Requirements.** Required for students with undergraduate accounting or business degrees:

**Tracks.** Students must choose a track from one of the following areas: ..... 12

**Financial Reporting and Assurance Track** (ACCT 545 and four of the following):

- ACCT 721 Advanced Accounting Problems (3)
- ACCT 722 Current Issues in Financial Reporting (3)
- ACCT 726 Advanced Managerial Accounting—Quantitative and Economic Topics (3)
- ACCT 741 Fraud Examination and Forensic Accounting (3)
- ACCT 742 Advanced Auditing (3)
- ACCT 743 Assessing Inherent and Control Risks (3)
- ACCT 745 Specialized Accounting Practices (3)

**Tax Track** (all required)

- ACCT 545 Advanced Taxation (3)
- ACCT 731 Tax Research (3)
- ACCT 732 Taxation for Business Entities (4)
- ACCT 733 Tax Planning (3)

**Information Systems Track** (four courses)

- Track core:*
- IST 704 Database Management (3)
  - IST 706 Systems Analysis and Design (3)
- And two of the following:*
- IST 702 Systems Development (3)
  - IST 708 Strategic Information Systems Planning (3)
  - IST 709 Business Computer Networking (3)
  - IST 712 Information Security (3)
  - IST 725 Contemporary Information Technology Topics
  - IST 730 IT Project Management (3)
  - MGMT 725 Management of Technology I: Technology and Strategy (2)
  - MGMT 726 Management of Technology II: Technology and Operations (2)

**Total credit hours required for students with undergraduate accounting degrees ..... 30**

**Accounting Undergraduate Prerequisites** (26 credit hours)

ACCT 200 Financial Accounting I (prebusiness) .....	4
ACCT 201 Managerial Accounting I (prebusiness) .....	3
ACCT 320 Financial Accounting II .....	3
ACCT 325 Managerial Accounting II .....	3
ACCT 303 Introduction to the Accounting Profession .....	1
ACCT 311 Information Systems for Accountants .....	3
ACCT 330 Income Tax Accounting .....	3
ACCT 410 Financial Accounting III .....	3
ACCT 543 Introduction to Auditing .....	3
Total credit hours in undergraduate accounting courses .....	26

**Total credit hours required for students with undergraduate business degrees ..... 56**

**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 or a related degree as prescribed by the Association to Advance 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 in finance and supply chain management are offered. Availability depends on sufficient demand, as determined by the School of Business. Supply chain management is only available to U.S. Army majors, or major-eligible captains.

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.

See Admission to Master's Programs in this chapter for specific admission information.

### M.S. Degree Requirements

Candidates must complete a minimum of 30 semester hours of graduate credit. Students must fulfill the following requirements:

1. Earn credit in required courses toward a concentration in finance or supply chain management.

2. Complete MGMT 704 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.

### 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

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 second 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 be admitted to 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 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 general 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
<b>Total Credit Earned</b>	<b>40</b>	<b>76</b>	<b>116</b>
Credit Allowed	12	14	26
<b>Total Credit Required</b>	<b>52</b>	<b>90</b>	<b>142</b>

\*Must include Professional Responsibility

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 W. 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 66045-7534.

### 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 offers a joint degree program with KU's nationally recognized area studies programs in East Asian Languages and Cultures; Latin American Area Studies; and Russian, East European, and Eurasian Studies. The Centers for East Asian Studies and Russian, East European, and Eurasian Studies are Title VI Comprehensive National Resource Centers. The program requires 64 hours of course work. After all degree requirements are met, a Master of Arts degree and a Master of Business Administration degree are awarded.

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

### Dual M.B.A. and M.Arch. Degree Program

The Master of Business Administration/Master of Architecture dual degree program is designed particularly for students intending to pursue leadership opportunities in architecture, development, or construction. The M.B.A./M.Arch. program requires four years of study, one less year than it would take to earn each degree separately. Students completing the dual de-

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

**See [www.law.ku.edu](http://www.law.ku.edu) for online information about KU's School of Law.**

gree program earn an M.B.A. from the KU School of Business and an M.Arch. from the KU School of Architecture, Design and Planning. Students complete 112 credit hours in the Master of Architecture program and 37 credit hours in the School of Business. Prospective dual degree students must already be students in the Master of Architecture program and must apply and be accepted by the School of Business. New students must complete the first year of the architecture curriculum before starting the M.B.A. curriculum and must declare their intention before completing the first year of the architecture curriculum.

Consult the school Web sites and program chairs. See also the School of Architecture, Design and Planning chapter.

### **Combined M.B.A. and Pharm.D.**

This dual degree program allows students to earn an M.B.A. from the School of Business and a Doctor of Pharmacy from the School of Pharmacy by extending their professional graduate study by one calendar year. Students gain competence and expertise in the complementary fields of business management and pharmacy. It is particularly appropriate for those intending to manage a retail or health-system pharmacy or assume a leadership role in the pharmaceutical industry or in managed health care.

Prospective students must submit applications to the School of Business and the School of Pharmacy. Students must meet the prerequisites of and be accepted by both schools.

### **M.B.A./Master's in Management from ESC Clermont Graduate School of Management**

This dual degree program allows students to earn an M.B.A. from KU and a Master's in Management from ESC Clermont Graduate School of Management in France. The program is intended for American students who wish to pursue careers with international companies in North America or Europe. Students complete all requirements for a KU M.B.A. and take one semester of classes taught by European faculty members in English at Clermont-Ferrand. The academic preparation is followed by a four- to six-month internship in a European country.

Prospective students should submit applications to the KU School of Business, which forwards successful applications to ESC Clermont Graduate School of Management. Students must meet the normal admission requirements of and be accepted by both schools.

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

The M.B.A. with a concentration in petroleum management 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 on the KU Edwards Campus. This is a specially designed course of study. It meets the requirements of active-duty U.S. Naval Supply Corps 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 thorough 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 fall 2008, 35 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 members 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 or Graduate Record Examination. 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 online at [www.graduate.ku.edu](http://www.graduate.ku.edu). Send original transcripts of all completed college and university course work and all other requested application materials to:

**The University of Kansas School of Business  
Doctoral Applications  
1300 Sunnyside Ave.  
Lawrence, KS 66045-7534**

#### **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 and some proficiency in teaching.

- *Human Resources Management, Organizational Behavior, and Strategic Management* Ph.D. students must take MGMT 905 Philosophy of the Behavioral and Organizational Sciences, MGMT 906 Behavioral Research Methods, and MGMT 916 Seminar in Organization Theory. These students also must take one course in microeconomic theory (BE 917, BE 701, or ECON 700).

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

**See the KU Undergraduate Catalog for information about the Doctor of Pharmacy degree.**

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

- *Finance* Ph.D. students must take a two-course sequence in probability and statistical methods. The requirement could be satisfied by taking DSCI 920 and DSCI 921, or equivalent courses in other departments. Finance students also must take one course in regression (DSCI 922).
- *Accounting, Decision Sciences, Information Systems, and Marketing* Ph.D. students must take a two-course sequence in probability and statistical methods. The requirement could be satisfied by taking DSCI 920 and DSCI 921, or equivalent courses in other departments.

These courses should be completed in the first two years of a student's program. In addition, students must take area-specific core courses defined by their area group. 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 an area of concentration, supporting areas, and preparation in research methodology.

