

School of Business

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Students may be admitted to the School of Business as juniors.

The Student and Academic Services office, 206 Summerfield Hall, (785) 864-7500, www.business.ku.edu, has current lists of courses required for business majors.

Visit the School of Business online at www.business.ku.edu.

William Fuerst, Dean

**Summerfield Hall, 1300 Sunnyside Ave., Room 203
Lawrence, KS 66045-7585, (785) 864-7575**

**Keith Chauvin, Associate Dean for Academic Affairs
203 Summerfield Hall, (785) 864-7567**

***bschoolundergrad@ku.edu* or *www.business.ku.edu*
Fax: (785) 864-5328**

Degrees offered: B.S.B., M.Acc., M.B.A., M.S., Ph.D.

In the School of Business, undergraduates acquire a rigorous education that prepares them for positions in a dynamic and competitive global environment. The curriculum develops a foundation for lifelong education and growth. The strength of the program is based not only on the quality of the professional course offerings, but also on the offerings of other KU divisions, particularly in the social sciences, natural sciences, and humanities. Students acquire a foundation education in business and management with emphasis on analytical skills and obtain a liberal arts and sciences education from their work outside the school.

The school offers advanced electives in various areas of business (e.g., marketing, finance, international business, accounting, human resources, and information systems). Seven undergraduate majors—accounting, business administration, finance, information systems, management and leadership, marketing, and supply chain management—are available. Business concentrations may be earned in human resources, information systems, entrepreneurship, and international business. The baccalaureate programs in the School of Business, and independently the accounting program, are accredited by the Association to Advance Collegiate Schools of Business.

Admission

Admission is competitive. Students should apply during the semester in which they will complete the preadmission requirements. Applicants satisfying the minimum requirements are ranked based on their ACT or SAT composite scores and overall professional grade-point averages. Applicants are then admitted based on their positions in this ranking, their professional résumés, and available space.

Apply online through the school's Web site. The deadline is September 15 for spring admission or February 15 for summer or fall admission. Applicants who are not currently KU students must submit official transcripts for all previous colleges and universities attended to the Office of Admissions and Scholarships along with their applications. All applicants must have taken the ACT or SAT examination and have official scores on record with KU. Current KU students may arrange to take the ACT through Testing Services, Level Two, Watkins Memorial Health Center, (785) 864-2768.

Minimum Requirements

To satisfy minimum standards for admission to the School of Business, a student must

1. Complete 60 college credit hours including ACCT 200, ACCT 201, IST 301, DSCI 301, ECON 142, and ECON 144 (or their equivalents). It is strongly recommended that PSYC 104 and a culture and society (SC) course also be completed.
2. Achieve a grade-point average of 2.5 in (a) all course work, (b) all professional course work (business and economics), (c) all KU course work, and (d) all KU professional course work. Grade-point average calculations exclude activity hours (i.e., BUS 303, HSES 108, marching band, chorale, etc.)
3. All students, including transfer and international students, must take the ACT or SAT examination and send their official scores to KU.

Because admission is competitive, students who meet the minimum admission standards may not be admitted.

Guaranteed admission to the School of Business is possible when the following requirements have been met at the time of application:

1. Completion of 60 college credit hours.
2. ACCT 200, ACCT 201, and DSCI 301 were completed at KU.
3. Achieve a grade point average of 2.5 in (a) all course work and (b) all KU course work.
4. Achieve a grade-point average of 3.0 in all professional course work (business and economics).
5. ACT or SAT score on file with KU.

Transfer Students

Transfer students may find it to their advantage to enter KU before the junior year, because some courses may be available only at KU. Students attending Kansas community colleges should consult their advisers about course equivalents and articulation agreements to ensure progress toward the degree. A guide to how classes at your current or former school transfer to KU is online at www.admissions.ku.edu/requirements/credtran/find.shtml. You must submit official transcripts of course work completed to the Office of Admissions and Scholarships before a final determination can be made.

Readmission

Students must submit an application for readmission to KU if their lapse in attendance is one semester or more. See Undergraduate Admissions and Scholarships in the General Information chapter of this catalog. Students may be readmitted to the School of Business if they left the school in good standing and it has been less than five years since they last attended.

Five-year Rule. If a student does not complete the business degree within five years of last attendance, the student must reapply through the competitive admission process. Students also must complete degree requirements in effect at the time of readmission to the business school regardless of the initial program.

Dismissal. Students who have been dismissed from the school must reapply through the competitive admission process.

Visit Our Web Site

The School of Business Web site, www.business.ku.edu, has current information about business programs, services, and facilities. Visit the Web site for information about the resources available in the Richard S. Howey Room, the Wagnon Room, and the Koch Commons, as well as current information about the school's many active student organizations.

Student Services

Advising

The Student and Academic Services office, 206 Summerfield Hall, offers services that help students meet their academic goals. Students should take primary responsibility for their academic careers by consulting SAS, becoming familiar with the undergraduate curriculum and graduation requirements, and cooperating with all guidelines. Advisers help students choose classes, make career choices, and get firmly on the road to academic and career success. For more information, see the school's Web site.

Mandatory Advising. Once a student is admitted to the School of Business, he or she must meet with a business adviser at least once per semester. A hold is placed on an admitted student's enrollment each semester and released when the student meets with the adviser.

Career Services

The Business Career Services Center provides a variety of resources including recruiting functions for full-time and internship positions; on-campus interviews; KU Career Connections/Symplicity, an online job and internship database; individual career counseling; and a variety of workshops and events—to name a few.

Other BCSC services include

- Individual career counseling with trained counselors.
- Career fair (in conjunction with the Undergraduate Business Council).
- Résumé review.
- Mock interviews.
- Workshops on various career-related topics.
- Resource libraries both in print and online.
- Salary information.

Contact the BCSC for more information at (785) 864-5591, fax: (785) 864-5078, www.business.ku.edu/bcsc.

Resources and Opportunities

Study Abroad. The school encourages students to incorporate study abroad into their programs. Student and Academic Services can help students plan study to meet KU requirements while they are abroad.

The school works with students and the KU Office of Study Abroad to select programs and courses appropriate to their interests and majors. Contact the Office of Study Abroad, 108 Lip-pincott Hall, 864-3742, www.studyabroad.ku.edu.

Center for International Business Education and Research. The KU CIBER, www.ciber.business.ku.edu, is one of 30 CIBERs designated by the U.S. Department of Education as national resources in international business. KU's CIBER develops international programs, strengthens faculty expertise in international business, and provides information and education to the region's business community. It provides education and promotes research on international aspects of trade and commerce such as foreign languages, cross-cultural management, political risk analysis, and foreign economic trends.

Italy Program. The Consortium of Universities for International Studies, comprising more than 300 accredited U.S. public universities, offers semester and summer programs for upper-division undergraduates in business, communication studies, economics, and journalism. Liberal arts electives enrich program course work. Programs provide meaningful international experience and allow students to stay on schedule for graduation. Each program delivers rigorous, high-quality, professional courses taught in English. Professors, drawn from the consortium's member universities, are recognized for their experience and excellence in teaching, research, and executive education. Courses are scheduled to encourage travel. For more information, see the school's Web site.