**Concentration.** Each aspirant, with the assistance of her or his faculty adviser and the area faculty, selects an area of concentration from the traditional business disciplines of accounting, 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, 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 area of 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.

**Probation and Dismissal Guidelines.** To be in good standing, a student must maintain a 3.0 cumulative grade-point average; if the grade-point average falls below 3.0, the student is placed on probation. This is followed by a letter to the student confirming the probation and explaining the student's options.

A student is placed on probation for one academic semester. If the cumulative grade-point average has not risen to 3.0 in the next semester of enrollment (excluding summers), the student can either be dismissed or allowed to continue on probation. Continued probation requires the area director for the student's concentration to write a letter to the Ph.D. team explaining why the student should be allowed to continue.

A graduate student can be dismissed on recommendation of the area director for the student's concentration. Usually a graduate student is dismissed because of a low grade-point average; however, failure of examinations or failure to make satisfactory progress toward the degree is also cause for dismissal. Academic dismissal should occur before a semester begins; but if a student is dismissed during the semester, the dismissal is effective only at the end of the semester in which the Ph.D. team gives notification of dismissal.

**Research Methodology.** When preparing for the qualifier assessment, area groups should ensure that the student's program includes adequate preparation in research methodology.

**Teaching.** Students enroll in BUS 902 Teaching Seminar during the first semester in which they teach independently. Before the completion of the Ph.D. program, all students also must have

teaching experience equivalent to teaching two undergraduate courses independently in two different 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

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 or teaching assistants. Many doctoral students also receive dissertation fellowships while writing their dissertations. During 2008-09, a 50-percent-time graduate research assistantship paid about \$1,530 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 SPEAK test or the Test of Spoken English administered by KU's Applied English Center. During 2007-08, a graduate teaching assistantship paid about \$1,530 per month. See 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 KU. Several dissertation fellowships normally are awarded annually. These awards 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 66045-7518.

## Business Courses

### ■ Accounting Courses

**ACCT 543 Introduction to Auditing** (3).

**ACCT 545 Advanced Taxation** (3).

**ACCT 701 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. Not open to M.Acc. students or students with credit in ACCT 320. Enrollment restricted. LEC

**ACCT 702 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. Not open to M.Acc. students or students with credit in ACCT 325. Prerequisite: ACCT 701. Enrollment restricted. LEC

**ACCT 704 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.

The course is intended to help students read and understand complex financial statements, and to extract key financial information from a mass of detail. Topics will vary over time but can include analyses of cash flows, quality of earnings, profitability, risk, and the reporting and analysis of intangible assets. Not open to M.Acc. students or students with credit in ACCT 320, ACCT 410, ACCT 721, or ACCT 722. Prerequisite: ACCT 701. Enrollment restricted. LEC

**ACCT 705 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. The course is intended to help students read and understand complex financial statements, and to extract key financial information from a mass of detail. Topics will vary over time but can include financial reporting of various liabilities, derivatives and hedging, investments and acquisitions. Topics also can include forecasting financial statements, and valuation of common stock using accounting data. Not open to M.Acc. students or students with credit in ACCT 320, ACCT 410, ACCT 721, or ACCT 722. Prerequisite: ACCT 701. Enrollment restricted. LEC

**ACCT 706 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: ACCT 701 or equivalent. Enrollment restricted. LEC

**ACCT 721 Advanced Accounting Problems** (3). A series of topics related mainly to financial accounting for corporations. Includes accounting for acquisitions and consolidations, asset impairments and derivative instruments. Also includes accounting for partnership equity. Prerequisite: Admission to the M.Acc. program. Enrollment restricted. LEC

**ACCT 722 Current Issues in Financial Reporting** (3). This course is intended to help students understand how perceived financial reporting problems are addressed via the financial standard setting process. This includes the roles of standard setting agencies, accounting theory, and political and economic pressures. The course also considers the potentially opposing reporting preferences of managers, investors and analysts. Topics will vary over time but can include convergence of U.S. and international standards, recent and proposed changes to standards, and underlying trends in standard setting (such as increased use of fair value measurements, and principles-based standards). Prerequisite: Admission to the M.Acc. program. Enrollment restricted. LEC

**ACCT 726 Advanced Managerial Accounting — Quantitative and Economic Topics** (3). 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: Admission to the M.Acc. program. Enrollment restricted. LEC

**ACCT 731 Tax Research** (3). 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: Admission to the M.Acc. program. Corequisite: ACCT 545. Enrollment restricted. LEC

**ACCT 732 Taxation for Business Entities** (4). 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: Admission to the M.Acc. program, ACCT 545 and ACCT 731 or concurrent enrollment. Enrollment restricted. LEC

**ACCT 733 Tax Planning** (3). A study of the fundamentals of Federal estate and gift taxation, the income taxation of estates and trusts, and various aspects of family tax planning. Prerequisite: ACCT 545 and admission to the M.Acc. program. Enrollment restricted. LEC

**ACCT 741 Fraud Examination and Forensic Accounting** (3). Explores various academic approaches to fraud to include factors learned from other disciplines such as sociology and psychology. Students will review the vast body of knowledge gained by practitioners throughout the world and will attempt to apply these factors to the prevention of financial statement and occupational (employee) fraud. Some of the topics covered include: skimming transactions, identity fraud, computer schemes, money laundering, bribery and kickbacks, and corporate espionage. Prerequisite: ACCT 543 or permission of instructor. Enrollment restricted. LEC

**ACCT 742 Advanced Auditing** (3). 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: Admission to the M.Acc. program. Enrollment restricted. LEC

**ACCT 743 Assessing Inherent and Control Risks** (3). Students learn how to perform the risk assessments that auditors use to plan a top-down, risk-based assurance engagement. Using auditing standards and internal control frameworks as a guide, students learn how auditors (a) evaluate market conditions, industry practices, and client business activities to assess the risk of financial misstatement, (b)

search potential misstatements by analyzing patterns of fluctuations in related financial statement accounts, and (c) assess the effectiveness of internal controls that protect technology-driven financial reporting processes from errors and irregularities. Prerequisite: Admission to the M.Acc. program. Enrollment restricted. LEC

**ACCT 745 Specialized Accounting Practices** (3). This course is an extension of the study of basic financial accounting practices to include specialized industries that have particular or varied forms of GAAP applications and reporting which are not normally covered in basic financial accounting courses. Topics include accounting for banking, retail, insurance, not-for-profit entities, oil and gas, and financial institutions. Typically, this course should be taken by students in the audit track of the M.Acc. program. Prerequisite: Admission to the M.Acc. program. Enrollment restricted. LEC

**ACCT 799 Internship in Accounting** (1-3). Internships provide opportunities for students to combine their academic education with a meaningful experience in the business world. Accounting internships allow students to explore career pathways in accounting, further their professional growth, expand professional networks, and increase the relevancy of their academic course work. The internship course combines job-related activities of the accounting internship position with a set of academic requirements. These requirements include academic assignments as well as a pre- and post-internship seminar held in the semester before and after the semester in which the internship occurs. Internships for credit must be approved by the Director of the Internship Program prior to the internship experience. Students may not receive more than three hours of internship credit. Enrollment restricted and by permission only. FLD

**ACCT 895 Graduate Seminar in Accounting: \_\_\_\_\_** (0.5-5). A variable-topic seminar open only to graduate students meeting the requirements established by faculty members offering the course. Enrollment restricted. LEC

**ACCT 898 Independent Study for Master's Students** (1-6). Individual study of selected current problems in the field of accounting 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

**ACCT 925 Seminar in Contemporary Accounting Theory II** (3). (S) Continuation 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

**ACCT 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

**ACCT 995 Doctoral Seminar in Accounting: \_\_\_\_\_** (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

**ACCT 997 Directed Research in Accounting** (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

**ACCT 998 Independent Study for Doctoral Students** (1-5). Individual study of selected current problems in the field of business administration 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. Prerequisite: Approval required from supervising faculty member and Ph.D. Team. RSH

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

## ■ Business Courses

**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 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



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

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

business world will make occasional appearances. Students will be asked to interview business executives and report on those interviews. LEC

**BUS 898 Professional Leadership and Development (3).** This course is designed to bridge internship experiences with a management training program. The management training program, a program developed by the Main Event Management Corporation, is designed to facilitate better management and professional competencies through control of real-world experiences and learning. Enrollment restricted. LEC

**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).** (F5) A core course for Ph.D. students (with the exception of Finance) 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, human resources management, information systems, marketing, decision sciences, organizational behavior, and strategic management. All Ph.D. students and faculty are encouraged to attend workshops of interest. 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

### ■ Business Economics Courses

**BE 701 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

**BE 702 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

**BE 710 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: BE 701 or consent of instructor. LEC

**BE 712 Political Strategies for Managers (2).** Managers act within the context of both markets and "non-markets" — the latter composed of laws, regulations, and guidelines. This course analyzes business strategies that can effectively promote the firm's interests in the non-market sphere, and 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: BE 701 or consent of instructor. LEC

**BE 713 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: BE 701 or consent of instructor. LEC

**BE 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

**BE 895 Graduate Seminar in Business Economics: \_\_\_\_\_ (0.5-5).** A variable-topic seminar open only to graduate students meeting the requirements established by faculty members offering the course. Enrollment restricted. LEC

**BE 898 Independent Study for Master's Students (1-6).** Individual study of selected current problems in the field of economics 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

**BE 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. Master's students may enroll with consent of instructor. LEC

### ■ Business Law Courses

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

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

**BLAW 515 Commercial Law (3).**

**BLAW 525 Negotiations and Dispute Settlement (3).**

**BLAW 701 Introduction to the Legal Environment of Business (2).** 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

**BLAW 702 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: BLAW 301 or BLAW 701. LEC

**BLAW 703 Legal Aspects of Business Organizations (3).** A course focused on the legal attributes of different forms of business organizations, such as partnerships, limited liability companies, 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 BLAW 505. Prerequisite: BLAW 301 or BLAW 701. LEC

**BLAW 704 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 BLAW 515. Prerequisite: BLAW 301 or BLAW 701. LEC

**BLAW 748 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. Not open to students with credit in BLAW 525 or MGMT 525. (Same as MGMT 748.) LEC

**BLAW 895 Graduate Seminar in Business Law: \_\_\_\_\_ (0.5-5).** A variable-topic seminar open only to graduate students meeting the requirements established by faculty members offering the course. Enrollment restricted. LEC

**BLAW 898 Independent Study for Master's Students (1-6).** Individual study of selected current problems in the field of business law 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. Enrollment restricted. IND

### ■ Decision Sciences Courses

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

**DSCI 701 Statistical Decision Making (2).** 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

**DSCI 702 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: DSCI 701. Enrollment restricted. LEC

**DSCI 710 Business Forecasting Methods and Applications (3-4).** 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: IST 701. Enrollment restricted. LEC

**DSCI 715 Managing for Quality Improvement (3).** 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: DSCI 702. Enrollment restricted. LEC

**DSCI 730 Managing Customer-Focused Enterprises (2).** 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

**DSCI 740 Seminar in Decision Sciences: \_\_\_\_\_ (3).** 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: DSCI 701 and DSCI 702, or consent of instructor. Enrollment restricted. LEC

**DSCI 744 Statistical Process Control and Improvement** (2-3). This course deals with process improvement through the reduction and control of variation in business organizations. The result of reduced 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: DSCI 701. Enrollment restricted. LEC

**DSCI 746 Contemporary Issues in Operations Management** (3). 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: DSCI 702. Enrollment restricted. LEC

**DSCI 795 Special Topics Decision Science:** \_\_\_\_ (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

**DSCI 895 Graduate Seminar in Decision Sciences:** \_\_\_\_ (0.5-5). A variable-topic seminar open only to graduate students meeting the requirements established by faculty members offering the course. Enrollment restricted. LEC

**DSCI 898 Independent Study for Master's Students** (1-6). Individual study of selected current problems in the field of decision science 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

**DSCI 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

**DSCI 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: DSCI 920. LEC

**DSCI 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: DSCI 921 or consent of instructor. LEC

**DSCI 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: DSCI 920 and DSCI 921, or consent of instructor. LEC

**DSCI 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

**DSCI 936 Management Science Research Seminar** (1). 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. Graded on a satisfactory/unsatisfactory basis. LEC

**DSCI 995 Doctoral Seminar in Decision Sciences:** \_\_\_\_ (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

**DSCI 997 Directed Research in Decision Science** (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

**DSCI 998 Independent Study for Doctoral Students** (1-5). Individual study of selected current problems in the field of business administration 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. Prerequisite: Approval required from supervising faculty member and Ph.D. Team. RSH

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

## ■ Entrepreneurship Courses

**ENTR 701 Introductory Accounting and Finance for Entrepreneurs** (3). This course introduces the non-business student to the language of business, accounting, and its applications in the financial management of new and small business environments. Students will learn how to account for the various activities of the start-up and early stage new venture as well as the importance, utility and construction of financial statements. Further, students will acquire the ability to construct financial projections for a start-up firm and monitor the financial performance of the grow-

ing business with a focus on cash flow management. Finally, students will be introduced to various remedies in the event that performance does not meet expectations. Prerequisite: Admission to Graduate Studies. Enrollment restricted. LEC

**ENTR 702 Introduction to Entrepreneurship** (3). In this course the student examines the disciplines which comprise the critical success factors in entrepreneurship and develops a fundamental understanding of the basic skill set required to manage his/her own business. The course will emphasize the Entrepreneurial Process in which each of the following disciplines will be introduced so that the student understands meaning, interrelationship and the application of the subject matter. First the student will be introduced to entrepreneurship and the personal attributes which historically have produced successful entrepreneurs. Further, the student will learn how to evaluate business opportunities via Feasibility Analysis which encompasses industry and competitor analysis, developing an effective business model, building a new venture team, developing an effective marketing plan, assessing the new venture's financial strengths and preparing the proper ethical and legal foundation for the new business. Finally, on completion of the course the student will possess a beginning comprehension for getting financing for the new venture and preparing for the challenges of business growth. Prerequisite: Admission to Graduate Studies. LEC