Scholarships. The school awards scholarships to current business students annually. The online application is available at www.business.ku.edu during spring semester. Scholarships generally are awarded in midsummer. To be considered for need-based scholarships, file the Free Application for Federal Student Aid (FAFSA) at www.fafsa.ed.gov by March 1. Contact the Office of Student Financial Aid, 50 Strong Hall, for information about federal- and state-funded financial aid programs. A limited number of scholarships are available for incoming first-year students. High school students interested in majoring in business should contact the KU Office of Admissions and Scholarships.

Job Shadowing. One on One, Jayhawks on the Job, allows business students to shadow a business professional during the course of a workday. The program offers students a daylong experience that enhances their understanding of a particular field and the business world, allows an opportunity for students to

learn more about themselves and refine their career goals, and provides an opportunity for students to network with business professionals.

Internship Program. Internships offer students the opportunity to build on, apply, and assess the concepts that are developed through the school's curriculum and to further professional growth through meaningful real-world job experiences. The internship experience provides many benefits, from enhancing your knowledge of an industry or business field to increasing your confidence in yourself and your abilities. Internships offer an opportunity to improve your professional skills, familiarize yourself with the business environment, network with business professionals, and refine your personal and career goals and aspirations. The internship course is for students entering the Advanced Business Elective portion of the curriculum. The department representative must approve the internship work experience. Not all positions qualify for internship credit.

Faculty

The school's faculty consists of 59 professors drawn from first-rank universities throughout the nation. The faculty enjoys a national reputation for research productivity and teaching success.

Regulations

For information about University of Kansas regulations, see the General Regulations chapter of this catalog.

School of Business Honor Code. Students taking any business course must sign a pledge of academic honesty at the end of all examinations. Upon application to the school, each student must electronically sign an honor code form. The pledge and honor code are on the school's Web site.

Probation and Dismissal. For the complete School of Business probation and dismissal policy, see Probation in the General Regulations chapter of this catalog.

Prebusiness Preparation

Students planning to enter the School of Business as juniors should work toward completing the general education requirements during the first two years. Every student contemplating a major in the school should enroll in a mathematics course during the first semester at KU. It is highly recommended that students complete a culture and society course (designated SC) and PSYC 104. Students also are encouraged to begin fulfilling the world area study requirement during the first two years. Students must take ACCT 200, ACCT 201, IST 301, DSCI 301, ECON 142, and ECON 144 before admission to the school. For details, see Admission Process in this chapter of the catalog.

Every student contemplating a major in business should enroll in a mathematics course during the first semester at KU.

See page 52 for the Placement Table for Initial Enrollment in Mathematics.

See http://colleges.ku.edu/advising/principal_courses.shtml for a list of principal courses.

Bachelor of Science in Business

The School of Business offers a Bachelor of Science in Business (B.S.B.) with majors in accounting, business administration, finance, information systems, management and leadership, marketing, and supply chain management. Each major consists of the following components: general education courses, core business classes, world area study, major courses, and advanced business electives.

Degree requirements are subject to change. It is the student's responsibility to stay informed of requirements. To receive the B.S. in Business degree, a student must complete the degree requirements in effect at the time the student is admitted to the school.

Undergraduate Enrollment Diagram. The chart below depicts the preferred order for students to complete requirements for the Bachelor of Science in Business.

General Education Requirements

English. Two courses, ENGL 101/ENGL 105 Composition and ENGL 102 Critical Reading and Writing, are required. Students must enroll in English immediately and continuously until they have completed ENGL 101 and ENGL 102 or their equivalents. See the College of Liberal Arts and Sciences: General Requirements chapter of this catalog.

Communication Studies. One course, COMS 130 Speaker-Audience Communication (or an English course numbered 200 or higher) is required. Students may be exempted (but will not earn credit) if they meet one of the following conditions:

1. Students with two high school courses (totaling one full credit) in speech or debate with a grade of B or higher in both are exempt. Take official high

school transcripts to the Department of Communication Studies, 102 Bailey Hall. The exemption is noted on each student's record.

2. Students who do not meet exemption criteria and who do not wish to take any of the courses listed above may choose to take the oral communication exemption examination, which consists of a written test over public speaking concepts and a public speaking performance evaluation. It is given in September in the fall semester and in February in the spring semester. No exemption examinations are scheduled during the summer session. A student wishing to take the oral communication exemption examination must register his or her **name, address, and telephone number** with the staff in the communication studies office, 102 Bailey Hall. This should be done early in the semester the examination is to be taken. A **\$20 nonrefundable deposit is required to register for the examination.** Students may pick up a complete description of the examination procedures and judging criteria in 102 Bailey Hall. Students who pass the examination receive a letter verifying the exemption.

Mathematics. Two courses, MATH 115/MATH 121 Calculus I and MATH 116/MATH 122 Calculus II are required. Prerequisites apply. See College of Liberal Arts and Sciences: General Requirements for a placement table for initial enrollment in mathematics.

Humanities. Three courses from three different categories are required:

1. HT (historical studies)
2. HL (literature and the arts)
3. HR (philosophy and religion)
4. Western Civilization I
5. Western Civilization II

See http://collegesas.ku.edu/advising/principal_courses.shtml for a list of principal courses.

Social Sciences. Two courses are required:

1. PSYC 104 General Psychology
2. One principal course designated SC (culture and society)

Note: These should be completed by the end of the sophomore year. See http://collegesas.ku.edu/advising/principal_courses.shtml for a list of principal courses.

School of Business Undergraduate Program

First Year	Sophomore	Junior	Senior
<p>English: ENGL 101/ENGL 105, & ENGL 102</p> <p>Communication Studies: COMS 130 or ENGL 200+ course</p> <p>Humanities: 3 courses (see options in text)</p> <p>Social Sciences: PSYC 104, & one principal course designated SC (culture & society) (strongly recommended)</p> <p>Natural Science: 2 courses incl. 1 lab science (see text)</p> <p>Mathematics: Through calculus II</p>	<p style="text-align: center;">PREADMISSION</p> <hr/> <p>Statistics: DSCI 301</p> <p>Information Systems: IST 301</p> <p>Financial Accounting: ACCT 200</p> <p>Managerial Accounting: ACCT 201</p> <p>Microeconomics: ECON 142</p> <p>Macroeconomics: ECON 144</p>	<p>Managerial Economics: BE 301</p> <p>Legal Aspects of Business: BLAW 301</p> <p>Marketing: MKTG 310</p> <p>Management Science & Operations Management: DSCI 310</p> <p>Finance: FIN 310</p> <p>Organizational Behavior: MGMT 310</p> <p>Accounting Major: 19 hours: ACCT 303, ACCT 320, ACCT 325, ACCT 330, ACCT 410, ACCT 543, ACCT 311, & 6 hours of advanced business electives</p> <p>Business Administration Major: 21 hours of advanced business courses numbered 320 or above distributed across three of the following prefixes, with a minimum of 3 hours in each: ACCT, BLAW, DSCI, ENTR, FIN, IBUS, IST, MGMT, MKTG, SCM</p> <p>Finance Major: ACCT 321 or ACCT 410, FIN 410, FIN 415, & 12 hours numbered FIN 400 and above</p> <p>Information Systems Major: IST 320, IST 325, IST 326, IST 410, IST 330, & 6 hours numbered IST 400 & above</p> <p>Management & Leadership Major: MGMT 410, MGMT 437, MGMT 455, MGMT 480, & 9 hours numbered 400 or higher with MGMT or IBUS as a prefix, or BLAW 505</p> <p>Marketing Major: MKTG 411, MKTG 415, MKTG 435, & 12 hours numbered MKTG 400 & above</p> <p>Supply Chain Management Major: SCM 401, SCM 402, SCM 403, SCM 404, SCM 410, & 6 hours of SCM-related electives</p> <p>Residence Requirement: 30 hours of professional course work (BUS & ECON) must be completed after admission to the School of Business</p>	<p>Business Policy & Strategy: MGMT 498</p>

World Area Study: (see options in text)

This chart depicts the approximate order in which students complete the requirements for a B.S. in Business degree.