**ENTR 703 Experiential Business Plan Development** (3). Upon successful completion of this course, the student will be able to evaluate a business concept and write a sound business plan. In the process of doing so, students will be able to assess the strengths and weaknesses of a business concept; collect, analyze and organize market research data into a marketing plan; and prepare the financial projections for their business concept. In addition, students will be able to identify and evaluate various resources available for funding small businesses. Integral to the learning of this course, each student will prepare a summary business plan based on his/her idea for a new business opportunity. The completed plan will be automatically entered into the Mark L. Morris, Jr. New Venture Creation Award competition in which undergraduate students compete for seed money awards to start the business described in the summary business plan. As a participant in this competition, the student will also acquire presentation development and delivery skills. Prerequisite: ENTR 701 and ENTR 702. LEC

**ENTR 750 New Venture Creation/Business Plan Development** (4). This course will focus on identifying and evaluating the business opportunity, the strategies to be developed and implemented as well as entrepreneurial capabilities required for marketplace success. Development of a robust and compelling business concept will be emphasized. Analyses of the industry, competition, the new business points of strategic leverage, creation of an effective business model and funding strategies will be studied. Financing the new venture, sourcing and structuring the required deal capital will be explored and attention to managing rapid growth and exit strategies will be provided. LEC

**ENTR 895 Graduate Seminar Entrepreneurship:** \_\_\_\_ (0.5-5). A variable-topic seminar open only to graduate students meeting the requirements established by faculty members offering the course. Prerequisite: Consent of instructor. LEC

**ENTR 898 Independent Study for Master's Students** (1-6). Individual study of selected current problems in the field of entrepreneurship 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

## ■ Finance Courses

**FIN 701 Financial Management** (2). 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: ACCT 701. LEC

**FIN 705 Investment Theory** (2). 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 FIN 410. Prerequisite: FIN 701 or consent of instructor. Enrollment restricted. LEC

**FIN 706 Investment Analysis** (2). 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 FIN 410. Prerequisite: FIN 705 or consent of instructor. Enrollment restricted. LEC

**FIN 710 Analysis of Financial Intermediaries** (2). 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 FIN 430. Prerequisite: FIN 701. LEC

**FIN 715 Real Estate Investment Analysis** (2). 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: FIN 701. LEC

**FIN 725 Business Valuation** (3). Apply finance principles to measure and manage the value of companies using a professional's step-by-step approach. In this course, students estimate free cash flows, economic value added, and cost of capital. They also forecast accounting statements, compare absolute and relative valuation techniques, and evaluate restructuring opportunities and potential flexibility options. Not open to students with credit in FIN 400/417 Business Valuation. Prerequisite: FIN 701. (Recommended: FIN 745 and FIN 746). Enrollment restricted. LEC

**FIN 730 Applied Portfolio Management** (4). 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. Enrollment by application only. Enrollment restricted. LEC

**FIN 735 International Finance** (2). 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: FIN 701 and BE 702 or permission of instructor. LEC

**FIN 740 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: FIN 701. LEC

**FIN 741 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: FIN 701. LEC

**FIN 745 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 FIN 468. Prerequisite: FIN 310 or 415 or 701 or consent of instructor. Enrollment restricted. LEC

**FIN 746 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 FIN 468. Prerequisite: FIN 745 or consent of instructor. Enrollment restricted. LEC

**FIN 750 Entrepreneurial Finance I** (2). The course focuses on valuing and financing young high-growth potential private companies. A mixture of lectures and cases is used to expose students to various topics in entrepreneurial finance. Topics include identifying good opportunities, placing a quantitative value on these opportunities by using different valuation techniques (discounted cash flows, relative valuation, and the Venture Capital method), overview of the venture capital (VC) industry, VC contracting, analysis of term sheets, raising capital from angel investors and corporate venture capitalists. Prerequisite: FIN 701. LEC

**FIN 751 Entrepreneurial Finance II** (2). The course focuses on valuing and financing young high-growth potential private companies. A mixture of lectures and cases is used to expose students to various topics in entrepreneurial finance. Topics include financing start-ups through private debt and government sources, mezzanine financing, using strategic alliances as an alternative way to fund start-ups, overview of venture capital in developed countries and emerging markets, harvesting the new ventures through an initial public offering, merger, or a buyout, and the challenges associated with each exit venue. Prerequisite: FIN 701. LEC

**FIN 760 Risk Analysis** (2-3). An introduction to the concepts, methodologies, and applications of risk analysis and modeling. This course is designed primarily to develop practical modeling skills with spreadsheet software. To accomplish this, material from across the finance discipline will be covered. Examples from corporate finance, investments, financial derivatives, real estate, and personal finance will be used to demonstrate modeling. Prerequisite: DSCI 701 and FIN 701. Enrollment restricted. LEC

**FIN 795 Special Topics in Finance:** \_\_\_\_ (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

**FIN 895 Graduate Seminar in Finance:** \_\_\_\_ (0.5-5). A variable-topic seminar open only to graduate students meeting the requirements established by faculty members offering the course. Enrollment restricted. LEC

**FIN 898 Independent Study for Master's Students** (1-6). Individual study of selected current problems in the field of finance 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

**FIN 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

**FIN 937 Seminar in Business Finance** (3). 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. Spe-

cial emphasis is given to long-term financing topics. Prerequisite: FIN 705 (BUS 751) and FIN 706 (BUS 752). LEC

**FIN 938 Seminar in Investments** (3). 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: FIN 710 (BUS 753). LEC

**FIN 995 Doctoral Seminar in Finance:** \_\_\_\_ (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

**FIN 997 Directed Research in Finance** (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

**FIN 998 Independent Study for Doctoral Students** (1-5). Individual study of selected current problems in the field of business administration 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. Prerequisite: Approval required from supervising faculty member and Ph.D. Team. RSH

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

## ■ Information Systems Courses

**IST 701 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

**IST 702 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, and alternative systems development processes. To enhance the quality of the system developed, the course also looks into software testing and evaluation issues. Prerequisite: IST 301 or IST 701 or concurrent enrollment in IST 701. Enrollment restricted. LEC

**IST 704 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 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 and 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: IST 301 or IST 701. Enrollment restricted. LEC

**IST 706 Systems Analysis and Design** (3). This course develops skills with regard to the Analysis and Design activities typically encountered in an organizational software development environment. It emphasizes structured project planning, analysis and design techniques, including Project Estimation Methods, Data Flow Diagrams, 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: IST 301 or IST 701. Enrollment restricted. LEC

**IST 708 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 strategy for real organizations. Prerequisite: IST 301 or IST 701. Enrollment restricted. LEC

**IST 709 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 networking concepts and relevant technologies. At the same time, discussions on utilizing networking on business applications and strategies 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. Conceptual learning is supported by selected hands-on exercises in the lab. Prerequisite: IST 301 or IST 701. Enrollment restricted. LEC

**IST 712 Information Security** (3). This course will introduce, at a managerial rather than highly technical level, a range of topics associated with security of information systems and related data in a business environment. Topics addressed include selected cryptography concepts and the security of operating systems, databases, networks—both wired and wireless, and telecommunications systems. The course also considers security issues related to application development, including management of the change control process, and to the use of the Internet as a business medium. Students will also address physical security, disaster recovery, business resumption planning, and managerial planning and techniques involved in creating a security conscious organization. Prerequisite: IST 701. Enrollment restricted. LEC

**IST 715 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: IST 301 or IST 701. Enrollment restricted. LEC

**IST 720 Developments in Software Technology** (3). This course is an introduction to object-oriented (OO) technology and the object paradigm. We explore the object paradigm, its benefits and limitations. Specifically, we study a state-of-art technique for OO modeling. We also 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: IST 702. Enrollment restricted. LEC

**IST 725 Contemporary Information Technology Topics** (3). This course examines a wide range of innovative information technologies (IT) which have both technical and strategic implications for businesses. These IT innovations affect all functions of businesses. Topics include Web 2.0, Web 3.0, next generation Web, social networking technology, virtual world, pervasive computing, ubiquitous computing, unified communications (unification), IT utility, on-demand computing, grid computing, Web services, service-oriented architecture, business intelligence, data mining, search technology and applications (Google), next generation Web search, virtualization (server, hardware), storage fabrics, open source, IT outsourcing, personal technology, health care IT, green IT, security and privacy, Internet policy, regulation, global control, and the gap between IT and business (goals and strategies). Prerequisite: IST 301 or IST 701. LEC

**IST 730 IT Project Management** (3). This course provides initial exposure to concepts related to the project management discipline generally, while focusing on management of information technology projects in particular. The course is organized to emphasize core project management knowledge areas developed by the Project Management Institute, and it stresses the benefits of a disciplined, formal project management methodology. Students completing the course will gain an appreciation for the complex nature of projects and be better prepared to be an effective member of project teams encountered in many types of organizations. Prerequisite: IST 701 or IST 301. LEC

**IST 799 Internship in Information Systems** (1-3). Internships provide opportunities for students to combine their academic education with a meaningful experience in the business world. Accounting internships allow students to explore career pathways in accounting, further their professional growth, expand professional networks, and increase the relevancy of their academic course work. The internship course combines job-related activities of the accounting internship position with a set of academic requirements. These requirements include academic assignments as well as a pre- and post-internship seminar held in the semester before and after the semester in which the internship occurs. Internships for credit must be approved by the Director of the Internship Program prior to the internship experience. Students may not receive more than three hours of internship credit. Enrollment restricted and by permission only. LEC

**IST 895 Graduate Seminar Information Systems:** \_\_\_\_ (0.5-5). A variable-topic seminar open only to graduate students meeting the requirements established by faculty members offering the course. Enrollment restricted. LEC

**IST 898 Independent Study for Master's Students** (1-6). (V) Individual study of selected current problems in the field of information systems 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

**IST 995 Doctoral Seminar in Information Systems:** \_\_\_\_ (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

**IST 997 Directed Research in Information Systems** (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

**IST 998 Independent Study for Doctoral Students** (1-5). Individual study of selected current problems in the field of business administration 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. Prerequisite: Approval required from supervising faculty member and Ph.D. Team. RSH

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

## ■ International Business Courses

**IBUS 700 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

**IBUS 701 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

**IBUS 702 International Business Strategy** (2). Managing across nation means managing across cultures, languages, institutions, time zones, governmental regulations, etc. In addition, multinationals (and the more recent phenomenon of off-shoring) are not always viewed in a positive light. International Business Strategy will explore both the benefits and challenges involved in managing activities across borders. Topics covered include: the analysis of fit between a company, its products and specific international markets; assessing and responding to competing pressures to hold down costs while adapting to local demands; and optimizing organizational structure to facilitate knowledge location and movement. 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

**IBUS 703 Comparative and Cross-Cultural Management** (3). This course explores how culture, in all of its aspects, is a major determinant of organizational practices and performance. We analyze how and why organizational communication and practices vary from one culture to another, as well as why certain values and cultural contexts might make particular management styles more successful than others. Finally, we will investigate the possibilities for transferring certain practices between cultures. A primary goal is to provide an understanding of the complex linkage among the cultural, social, economic, and political variables that influence organizations and drive the differences and similarities in organizational behavior and business strategy, as well as the values and expectations of organizational members. We accomplish this through analysis of a series of related cases, providing a nuanced look at the effects of culture on multiple business functions within a single company. This foundation is supplemented by readings, lecture, and in-class exercises. We emphasize the development of the skills necessary for managing multicultural diversity in both domestic and international settings. Major illustrations are drawn from all world areas, and each student develops in-depth knowledge of one country through a semester-long project. Prerequisite: MGMT 701. LEC

**IBUS 706 Business Practices in:** \_\_\_\_ (2). This course provides students an opportunity to learn about business in a particular foreign country. Students will travel to the country of interest to visit a variety of companies and meet with their managers to learn about the unique opportunities and challenges faced by companies operating in that country. Company visits will be selected to include both manufacturing and services firms and to reflect a variety of ownership structures (foreign subsidiaries, locally-owned companies, joint-ventures, etc.). Lectures from faculty at an in-country host institution will provide specific information on the local business environment and cultural, historical and institutional context. Prerequisite: Determined for each topic by instructor. LEC

**IBUS 720 Business in China** (2-3). The course analyzes the unique aspects of the Chinese business environment and the major managerial issues that are likely to confront firms conducting business in the country. The first part of the course reviews the country's geography, history and culture, and examines its contemporary political process, economic structure, financial system, and legal and social institutions. The second part of the course examines important strategic and operational issues such as market entry, contract negotiation, supply chain management, marketing strategies and techniques, and human resource management. Recommended: IBUS 701. Enrollment restricted. LEC

**IBUS 721 Business in Latin America** (2-3). This course analyzes the business environment of Latin America and the managerial practices that have evolved in this unique context. Using cases, readings, lectures and videos, the course seeks to cover a broad set of countries, industries and companies as it examines the conduct and performance of business in Latin America. Recommended: IBUS 701. Enrollment restricted. LEC

**IBUS 722 Business in India: Understanding the Indian Paradox** (2-3). The class will use a mix of lectures, guest speakers, cases and assignments to understand the context and contemporary practice of business in India. Topical industries/issues will be covered in the course. The course deals with the challenges related to consumer diversity, human resources, political environment and infrastructure. Unique Indian business practices and models used in rural marketing and supply-chain management will be examined. Enrollment restricted. LEC

**IBUS 740 Business Practices in China** (2-3). This course provides students an opportunity to learn about business in China by observing it in practice. Students will travel to China to visit a variety of companies and meet with their managers to learn about the unique opportunities and challenges faced by companies operating in China. Company visits will be selected to include both manufacturing and services firms and to reflect a variety of ownership structures (foreign subsidiaries, locally-owned companies, joint-ventures, etc.). Lectures from faculty at a

**For help finding course descriptions, see the Directory of Courses, pages 7-8.**

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Chinese host institution will provide specific information on the local business environment and cultural, historical and institutional context. Specific prerequisites may be required for a particular offering of this class. LEC

**IBUS 741 Business Practices in Latin America (2-3).** This course provides students an opportunity to learn about business in Latin America by observing it in practice. Students will travel to a Latin American country to visit a variety of companies and meet with their managers to learn about the unique opportunities and challenges faced by companies operating in Latin America. Company visits will be selected to include both manufacturing and services firms and to reflect a variety of ownership structures (foreign subsidiaries, locally-owned companies, joint-ventures, etc.). Lectures from faculty at a Latin American host institution will provide specific information on the local business environment and cultural, historical and institutional context. Specific prerequisites may be required for a particular offering of this class. LEC