Natural Sciences and Mathematics. Two courses from two different categories are required, including a 4- to 5-credit-hour laboratory science (a lecture course with an associated lab that constitutes 4 to 5 credit hours is accepted):

1. NB (biological sciences)
2. NE (earth sciences)
3. NP (physical sciences)

NM (mathematical sciences) does not satisfy the natural sciences requirement. See http://collegesas.ku.edu/advising/principal_courses.shtml for a list of principal courses.

World Area Study. This requirement may be satisfied by completion of any one of the following options:

Option 1: Foreign Language. A student must complete courses through the fourth level (intermediate II) or beyond of a language or demonstrate proficiency in a language (as determined by the appropriate language department). Accounting students must complete courses through the second level. AEC Credit: International students who have successfully completed the English proficiency requirement of the Applied English Center may use this as completion of option 1. **Note:** Only 9 hours of AEC credit may be applied toward CLAS hours and graduation.

Option 2: Area Study. A student must complete four approved courses in any one of the following: Africa, East Asia, Latin America, Russia/Eastern Europe, or Western Europe. Accounting students must complete two courses in any one area. Lists of approved courses are online at www.business.ku.edu.

Option 3: Language/Area Study. A student must complete courses through the second level of a foreign language and then complete two courses of an area study in a related area. (See Foreign Language and Area Study).

Option 4: Area Study/IBUS/Study Abroad. Students may substitute up to two international business courses or a study abroad experience for one of two language/area study courses. The business international course(s) may be from any world area. Course(s) used to satisfy this requirement may not double-count toward the Accounting Advanced Business Elective requirement. For more information about the combinations that may be used, see the Prebusiness guide or the School of Business handbook.

Option 5: Co-major. Students may choose an interdisciplinary program in these areas as a co-major: (1) European Studies; (2) International Studies; or (3) Russian, East European, and Eurasian Studies. Students interested in European studies should contact the Center for European Studies, www2.ku.edu/~ces. The International Studies co-major is administered through the Department of Political Science, www2.ku.edu/~kups/undergraduate/InternationalStudiesComajor.shtml. Students interested in REES should contact the Center for Russian, East European, and Eurasian Studies, www.crees.ku.edu.

Option 6: Second Bachelor's Degree/Nonbusiness Concentration. A student may complete a bachelor's degree in another school or an approved nonbusiness concentration. Requirements may be found at www.business.ku.edu.

Note: Accounting-only majors must complete two courses under option 1 or 2 above. Accounting majors who choose option 5 must complete the entire concentration.

Requirements for All Majors

After admission to the School of Business, all majors must complete the following courses:

Core Courses (19 hours)	
BLAW 301 Legal Aspects of Business	3
DSCI 310 Management Science and Operations Management	3
BE 301 Managerial Economics	4
FIN 310 Finance	3
MGMT 310 Organizational Behavior	3
MKTG 310 Marketing	3

Capstone Course (3 hours)	
MGMT 498 Business Policy and Strategy	3

Majors

Within the Bachelor of Science in Business degree, students may earn major(s) in accounting, finance, information systems, management and leadership, marketing, or supply chain management. In addition to the core courses and capstone course, students must complete the core courses for the major.

Accounting Major. The KU accounting program develops students with superior management and accounting skills and a well-rounded education in the liberal arts. This program produces qualified graduates who are responsive to the needs of the

profession in academia, government, industry, and public accounting. The primary objectives are to produce entrepreneurs with a fundamental understanding of accounting, provide an adequate foundation for graduate study in accounting, and provide an adequate foundation for securing positions in private accounting and industry. Those seeking positions in public accounting may need 150 hours of college education (state requirements vary) and should consider the Master of Accounting program.

All accounting majors must complete 6 hours of advanced business electives. ABE courses are numbered 320 and higher and have prerequisites.

All accounting majors must complete two courses for world area study options 1 and 2.

The accounting major must complete the following core courses with a grade-point average of at least 2.5:

Accounting (19 hours)	
ACCT 303 Introduction to the Accounting Profession	1
ACCT 320 Financial Accounting II	3
ACCT 325 Managerial Accounting II	3
ACCT 330 Introduction to Taxation	3
ACCT 410 Financial Accounting III	3
ACCT 543 Introduction to Auditing	3
ACCT 311 Information Systems for Accountants	3

Business Administration Major. This major offers a broad interdisciplinary approach. Discovering solutions to complex problems in a globalized marketplace requires a multidisciplinary and integrated approach. The major prepares students for a variety of job markets and career paths. The program is flexible, allowing students to develop in-depth skills in such areas as finance, accounting and information systems, marketing, management, supply chain management, and business law.

The business administration changes the way students learn by shifting the emphasis from the traditional, discipline-based approach to a more comprehensive, integrative approach to business problems and opportunities. Students acquire the skills, attitudes, and flexibility needed to be competitive in a global marketplace. Students can expect to live in a dynamic world where a series of career changes over a lifetime is probable and where change and the unknown are inevitable. In such a world, proficiency in a number of related disciplines becomes a survival tool.

Creativity is enhanced by knowledge of related disciplines, and new insights are gained by applying the methods of one discipline to another. This program provides students with the academic tools and interdisciplinary perspective that allow them to prosper in a business environment. Concentrations such as entrepreneurship and international business are available.

The major requires 21 hours of advanced business credit from courses numbered 320 or above. The 21 hours must be distributed across at least three of the following prefixes, with a minimum of 3 hours in each of the three prefixes selected: ACCT, BLAW, DSCI, ENTR, FIN, IBUS, IST, MGMT, MKTG, SCM.

The student must satisfy all School of Business graduation requirements for the Bachelor of Science and have a grade-point average of at least 2.2 in the 21 advanced business credit hours selected for the major.

Finance Major. Students with finance majors often pursue careers in commercial or investment banking or become internal financial managers for corporations or government entities. The

The Hovey Room in Summerfield Hall offers a large study area for students.

The 2008 Fiske Guide to Colleges names KU's undergraduate programs in business as standouts. "Business programs receive rave reviews from students," the Guide adds.

KU students can access course information through Enroll & Pay, <https://sa.ku.edu>.

program is concerned with such areas as (1) investments and asset pricing—the behavior and determinants of security prices, including stocks, bonds, options, and futures; (2) corporate finance—the financing and investment decisions of firms; (3) corporate governance—how best to govern corporations while enhancing both corporate accountability and the creation of wealth; (4) the management and regulation of financial institutions; and (5) international finance. Majors also take courses in accounting, economics, and the liberal arts.

The finance major must complete the following core courses with a grade-point average of at least 2.5:

Finance (21 hours)

ACCT 321 Intermediate Accounting for Finance (3) or	
ACCT 410 Financial Accounting III (3)	3
FIN 410 Investment Theory and Applications	3
FIN 415 Corporate Finance	3
FIN 400 or higher electives	12

Information Systems Major. The information systems major exposes students to a range of studies focused on the effective use of information technologies in settings typical of business, governmental, and not-for-profit organizations. Students gain a comprehensive understanding of specific technologies as well as an appreciation of challenges involved with the application of such technologies in dynamic environments. The major equips graduates with both technical and managerial skill sets needed to begin careers in major business and governmental entities or with major U.S. information systems consulting firms.

The information systems major must complete the following core courses with a grade-point average of at least 2.5:

Information Systems (21 hours)

IST 320 Fundamentals of Software Development	3
IST 325 Systems Analysis and Design	3
IST 326 Database Management Systems	3
IST 410 IT Project Management	3
IST 330 Fundamentals of Computer Networking	3
IST 400 or higher electives	6

Management and Leadership Major. The management and leadership major gives students the knowledge and skills to be successful leaders and managers of people and organizations. Students learn to design and modify organizational structure, strategy, and processes to enhance organization performance in a socially and ethically responsible manner. They learn how to influence and direct change through a better understanding of organization politics, vision, and values. Students learn to influence and lead others effectively through skill development in communication, motivation, and conflict resolution. They develop self-awareness and an appreciation for individual differences, leading to more successful work relations. They learn to lead and follow in team settings and to use team-based problem-solving skills. Students learn to create competent and committed teams and organizations through the use of effective systems for employee hiring, development, compensation, and performance management. They also learn about the challenges of competing globally, including how to successfully adapt organizational structures, processes, and functions such as production, marketing, finance, and human resources so that they function more effectively cross-culturally. Student learning is enhanced through supporting activities such as clubs, consulting projects, case competitions, and study abroad opportunities.

The management and leadership major must complete the following core courses with a grade-point average of at least 2.5:

Management and Leadership (21 hours)

MGMT 410 Human Resources Management	3
MGMT 437 Personal Skills for Managing People	3
MGMT 455 General Management Processes and Change	3
MGMT 480 International Management	3
Nine hours of courses at the 400 level or above with MGMT or IBUS as a prefix, or BLAW 505	9

Marketing Major. The marketing major gives students the concepts and tools needed to succeed as marketing managers

skilled in the creation, evaluation, and refinement of marketing programs that lead to valuable exchanges between channel partners, firms, and customers. Core concepts and tools are primarily provided through four required foundation courses: Marketing Management, Consumer Behavior, Marketing Research, and Marketing Strategy. The major offers numerous electives to reflect the breadth of the marketing function and to allow students to tailor their programs to individual preferences and career goals. Such opportunities as the marketing club, consulting projects, case competitions, and study abroad further enhance the learning experience.

The marketing major must complete the following core courses with a grade-point average of at least 2.5:

Marketing (21 hours)

MKTG 411 Introduction to Consumer Behavior	3
MKTG 415 Marketing Research for Managers	3
MKTG 435 Marketing Strategy	3
MKTG 400 or higher electives	12

Supply Chain Management Major. Supply chain management professionals work to integrate the flow of materials, finances, and information from suppliers, manufacturers, wholesalers, distributors, and retailers to the final consumer and back again. The major gives students the basic skills to do this work. The demand for professionals in the field is rapidly growing as firms realize improved efficiency from good SCM practices. The field continues to evolve to become a proactive, strategic enterprise, often with global partners. Students typically have opportunities for internships and other experiential activities with businesses while they are in the program. The major offers a set of required core courses and electives.

The supply chain management major must complete the following core courses with a grade-point average of at least 2.5:

Supply Chain Management (21 hours)

SCM 401 Introduction to Supply Chain Management	3
SCM 402 Procurement and Supplier Management	3
SCM 403 Logistics, Transportation, and Warehouse Management	3
SCM 404 Management of Integrated Information System/ERP	3
SCM 410 Capstone in Supply Chain Management	3
Six hours of SCM-related electives	6

Business Concentrations. Students may choose to complete a business concentration. Concentrations are a minimum of 12 hours and are available in human resources, information systems, entrepreneurship, and international business. For specific concentration requirements, see the school's Web site.

C.P.A. Certification. The Master of Accounting degree meets requirements for taking the C.P.A. examination in Kansas. Admitted M.Acc. students may take graduate courses during their last undergraduate semester. To be admitted to the M.Acc. program, students must apply and complete the Graduate Management Admissions Test. Students considering the graduate program are encouraged to complete examination and application materials before the first semester of the senior year. For more information on requirements to sit for the C.P.A. examination and to qualify for the certificate and permit to practice with reduced experience, see Master of Accounting and Information Systems in the University of Kansas *Graduate Catalog*.

Minor in Business

The business minor program complements majors in other departments by providing a general overview of marketing, finance, accounting, management, and decision sciences. The minor requires completion of 18 hours (six courses) with a grade-point average of 2.0 or higher.

ACCT 205 Survey of Accounting (or ACCT 200)	3
IST 205 Survey of Information Systems (or IST 301)	3
MGMT 305 Survey of Management	3
DSCI 305 Survey of Decision Making in Business	3
MKTG 305 Survey of Marketing (or MKTG 310)	3
FIN 305 Survey of Finance (or FIN 310)	3

Graduation Requirements

Hours Required for Graduation. A minimum of 124 credit hours is required for graduation. Of the 124 hours, a student must earn at least 45 junior/senior hours and 30 residency hours (business and economics completed at KU after admission to the school). At least 50 percent of all professional course work must be completed at KU for the student to be eligible for graduation.

The 124-hour minimum to graduate is increased by the following:

- Completion of MATH 002 or any developmental course numbered below 100.
- More than 4 hours in physical education courses (HSES 112 and below).
- More than 4 hours of music organization courses.
- Any repeated courses for which a student has already received credit.
- All subsequent credits earned at a community college or other two-year institution after a student has completed a total of 64 community college credit hours.

See Transfer Credit below. See also Maximum Community College Credit Allowed and Transfer of Credit in the General Regulations chapter.

Grade-point Average Required for Graduation. To be eligible to graduate from the School of Business with any major, a student must earn a grade-point average of 2.2 (1) in total hours attempted from all schools (including Independent Study through KU Continuing Education), (2) in all professional (business and economics) courses attempted from all schools, (3) in total hours attempted at KU, and (4) in all professional hours attempted at KU. Accounting, finance, information systems, management and leadership, and marketing majors also must earn minimum grade-point averages of 2.5 in their respective core courses.

Transfer Credit. At least 30 hours of junior/senior professional course work must be completed at KU for the student to be eligible for graduation. Only transfer grades of C or higher apply toward graduation at KU.

Sixty-four-hour Rule. Students may transfer up to 64 hours of community college course work. All subsequent credits earned at a community college or other two-year institution add hours to the 124-hour minimum needed to graduate.

Tentative Evaluation of Credit. Before enrolling in a non-KU course, students must submit KU's standard form, Request for Tentative Evaluation of Credit, to Student and Academic Services for approval.

Independent Study through KU Continuing Education. After admission to the school, students may complete up to 30 hours of Independent Study through KU Continuing Education. Prior approval from the school is recommended.

Honors Programs

University Honors Program. Prebusiness majors who meet admission requirements for the University Honors Program are strongly encouraged to participate in it. Its small, challenging classes provide an excellent opportunity for business majors to develop a strong base in liberal arts and sciences. Because its requirements fit well with the school's distribution requirements, the program fits easily into the normal four-year program. For information, see University Honors Program in the College of Liberal Arts and Sciences: General Requirements chapter of this catalog or contact the program director.