**IBUS 742 Business Practices in India (2-3).** The class will expose you to economic, political and cultural aspect of this growing market and the impact rapid growth and economic transformation are having on Indian businesses. We will visit businesses, cultural centers and educational institutions in India. Industry leaders and experts will make presentations in India. Enrollment restricted. LEC

**IBUS 895 Graduate Seminar in International Business: \_\_\_\_\_ (0.5-5).** A variable-topic seminar open only to graduate students meeting the requirements established by faculty members offering the course. Enrollment restricted. LEC

**IBUS 898 Independent Study for Master's Students (1-6).** 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

**IBUS 950 Research in International Management and Strategy (3).** This seminar surveys the literature, classic and contemporary, that forms the theoretical basis of the international business field. Topics covered include but are not limited to: (1) institutional issues such as the international framework of trade and investment, cross-country governance differences, and the role of NGOs; (2) firm-level strategic issues such as choice of market entry modes, international entrepreneurship, and management of multinational enterprises; and (3) group- and individual-level organizational issues such as international staffing and cross-cultural management. Prerequisite: Admission to the Doctoral Program or graduate standing and permission of the instructor. LEC

## ■ Management and Leadership Courses

**MGMT 525 Negotiations and Dispute Settlement (3).**

**MGMT 701 Organizational Behavior (2).** This course focuses on human behavior in organizations. It helps the student learn to think systematically 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

**MGMT 702 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: BE 701, DSCI 701 and MGMT 701. Enrollment restricted. LEC

**MGMT 704 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: MGMT 701, FIN 701, and ACCT 702 or MKTG 701. Enrollment restricted. LEC

**MGMT 706 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

**MGMT 707 Professional Development Skills II (1).** This two day session is a total immersion into successful presentations. Participants learn new ways to develop a winning presentation strategy; learn and practice a proven organizational method; and get valuable individual tips on how to successfully deliver the right message. Each participant delivers four short presentations to the class. Each of those four presentations is video recorded (for the participants use) and the instructor provides private, one-on-one feedback and coaching after each presentation. A continuation of MGMT 706 Professional Development Skills I. Graded on satisfactory/unsatisfactory basis. Prerequisite: MGMT 706 or consent of department. FLD

**MGMT 715 Management of Organizations (3).** 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: MGMT 701. LEC

**MGMT 716 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: MGMT 701. LEC

**MGMT 723 Advanced Topics in Management of Organizations: \_\_\_\_\_ (2-5).** 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

**MGMT 724 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

**MGMT 725 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

**MGMT 726 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

**MGMT 727 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, technostructural and human process change; Cultural change processes. MGMT 704 preferred. LEC

**MGMT 728 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

**MGMT 729 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 MGMT 704 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. LEC

**MGMT 730 Business and Social Problems (3).** 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 MGMT 486. LEC

**MGMT 732 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; re-

recruitment; initial screening and resume review; and the employment interview. It is recommended that this course be followed by MGMT 733 Advanced Methods for Selecting Employees. Prerequisite: MGMT 701. LEC

**MGMT 733 Advanced Methods for Selecting Employees (2).** This course follows logically from MGMT 732 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: MGMT 701. LEC

**MGMT 734 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: MGMT 701. LEC

**MGMT 735 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: MGMT 701. LEC

**MGMT 736 Managing People: Applications and Skills (2).** The goal of this course is to increase the capacity of the student to manage others effectively. It begins by focusing on self awareness and self management. Students also learn systems for classification of people on the basis of behavior and attitudes. Topics covered may include time management, problem solving, reading people, coaching and counseling, delegation and empowerment, conflict resolution, motivation and discipline. The focus is on skill acquisition and the learning approaches including readings, inventories, role playing and case analysis. Prerequisite: MGMT 701. LEC

**MGMT 738 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: MGMT 701. LEC

**MGMT 739 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: MGMT 701. LEC

**MGMT 740 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: MGMT 702. LEC

**MGMT 741 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: BE 701. LEC

**MGMT 743 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. Coverage 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

**MGMT 744 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

**MGMT 745 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

**MGMT 748 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. Not open to students with credit in BLAW 525 or MGMT 525. (Same as BLAW 748.) LEC

**MGMT 750 Special Topics in Management: \_\_\_\_\_ (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

**MGMT 785 Business Consulting (4).** Through experiential learning using live consulting assignments, students will achieve understanding clarity of the linkage be-

tween models and theories studied in the classroom and application in the field; direct interaction with clients at sophisticated corporate organizations; and first hand experience in addressing significant business challenges with impactful and strategically correct solutions. Students will enhance their team and leadership skill capabilities through interaction with other team members. LEC

**MGMT 807 Ethical Decision Making in Business (2).** This course is designed to provide students with: (a) a grounding in the psychological and philosophical foundations of business ethics; (b) the ability to recognize ethical problems; (c) an exposure to many of the ethically sensitive issues facing corporations and managers today in each of the functional areas of business (management, accounting, finance, information systems, and marketing); and (d) the tools for analyzing and reaching closure on ethical problems. Students will study the role of ethics in the relation to the individual, manager, organization, and global business environment. Students in this course will have the opportunity to engage in stimulating class discussions, justify ethical positions in case study analyses, investigate ethical issues in their own future professional lives, and develop and present their solutions for typical ethical problems faced by managers in organizations after fully exploring the ethical dimensions of both sides of a given issue. LEC

**MGMT 895 Graduate Seminar in Management: \_\_\_\_\_ (0.5-5).** A variable-topic seminar open only to graduate students meeting the requirements established by faculty members offering the course. Enrollment restricted. LEC

**MGMT 898 Independent Study for Master's Students (1-6).** 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

**MGMT 905 Philosophy of the Behavioral and Organizational Sciences (3).** An advanced introduction to the philosophy of science relevant to the behavioral and organizational sciences. Introduces the student to contemporary philosophical thought concerning the nature of scientific knowledge and its acquisition. Students will be exposed to classic works in the 20th century movement of thought in the philosophy of science and the philosophy of social science. Subject matter will include the study of logical positivism, anti-positivist responses such as falsificationism, epistemological anarchism, and Kuhnian relativism, to contemporary neo-pragmatist, postmodernist, and constructivist developments related to the indeterminacy of knowledge. The method of the course is philosophical; critical thinking, critical discussion, and dialectical exchange will be encouraged. The course is oriented to the interests of social scientists, rather than philosophers. Prerequisite: Admission to the Doctoral Program or graduate standing and permission of the instructor. LEC

**MGMT 906 Behavioral Research Methods (4).** 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 Human Resource Management, Organizational Behavior, and Strategic Management doctoral students. Prerequisite: Admission to the Doctoral Program or graduate standing and permission of the instructor. LEC

**MGMT 916 Seminar in Organization Theory (3).** 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 master's students with at least one undergraduate or M.B.A. level behavioral science course or consent of instructor. LEC

**MGMT 950 Personnel Selection and Effective Work Performance (3).** This seminar focuses on staffing organizations to produce effective performance of work. It covers work performance, recruitment, and virtually all aspects of personnel selection. Topics include but are not limited to the following: measurement issues (reliability, validity, decision-making strategies); validity generalization; legal issues (discrimination, adverse impact); job and work analysis; evaluation of job applicant training and work experience; weighted application blanks and biodata; ability testing; personality assessment; performance tests and assessment centers; other methods of assessment (integrity testing, drug testing, graphology). Typically reading assignments include a substantial textbook plus articles from research journals (e.g., Journal of Applied Psychology, Personnel Psychology). Typically students are required to write a substantial paper on a major aspect of personnel selection approved by the Professor. Prerequisite: Admission to the Doctoral Program or graduate standing and permission of the instructor. LEC

**MGMT 951 Training, Developing, and Managing Careers in Organizations (3).** This seminar focuses on the development and maintenance of human capital and career management. A multi-level perspective is adopted and issues are considered from individual and organizational perspectives within the context of an HR system addressing contemporary workplace challenges. Theoretical and empirical readings will be drawn from OB, HR, and other relevant social sciences. Topics and themes include the processes of (a) training design, from needs assessment, through development, delivery and evaluation, and (b) career development and management. Prerequisite: Admission to the Doctoral Program or graduate standing and permission of the instructor. LEC

**MGMT 952 Strategic Human Resource Management (3).** This seminar focuses on macro-level perspectives on managing people for organizational effectiveness.