Dean's Certificate in International Business. This certificate is awarded to students who achieve a superior level of expertise in international business. It does not appear on the diploma or transcript. Dean's certificate forms may be obtained from Student and Academic Services. The requirements are

- Advanced foreign language study through Intermediate II (as defined by the relevant department) and the business language course where available (prerequisites may apply).

- Standardized foreign language proficiency test with a score of Intermediate High or above.
- Two area studies courses (an approved list of courses is available on the school's Web site) focusing on a single geographic area related to language competency completed with a B or higher in each course (cannot be double-counted with general education requirements).
- At least three advanced international business electives completed with a B or higher in each course.
- A study abroad experience or an internationally oriented internship specifically approved for this certificate in the geographic area corresponding to the language and area study courses.

Business Courses

■ Accounting Courses

ACCT 200 Financial Accounting I (4). Accounting 200 is an introduction to the concepts of business and the measurement systems used to control and evaluate business activities. This course is designed to be of interest to all students regardless of discipline. Prerequisite: MATH 101 and ENGL 101. LEC

ACCT 201 Managerial Accounting I (3). A continuation of Financial Accounting I. A study of concepts of materials, labor, and overhead control; budget administration; cost accounting systems including standard costing; full costing and direct costing; income determination; differential costing; break-even analysis; accounting statement analysis; and use of return on investment as a basis for management decisions. Prerequisite: ACCT 200. LEC

ACCT 205 Survey of Accounting (3). This course is an introduction to financial and managerial accounting. It will introduce the concepts of business and the measurement systems used to control and evaluate business activities. It will also explore product costing systems and the use of accounting data as a basis for management planning and decision making. (Not open to students with credit in ACCT 200.) Prerequisite: ENGL 101 and MATH 101. LEC

ACCT 300 Special Topics in Accounting: _____ (1-5). This is a variable-topic course open to undergraduates meeting the prerequisites for the specific topic being offered. Its purpose is to allow the occasional offering of accounting topics not covered by established courses. Enrollment is not limited to School of Business students. Prerequisite: Determined for each topic by instructor. LEC

ACCT 303 Introduction to the Accounting Profession (1). This course will focus on Accounting as a profession. Prospective and current accounting students will be exposed to a variety of topics. These include, but are not limited to, career options in Accounting, the CPA exam, ethics in the profession, current issues in Accounting, professional standards, the Accounting major, and the five-year Accounting program. Prerequisite: Acct 200 or coenrollment in Acct 200. LEC

ACCT 311 Information Systems for Accountants (3). This course provides an overview of how to understand, analyze, and control computerized information systems, and is designed to provide the computer tools and knowledge so that today's business or accounting student will be tomorrow's successful and complete manager, consultant, accountant, and/or auditor. The topics covered in this course will include computer technology, internal control in a computer environment, computer auditing, systems analysis and design, database systems, networking, electronic commerce, and specific systems applications. Hands on experience will be obtained through projects and various software packages. This course will count as an advanced business elective. Prerequisite: ACCT 201 and IST 301. Enrollment restricted. LEC

ACCT 320 Financial Accounting II (3). A study of generally accepted accounting principles (GAAP) underlying the preparation and interpretation of general-purpose financial statements with emphasis on the principles of revenue recognition, matching revenues and related costs, and the determination of proper balance sheet valuations of assets and liabilities. The asset side of the balance sheet is the primary emphasis though the entire financial statements are used in examples throughout the course. Prerequisite: ACCT 201. Prerequisite or Corequisite: ACCT 303. LEC

ACCT 321 Intermediate Accounting for Finance (3). An intermediate accounting course with emphasis on interpretation of general-purpose financial statements and the related disclosure notes. Includes understanding interrelationships among the various financial statements and analyzing the effects of transactions on the financial statements. Common and significant accounts/transactions will be analyzed, especially those relating to the financing and equity sections of the financial statements. Not open to accounting majors with credit in ACCT 320. Enrollment restricted. Prerequisite: FIN 310. LEC

ACCT 325 Managerial Accounting II (3). An analysis of cost systems and their application in the determination, analysis and control of manufacturing and distribution costs. Emphasis is on managerial planning and control. Prerequisite: ACCT 201. Enrollment restricted. LEC

ACCT 330 Introduction to Taxation (3). A study of the major concepts related to taxation with emphasis on the federal income tax for individuals including the implications of being a sole proprietor, partner of a partnership, and a corporate shareholder. Major topics covered include: different types of taxes; formation of the tax law; gross income; deductions; the tax formula; tax credits; filing status; tax treatment for capital gains and losses; and selected nontaxable transactions. Prerequisite: ACCT 320. Enrollment restricted. LEC

ACCT 335 Introduction to Income Tax (3). An introduction to basic concepts of income tax and how the tax law is formed. While tax problems of an individual are considered, emphasis is placed on tax factors to consider when conducting a business either as a single proprietor, corporation, or partnership. Not open to students with credit in ACCT 330. This course is for non-accounting majors. Prerequisite: ACCT 201. Enrollment restricted. LEC

ACCT 400 Special Topics in Accounting: ____ (1-5). This is a variable-topic seminar. Its purpose is to allow the occasional offering of accounting topics not covered by established courses. Prerequisite: Determined for each topic by the instructor. Enrollment restricted. LEC

ACCT 410 Financial Accounting III (3). A continuation of the study of generally accepted accounting principles (GAAP) underlying the preparation and interpretation of general-purpose financial statements. The focus of this course is on the liability and equity sections of the balance sheet, including such topics as loans, bonds, leases, pensions, accounting for income taxes, equity transactions, employee stock options, earnings per share, and cash flows. Application of many of the authoritative accounting pronouncements is illustrated. Prerequisite: ACCT 320. Enrollment restricted. LEC

ACCT 500 Individual Research in Accounting: ____ (1-5). Individual study of selected topics in business not otherwise available to the student. Topics selected to be determined by the special interests and objectives of the student in consultation with a faculty member who will supervise the reading and research. Prerequisite: DSCI 310, FIN 310, MGMT 310, and MKTG 310; approval of the Area Director. Enrollment restricted. LEC

ACCT 543 Introduction to Auditing (3). The fundamental concepts of audit risk, evidence accumulation and materiality are applied to financial statement audits using established accounting principles as the criterion for evaluating fair presentation. Audit objectives and procedures are studied in relation to the opinion which the auditor expresses on clients' financial statements. Financial statement audits are compared with other types of engagements performed by public accountants, and with other types of audits, such as compliance and operational audits. Prerequisite: ACCT 311 and ACCT 410. Enrollment restricted. LEC

ACCT 545 Advanced Taxation (3). Introduction to taxation for corporations, partnerships, S corporations and limited liability companies. The course will also include coverage of property transactions, methods of accounting, tax-related investment decisions, and selected tax issues. Prerequisite: ACCT 330. Enrollment restricted. LEC

ACCT 599 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 from any of the following, BUS 599, ACCT 599, FIN 599, IBUS 599, IST 599, MGMT 599, or MKTG 599. ACCT 599 may count as an Accounting elective for students majoring in Accounting. Prerequisite: Approval of the internship; two of the following: DSCI 310, FIN 310, MGMT 310, MKTG 310. Enrollment restricted. LEC

ACCT 701 Financial Accounting (2).

ACCT 702 Managerial Accounting (2).

ACCT 704 Financial Statement Presentation and Analysis I (2).

ACCT 705 Financial Statement Presentation and Analysis II (2).

ACCT 706 Business Taxation (3).

ACCT 721 Advanced Accounting Problems (3).

ACCT 722 Current Issues in Financial Reporting (3).

ACCT 724 Applied Accounting Theory (3).

ACCT 726 Advanced Managerial Accounting—Quantitative and Economic Topics (3).

ACCT 728 Management Accounting for Advanced Technology (2).

ACCT 731 Tax Research (3).

ACCT 732 Taxation for Business Entities (4).

ACCT 733 Tax Planning (3).

ACCT 741 Fraud Examination and Forensic Accounting (3).

ACCT 742 Advanced Auditing (3).

ACCT 743 Evaluating Internal Controls in Computerized Accounting Systems (3).

■ Business Courses

BUS 101 Business Majors, Careers, and Professional Skills (3). This course acquaints students with the nature of business majors and careers. With this knowledge, students can explore, engage and implement their academic and career interests within business. Students are introduced to the curricula requirements, expectations of business students, possible career paths, and the necessary professional skills in the business environment. Prerequisite: Open only to students with fewer than 60 hours. LEC

BUS 300 Special Topics in Business: ____ (1-5). This is a variable-topic course open to undergraduates meeting the prerequisites for the specific topic being offered. Its purpose is to allow the occasional offering of business topics not covered by established courses. Enrollment is not limited to School of Business students. Prerequisite: Determined for each topic by instructor. LEC

BUS 303 Career Planning and Job-search Strategies (1). This course will introduce students to the fundamentals of organizing a personal employment search strategy. Emphasis will be placed on the assessment of individual goals and tal-

ents, job markets, evaluation, and employment search strategies. It is highly recommended that students take this course during their junior year. Course is graded satisfactory/unsatisfactory. Course counts as an activity course. Prerequisite: Junior standing (60 hours completed). LEC

BUS 305 Information Sources for Business Research (1). This course is intended to prepare you for the rapidly changing environment of business information retrieval, using both print and electronic information sources. Course sessions will cover both (1) the conceptual analysis, selection, and use of business information sources and (2) research strategies and techniques in locating information on your topic. The course will focus on your ability to develop critical thinking skills in researching your topic throughout the semester. LEC

BUS 330 Directed Study in Business Topics (1-3). Individual study of selected topics in business administration not otherwise available to non-business majors. Topics selected will be determined by special interest and objectives of the student in consultation with the faculty member who will supervise the directed study or research. Prerequisite: 3.0 grade-point average, major in a field other than business administration and/or accounting, and permission of instructor offering the directed study and of the director of the undergraduate program. IND

BUS 400 Special Topics in Business: ____ (1-5). A special variable-topic seminar open to seniors and graduate students meeting the requirements established by the faculty members offering the particular seminar. Its purpose is to allow the occasional offering of management-related topics not adequately covered in any regular course available to students of the School of Business. Prerequisite: Determined for each topic by instructor. Enrollment restricted. LEC

BUS 498 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 500 Individual Research in Business (1-5). Individual study of selected topics in business not otherwise available to the student. Topics selected to be determined by the special interests and objectives of the student in consultation with a faculty member who will supervise the reading and research. Prerequisite: DSCI 310, FIN 310, MGMT 310, and MKTG 310; 3.0 professional grade point average and approval of proposed plan of study by the instructor. Enrollment restricted. IND

BUS 599 Internship in Business Administration (1-3). Internships provide opportunities for students to combine their academic education with a meaningful experience in the business world. Internships allow students to further their professional growth, explore career pathways, expand professional networks, and increase the relevancy of their academic course work. The internship course combines job-related activities of the 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 from any of the following, BUS 599, ACCT 599, FIN 599, IBUS 599, IST 599, MGMT 599, or MKTG 599. BUS 599 may count as an Advanced Business Elective outside the student's major field of study. Prerequisite: Approval of the internship; two of the following: DSCI 310, FIN 310, MGMT 310, MKTG 310. Enrollment restricted. LEC

BUS 795 Special Topics in Business: ____ (2-5).

■ Business Economics Courses

BE 301 Managerial Economics (4). 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. Not open for credit to students in ECON 524. Prerequisite: ECON 142 and ECON 144. LEC

BE 701 Managerial Economics (2).

BE 702 Global Economic Environment of Business (2).

BE 710 Organizational Economics (2).

BE 712 Political Strategies for Managers (2).

BE 713 Public Policy Toward Business (2).

BE 795 Special Topics in Business: ____ (2-5).

■ Business Law Courses

BLAW 300 Special Topics in Business Law: ____ (1-5). This is a variable-topic course open to undergraduates meeting the prerequisites for the specific topic being offered. Its purpose is to allow the occasional offering of business law topics not covered by established courses. Enrollment is not limited to School of Business students. Prerequisite: Determined for each topic by instructor. LEC

BLAW 301 Legal Aspects of Business (3). A course designed to acquaint the student with the basic principles of law that are applicable to business transactions in the modern business world and the legal systems. Prerequisite: Junior standing (60 hours completed). LEC

BLAW 400 Special Topics in Business Law: ____ (1-5). This is a variable-topic seminar. Its purpose is to allow the occasional offering of business law topics not covered by established courses. Prerequisite: Determined for each topic by the instructor. Enrollment restricted. LEC

BLAW 500 Individual Research in Business Law (1-5). Individual study of selected topics in business law not otherwise available to the student. Topics selected to be determined by the special interests and objectives of the student in consultation with a faculty member who will supervise the reading and research. Prerequisite: BLAW 301; 3.0 professional grade point average and approval of proposed plan of study by the instructor. Enrollment restricted. LEC

BLAW 505 Legal Aspects of the Management Process (3). A course designed to acquaint students with the basic principles of agency relationships, such as partnerships, limited liability companies, and corporations, with special emphasis on the problems encountered by managers and directors in operating a corporation. The course should acquaint a student with how to create and operate a corporation in light of current federal and state enactments. Prerequisite: BLAW 301. Enrollment restricted. LEC

BLAW 510 Legal Aspects of Real Property Transactions (3). This course will address legal matters of concern to property owners, real estate agents and brokers, developers, renters, property managers, contractors, architects, planners, and lenders regarding real estate transactions. Concentrating on the general subjects of (1) the nature of real property, (2) transfer and financing of real estate, (3) land use and regulations, and (4) landlord and tenant relations, the course will address specific topics such as estates and interests in land, forms of ownership, agency and brokerage, and tax attributes of real estate investments, and will consider pertinent statutes and legal documents frequently used in real estate transactions. Prerequisite: BLAW 301. Enrollment restricted. LEC

BLAW 515 Commercial Law (3). An advanced course in legal aspects of business with emphasis on the Uniform Commercial Code. Prerequisite: BLAW 301. Enrollment restricted. LEC

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

BLAW 702 Legal Aspects of Business Transactions: Contracts and Torts (2).

BLAW 703 Legal Aspects of Business Organizations (3).

BLAW 704 Commercial Law (3).