Theoretical and empirical readings will be drawn from the OB, HR, strategy and other relevant literatures (e.g., services marketing) that explore themes related to: (a) human/social capital and firm success; (b) employee attitudes/behavior and firm success; (c) HR policies/practices and firm success; and (d) contingency perspectives applied to the above, including factors such as national culture, industry, competitive strategy and employee groups. Prerequisite: Admission to the Doctoral Program or graduate standing and permission of the instructor. LEC

**MGMT 953 Designing Effective Work Environments in Organizations (3).** This seminar focuses on conceptual and empirical research in organizational behavior that seeks to understand how to achieve organizational effectiveness through establishing positive conditions for employees to flourish. The implications of these conditions for the motivation and ethical behavior of individuals will be discussed. Readings will address the following topics: Person-Organization Fit, Work Design, Work Teams, Leadership, Psychological Engagement, Decision-Making, Ethics, and Cross-cultural Dimensions of organization behavior or of the preceding topics. Prerequisite: Admission to the Doctoral Program or graduate standing and permission of the instructor. LEC

**MGMT 954 Individual and Interactionist Perspectives of Organizations (3).** This seminar focuses on conceptual and empirical research in organizational behavior that seeks to understand how the interaction between individuals and organizational facets influences their sense-making and identity. The implications of these processes for employees' well-being, performance, and careers will be discussed. Readings will address the following topics: Social Cognitive Theory, Self-efficacy, Employee Attachment and Job Attitudes, Individual Differences, Careers, Employee Well-being, Emotions, Attribution Theory, Sense-making processes, Identity, Organizational Culture, and Cross-cultural Dimensions/Globalization. Prerequisite: Admission to the Doctoral Program or graduate standing and permission of the instructor. LEC

**MGMT 955 Creativity, Innovation, and Change in Organizations (3).** This seminar focuses on theoretical and empirical research that seeks to understand the behavioral aspects of creativity and innovation in organizations. Central to this understanding is how organizations develop and change over time. Readings will include articles on the following topics: Expectancy theory, Goal setting, Intrinsic Motivation, Creativity, Innovation, Organizational Development, Learning, and Change Processes, Power and Politics, Organizational Citizenship Behaviors; and Cross-Cultural Dimensions. Prerequisite: Admission to the Doctoral Program or graduate standing and permission of the instructor. LEC

**MGMT 956 Economic Theories of Strategic Management (3).** This seminar surveys the scholarly literature in Strategic Management that is based on economic modeling of human and firm behavior. Topics include but are not limited to Industrial Organization Economics, Transaction Costs Economics, Property Rights Theory, Agency Theory, Resource-Based View and Dynamic Capabilities, and Real Options Theory. Prerequisite: Admission to the Doctoral Program or graduate standing and permission of the instructor. LEC

**MGMT 957 Behavioral Theories of Strategic Management (3).** This seminar surveys the scholarly literature in Strategic Management that is based on behavioral, psychological and sociological theories. Topics include but are not limited to the Behavioral Theory of the Firm, Behavioral Models of Strategic Decision Making, Strategy Formation, Strategic Leadership including CEO's, Boards and Top Management Teams, Organizational Demography, Cognition in Strategic Decision Making, Power and Politics in Strategy Development. Prerequisite: Admission to the Doctoral Program or graduate standing and permission of the instructor. LEC

**MGMT 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

**MGMT 997 Directed Research in Management (1-5).** Students will research selected topics in the field of management 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

**MGMT 998 Independent Study for Doctoral Students (1-5).** Individual study of selected current problems in the field of business administration 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. Prerequisite: Approval required from supervising faculty member and Ph.D. Team. RSH

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

## ■ Marketing Courses

**MKTG 701 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

**MKTG 702 New Product Management (3).** 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. Not open to students with credit in MKTG 430. Prerequisite: ACCT 702 or MKTG 701 or permission of instructor. Enrollment restricted. LEC

**MKTG 703 Consumer Behavior (3).** 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 MKTG 411. Prerequisite: ACCT 702 or MKTG 701. Enrollment restricted. LEC

**MKTG 704 Marketing Research (3).** 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 MTKG 415. Prerequisite: ACCT 702 or MKTG 701. Enrollment restricted. LEC

**MKTG 705 Promotional Strategy (3).** 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. Not open to students with credit in MKTG 420. Prerequisite: ACCT 702 or MKTG 701. Enrollment restricted. LEC

**MKTG 706 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. Not open to students with credit in MKTG 435. Prerequisite: ACCT 702 or MKTG 701. Enrollment restricted. LEC

**MKTG 707 Metrics and Statistics in Marketing Research (3).** 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: MKTG 415 or ACCT 702 or MKTG 701. Enrollment restricted. LEC

**MKTG 708 Global Marketing (3).** 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. Not open to students with credit in MKTG 440. Prerequisite: ACCT 702 or MKTG 701. Enrollment restricted. LEC

**MKTG 709 Sales Force Management (3).** 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. Not open to students with credit in MKTG 425. LEC

**MKTG 710 Internet Marketing (3).** The internet and digital technologies continue to profoundly impact all aspects of the marketing function. The broad objectives of this course are to better understand how digital technologies create value for customers and profits for companies. Special emphasis will be placed on new opportunities afforded by digital technologies. Specific topics include personalization, closed-loop marketing, online communities, new pricing formats, harnessing dispersed competence, and formulating win-win marketing strategies. Not open to students with credit in MKTG 450. Prerequisite: MKTG 701. Enrollment restricted. LEC

**MKTG 711 Pricing Strategies and Tactics (3).** In this course, students are first exposed to the various viewpoints that govern pricing. After introducing pricing as an integral part of the marketing decision process, the course will develop an appreciation of the various tools (for example, consumer behavior and game theory) used to arrive at competitive pricing strategies. Cases will be used to illustrate both the tools and resulting strategies. Illustrative topics include: Value-based pricing, price matching guarantees, predatory pricing, behavioral pricing, interaction of pricing with channel decisions, bundling, and online auctions. While using various methods, care will be taken to differentiate long-term strategies and short-term tactics used by firms. Overall, students will be able to create effective pricing strategies and also understand how pricing policy fits into the overall marketing function of the organization. Not open to students with credit in MKTG 455. Prerequisite: MKTG 701. Enrollment restricted. LEC