■ Decision Sciences Courses

DSCI 300 Special Topics in Decision Science: ____ (1-5). This is a variable-topic course open to undergraduates meeting the prerequisites for the specific topic being offered. Its purpose is to allow the occasional offering of decision science topics not covered by established courses. Enrollment is not limited to School of Business students. Prerequisite: Determined for each topic by instructor. LEC

DSCI 301 Statistics (4). An introduction to statistical inference techniques with emphasis on the application of these techniques to decision making in a firm. Topics include probability theory, random variables, probability distribution functions, estimation, test of hypothesis, regression, correlation, and introduction to statistical process control. Prerequisite: Calculus II and IST 301 (co/pre-requisite). LEC

DSCI 305 Survey of Decision Making in Business (3). An introduction to decision making under the uncertainty encountered in business and in everyday life. Covers selected topics in probability, statistics, economics, and operations research, and their application to complex problems in financial management, marketing, operations management, supply chain management, and quality management; as well as risks affecting everyday life, such as personal decisions in regard to career, marriage, and wealth management. Prerequisite: ENGL 101 and MATH 101. LEC

DSCI 310 Management Science and Operations Management (3). Introduces some of the most widely used models from management science in business decision making. Topics include decision making under uncertainty, resource allocation models, and production and operations management. Prerequisite: IST 301 and DSCI 301. Enrollment restricted. LEC

DSCI 400 Special Topics in Decision Sciences: ____ (1-5). This is a variable-topic seminar. Its purpose is to allow the occasional offering of decision science topics not covered by established courses. Prerequisite: Determined for each topic by instructor. Enrollment restricted. LEC

DSCI 405 Advanced Production and Operations Management (4). A further study of problems encountered in production from a managerial perspective employing the methodology of management science. Topics included in the course are location of facilities, design of product lines, replacement of facilities, quality control, production planning, production and inventory control, and scheduling. This course is in the Management Science and Operations Management area. Prerequisite: DSCI 310. Enrollment restricted. LEC

DSCI 410 Advanced Management Science (3). Decision making under uncertainty and resource allocation models were introduced in DSCI 310. These topics will be covered in greater depth in this course. Applications of these models to complex problems in business will be emphasized. Cases illustrating the use of these models will also be covered. This course is in the Management Science and Operations Management area. Prerequisite: DSCI 310. Enrollment restricted. LEC

DSCI 500 Individual Research in Decision Sciences (1-5). Individual study of selected topics in decision sciences not otherwise available to the student. Topics selected to be



determined by the special interests and objectives of the student in consultation with a faculty member who will supervise the reading and research. Prerequisite: DSCI 310, FIN 310, MGMT 310, and MKTG 310; 3.0 professional grade point average and approval of proposed plan of study by the instructor. Enrollment restricted. LEC

DSCI 701 Statistical Decision Making (2).

DSCI 702 Operations Management (2).

DSCI 705 Introduction to Supply Chain Management (2).

DSCI 710 Business Forecasting Methods and Applications (3-4).

DSCI 715 Managing for Quality Improvement (3).

DSCI 730 Managing Customer Focused Enterprises (2).

DSCI 740 Seminar in Decision Sciences: ____ (3).

DSCI 744 Statistical Process Control and Improvement (2-3).

DSCI 746 Contemporary Issues in Operations Management (3).

DSCI 795 Special Topics Decision Science: ____ (2-5).

■ Entrepreneurship Courses

ENTR 300 Special Topics in Entrepreneurship: ____ (1-5). LEC

ENTR 400 Special Topics in Entrepreneurship: ____ (1-5). This is a variable-topic seminar. Its purpose is to allow the occasional offering of entrepreneurship topics not covered by established courses. Prerequisite: Determined for each topic by instructor. Enrollment restricted. LEC

ENTR 410 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. Learning will be achieved by both study and discussion of key entrepreneurial business issues as well as the critical appraisal of new venture business plans as presented in the text. Readings in entrepreneurship and case studies, contained in the text as well as in video presentations, will be used to illustrate the essential entrepreneurial management issues. LEC

ENTR 450 New Venture Creation/Business Plan Development (3). This course builds upon the foundation created by the Introduction to Entrepreneurship course. It will provide the student with two learning opportunities: first, it details the critical success factors of starting a new venture, growing it and finally harvesting it profitably; secondly, this course will provide hands-on instruction regarding the development of a complete and compelling business plan. Students will work as teams on the development of a business plan for the purposes of commercializing an innovative business concept or KU lab-sourced technology. These student teams will also present and defend their business plans at various venues including intercollegiate competitions for the purposes of improving their team interaction skills and their presentation capabilities. Prerequisite: ENTR 410. Enrollment restricted. LEC

ENTR 470 Entrepreneurial Marketing (3). The course focuses on the development of new business ideas for new or established organizations, creating an environment conducive to innovation, recognizing business opportunities, assessing the industry, potential customers, market segment, barriers to entry and competitor set. The development of each of these subjects will lead to a feasibility analysis which each student will prepare for his/her chosen new venture. This course will also examine the development of the optimal sales and distribution. Additionally, the course will pro-

The Wagon Room is an open computer laboratory primarily for students enrolled in School of Business courses.

See the Directory of Courses, pages 5-6, for help finding course descriptions.

The Business Career Services Center helps students find professional internships and full-time employment.

vide an understanding of how to translate the product/service idea to the business concept and marketing positioning. Lastly, students will acquire an understanding of the primary marketing tools available to the entrepreneur to drive customer awareness, initial and repeat purchase and the ability to fully integrate each of those tools into a cohesive, integrated marketing communications program. Prerequisite: ENTR 410 and MKTG 310. Enrollment restricted. LEC

ENTR 480 Management of Small Business (3). This course looks at the unique aspects of owning and managing a small business, defined as a privately held, independently owned and operated business, with the owners having close control over operations and management decisions. Students will examine the startup options of buying, starting, or franchising; operations and human resources management; the unique factors of the family business; marketing, including setting prices, choosing a location, developing competitive advantage, positioning, and promotion with limited resources; financial statements, accounting systems, financing, cash flow and the working-capital cycle; and exit through selling, bequeathing, or dissolving the business. Prerequisite: ENTR 410. Enrollment restricted. LEC

ENTR 490 Entrepreneurship in Practice (3). The purpose of this course is to help the student apply the models and theories learned in previous courses in practical application to actual entrepreneurial challenges. These challenges will be presented to the student in either a simulated online environment or via the development and solution delivery of an actual small business/entrepreneurial business challenge. The environment in which the students will operate will be determined by the inventory of projects with entrepreneurs which are available at the time of the course offering. In the simulated environment, teams of entrepreneurs, each with defined but rotating roles and responsibilities, will assess the continually changing business challenge, supervise the collection of appropriate operating revenue and cost data, obtain input from 'direct reports/supplier' (their teammates) and make the decisions which must consider all disciplines of the business. Each of the team's decisions will be measured via its impact on the venture's income statement, balance sheet and cash flow position. The student will be graded on his/her team's ability to increase the venture's net worth. In the real world environment, student entrepreneurial teams will be challenged with a live project the solution to which will provide both a meaningful experiential learning opportunity for the students and a demonstrable beneficial impact on the venture. Students in project teams will be assigned to entrepreneurs, intrapreneurs or small business owners operating in the region to address and solve specific business challenges which those dynamic organizations are confronting. Students will define problems in management, marketing, finance, information management, ethical decision-making and operations strategies as they apply to small and entrepreneurial businesses. In addition to solving a typical entrepreneurial business problem, students will have the opportunity to interact with actual entrepreneurs and witness first hand the challenges which these businesses confront regularly, both during the project and in the final, culminating project presentation to the business owners/management. Prerequisite: ENTR 410 (MGMT 475). Enrollment restricted. LEC

ENTR 500 Individual Research in Entrepreneurship: ____ (1-5). Individual study of selected topics in entrepreneurship not otherwise available to the student. Topics selected to be determined by the special interests and objectives of the student in consultation with a faculty member who will supervise the reading and research. Enrollment restricted. RSH

ENTR 701 Entrepreneurship (3).