**MKTG 712 Services Marketing (3).** Unique characteristics associated with services (e.g., intangibility, perishability, and real-time production) necessitate use of a different set of concepts, methods, and frameworks for their effective management. This broad course is designed to fill the knowledge-gap between managing products and managing services. Sample topics covered in this course include managing customer expectations, customer satisfaction measurement, managing service demand, mobilizing people for breakthrough service, managing service recovery,

relationship marketing, customer lifetime value analysis, and managing services in a global context. Not open to students with credit in MKTG 445. Prerequisite: MKTG 701. Enrollment restricted. LEC

**MKTG 713 Database Marketing** (3). This course introduces the theory and practical implementation of customer relationship management (CRM) strategies using marketing databases. Topics include: fundamentals of CRM strategy, RFM analysis, LTV metrics, logit models, decision trees, techniques for evaluating model performance (e.g., lift charts, ROC) and applications to campaign management. In keeping with the hands-on nature of the course, students will be instructed on how to implement the CRM techniques using various software tools. Not open to students with credit in MKTG 465/SCM 425. Prerequisite: MKTG 704. Enrollment restricted. LEC

**MKTG 895 Graduate Seminar in Marketing:** \_\_\_\_\_ (0.5-5). A variable-topic seminar open only to graduate students meeting the requirements established by faculty members offering the course. Enrollment restricted. LEC

**MKTG 898 Independent Study for Master's Students** (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

**MKTG 950 Advanced Marketing Research** (3). This course deals with measurement tools typically used in marketing such as conjoint analysis, multi-dimensional scaling, questionnaire construction, formative and causal indicators of constructs, scale development and testing, reliability and validity issues, and design of complex lab and field experiments. The goal of the course is to equip students with measurement tools to conduct research in academic and applied settings. Prerequisite: Admission to the Doctoral Program or graduate standing and permission of the instructor. LEC

**MKTG 951 Consumer Behavior** (3). This seminar provides an overview of the current theories and methodological approaches associated with consumer behavior research. Main topics of the course include attention and information search, consumer memory structure, consumer knowledge, inference making, motivation/goal, consumer attitude and persuasion, judgment and decision making, self-perception and regulation, culture's influence on consumer behavior, and affect/emotion/mood. The content will be based on literature from multiple disciplines including marketing, psychology, sociology, and economics. Students will be required to critically analyze and synthesize the literature, with a view to formulate research proposals on issues that interest them. Prerequisite: Admission to the Doctoral Program or graduate standing and permission of the instructor. LEC

**MKTG 952 Introduction to Marketing Models** (3). The primary objective of this course is to gain an appreciation for modeling marketing phenomena from a decision support perspective. Emphasis will be placed on reviewing a broad range of topics, with a view to understanding the model building process across a wide variety of contexts. In addition, although marketing models include both verbal models and mathematical models, the emphasis will primarily be on the latter. Illustrative research questions analyzed include: How should a firm design incentives for salespeople? Should a firm sell its products individually or in bundles? How can promotions be designed to increase retail pass through? Does it pay to be first to market? Prerequisite: Admission to the Doctoral Program or graduate standing and permission of the instructor. LEC

**MKTG 953 Marketing Communications** (3). This course focuses on fundamentals of marketing communications with a heavy emphasis on message-memory. Some of the topics covered in this course include memory structures and measures, resistance to persuasion, alignability and comparative advertising, mere exposure effects, effect of syntactic complexity on message effectiveness, working memory deficits and multimedia presentations, memory interference and brand dilution, resistance to persuasion, mood and memory, adjunct questions and memory for print messages, communicating with audiences with working memory deficits (e.g., elderly adults), and communicating with bilingual consumers. Prerequisite: Admission to the Doctoral Program or graduate standing and permission of the instructor. LEC

**MKTG 954 Pricing and Strategy** (3). This seminar exposes students to the various analytical approaches to understand and model pricing phenomena by examining the classic as well as contemporary works on pricing. The students will learn how to model strategic interactions in the marketplace using game theory and other analytical tools as well as theories such as auction theory, prospect theory, and mental accounting. Some of the topics covered in this course include price discrimination mechanisms, price as a competitive tool (e.g., entry deterrence), price as a promotional strategy, role of price in channel structure and strategy, and effect of price on consumer choice. Prerequisite: Admission to the Doctoral Program or graduate standing and permission of the instructor. LEC

**MKTG 955 Product Management** (3). This course focuses on understanding products and the product development process. Readings are drawn from the literature in marketing, management, decision theory and psychology. Some topics covered in the course include creation and diffusion of innovations, modeling consumers' perceptions and preferences, brand equity and branding, entry order, sales forecasting, and global product development. Prerequisite: Admission to the Doctoral Program or graduate standing and permission of the instructor. LEC

**MKTG 995 Doctoral Seminar in Marketing:** \_\_\_\_\_ (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

**MKTG 997 Directed Research in Marketing** (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

**MKTG 998 Independent Study for Doctoral Students** (1-5). Individual study of selected current problems in the field of business administration 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. Prerequisite: Approval required from supervising faculty member and Ph.D. Team. RSH

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

### ■ Supply Chain Management Courses

**SCM 701 Introduction to Supply Chain Management** (2-3). This course introduces the principles and practices for designing and managing integrated supply chain operations, focusing on the flow of products, services, information, and funds between firms. The interrelationships among customer service, supply management, inventory management and logistics are investigated. Prerequisite/Co-requisite: DSCI 701. LEC

**SCM 702 Procurement and Supplier Management** (2-3). This course involves the study of supply management. Topics covered include the purchasing process, the role of the procurement function within the company, and the evaluation, selection and development of suppliers. The course is also designed to emphasize the importance of negotiation and managing contracts. Prerequisite: SCM 701. Enrollment restricted to Fort Leavenworth officers. LEC

**SCM 703 Transportation, Logistics Systems** (2-3). This course discusses the area of physical distribution management of supply chains. Attention is given to managerial responsibilities such as network design, transportation methods, inventory management, warehousing, packaging and materials handling. Prerequisite/Co-requisite: SCM 701. Enrollment restricted to Fort Leavenworth officers. LEC

**SCM 704 Information Systems for Supply Chain Management** (2-3). This course provides an introduction to Enterprise Resource Planning (ERP) systems. We will evaluate the functions processes and data requirements of business functions in an integrated framework. The objectives of the course include (1) understanding data needs of different business functions; (2) understanding alternative information systems solutions and the problems in independent information systems and; (3) understanding (ERP) systems as solution to integration. Prerequisite: SCM 701. Enrollment restricted to Fort Leavenworth officers. LEC

**SCM 710 Capstone in Supply Chain Management** (2-3). Integrating and applying the theories, concepts, and methods taken in previous supply chain management courses through the use of readings, case studies, project and industry speakers. Prerequisite: SCM 701. Enrollment restricted to Fort Leavenworth officers. LEC

**SCM 895 Graduate Seminar in Supply Chain Management:** \_\_\_\_\_ (0.5-5.5). A variable-topic seminar open only to graduate students meeting the requirements established by faculty members offering the course. LEC

**Some departments do not offer all courses in any one semester.**

**See the online Schedule of Classes at [www.registrar.ku.edu](http://www.registrar.ku.edu) for current course offerings.**

**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 46 computers and 30 software programs to business students.**