■ Finance Courses

FIN 101 Personal Finance (3). This course introduces the student to financial affairs that occur throughout life. Topics will include an introduction to financial planning, the time value of money, and the uses of debt, credit, and savings. Banking, insurance, and housing issues—both renting and buying—will be addressed. Each student will maintain a monthly diary to assess spending habits and then will develop a financial budgeting, saving and spending plan. Students also will be introduced to how state and federal taxes impact income and spending decisions and to planning for retirement and estate planning; they will do the latter by studying various types of retirement plans, mutual funds, and investments. Prerequisite: Open only to students with fewer than 60 hours completed. LEC

FIN 300 Special Topics in Finance: ____ (1-5). This is a variable-topic course open to undergraduates meeting the prerequisites for the specific topic being offered. Its purpose is to allow the occasional offering of finance topics not covered by established courses. Enrollment is not limited to School of Business students. Prerequisite: Determined for each topic by instructor. LEC

FIN 305 Survey of Finance (3). The purpose of this course is to help the student develop a basic understanding of Finance. Topics covered include (1) financial instruments and the markets in which they are traded, (2) financial planning and analysis, (3) the cost and time-value of money, and (4) the fundamentals of investor decision-making. (Not open to students with credit in FIN 310.) Prerequisite: ENGL 101, MATH 101 and ACCT 200 or ACCT 205. LEC

FIN 310 Finance (3). This course consists of the analysis of problems relating to estimating the financial needs of an enterprise and to evaluating the alternative means of providing and utilizing both temporary and permanent capital. The relationship of current financial decisions with financial policy is analyzed from the viewpoint of management and the stockholder. Prerequisite: Prior completion of ACCT 200; prior completion or co-enrollment in DSCI 301. LEC

FIN 400 Special Topics in Finance: ____ (1-5). This is a variable-topic seminar. Its purpose is to allow the occasional offering of finance topics not covered by established courses. Prerequisite: Determined for each topic by instructor. Enrollment restricted. LEC

FIN 410 Investment Theory and Applications (3). This course emphasizes the theoretical and practical aspects of investments. Financial instruments such as common stocks, bonds, options, futures, and mutual funds are analyzed in a theoretical context using efficient market theory, capital market theory, option pricing, and stock

valuation models. Experience in practical applications is generally obtained through the use of case studies. Prerequisite: FIN 310. Enrollment restricted. LEC

FIN 415 Corporate Finance (3). Building on the concepts of present value, the focus of this course is on the theory of and methods for corporate asset selection. The course includes coverage of important technical issues such as risk analysis, evaluation of mutually exclusive projects, capital rationing, and leasing. Some attention usually will be devoted to the topic of project financing. Prerequisite: FIN 310. Enrollment restricted. LEC

FIN 417 Business Valuation (3). This course applies financial valuation concepts to firms, divisions and product lines. Concepts explored in the course include free cash flow, economic value added, internal and external restructuring, and valuation. Prerequisite: FIN 415. Enrollment restricted. LEC

FIN 420 International Finance (3). 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 include spot, 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 310. Enrollment restricted. LEC

FIN 425 Futures and Options (3). This course examines the use of forwards, futures, SWAPs 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 issues, and the techniques behind financial engineering with these derivatives, as practiced by firms and individuals to maximize value in global markets. This course is in the International area. Prerequisite: FIN 310. Enrollment restricted. LEC

FIN 430 Financial Markets and Intermediaries (3). Explores (a) the financial institutions that channel funds from savers to borrowers, (b) the financial instruments that facilitate those flows, and (c) the financial markets in which those instruments are traded. Equal attention is paid to money markets, bond markets, stock markets, mortgage markets, foreign exchange markets, and derivatives markets. Commercial banking receives special emphasis, but investment banks, thrift institutions, insurance companies, finance companies, mutual funds, securities brokerages, and mortgage brokers are also studied, as well as fringe financial such as payday lenders and pawn shops. The course closes with an introduction to risk management at financial intermediaries. Prerequisite: FIN 415. Enrollment restricted. LEC

FIN 435 Commercial Bank Management (3). An in-depth study of commercial banking. The primary focus is the value maximization of the bank, given the legal, technological, macro-economics, and competitive constraints facing bank managers. The course emphasizes bank investment decisions (e.g., underwriting loans), financing decisions (e.g., generating deposits, capital adequacy), and risk-management decisions (hedging interest rate risk, credit risk, liquidity risk, and foreign exchange risk). Ongoing changes in financial markets, information technology, and government regulations, and the importance of these changes for banking business strategies, are stressed throughout the course. Prerequisite: FIN 430. Enrollment restricted. LEC

FIN 440 Insurance (3). The central focus of study is on the role of insurance in business and society. The approach is, in general, from the standpoint of the person confronted with problems of risk management and loss prevention in coping with insurable (pure) risk situations. The course is designed to further the ability of the student to analyze and evaluate programs undertaken to control the loss of income which results from the destruction of property values. Prerequisite: FIN 310. Enrollment restricted. LEC

FIN 450 Applied Portfolio Management (4). This course provides the student with practical portfolio experience. Students actually and collectively manage funds in an endowment account of 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. Prerequisite: Fin 410. Enrollment restricted. LEC

FIN 460 Modeling and Risk Analysis (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. Students majoring in Supply Chain Management will follow the same in-class track of finance material, but have a separate homework track emphasizing supply chain modeling. (Same as SCM 418.) Prerequisite: FIN 310. Enrollment restricted. LEC

FIN 462 Mergers and Acquisitions (3). This is a course about corporate "deals" - corporate transactions that change who owns a business or who controls it. Naturally, the course covers classical mergers and acquisitions, including the financial, strategic and regulatory issues. However, it also covers corporate governance and control, IPO's (initial public offerings), financial distress, and venture capital and private equity. Finally, deals require deal-makers - the investment bankers. We'll touch on aspects of investment banking, an industry that majors in finance and MBA's often work in or have contact with. Prerequisite: FIN 310. Enrollment restricted. LEC

FIN 464 Security Analysis (3). A purpose of this course is to offer a well-rounded exposure to the theory and practice of security analysis. The course emphasizes the usefulness of sound investment theory as a backdrop for understanding asset pricing in dynamic financial markets. The course forms a bridge between a student's initial exposure to investment theory and the practice of stock selection and active portfolio management. Prerequisite: FIN 410. Enrollment restricted. LEC

FIN 466 Entrepreneurial Finance (3). The entrepreneurial finance course will focus on valuing and financing young high-growth potential private companies (start-

ups). The objective is for the students to learn how to make investment and financing decisions (and how to distinguish good from bad investments) in an environment characterized by very high degrees of uncertainty and information asymmetry. We will address this topic from two distinct perspectives: the perspective of users (entrepreneurs) and suppliers (venture capitalists and other private equity investors) of capital. In the beginning of the semester we will first take the perspective of the individual entrepreneur (or manager). We will focus on identifying good ideas (evaluating projects using different valuation techniques), separating them from bad ideas, and placing a quantitative value on these opportunities. This part will review different valuation methods used to value start-up companies. We will also deal with issues such as forecasting cash flows of a start-up firm and ways to grow the firm using internal resources. Then we will turn our attention to the next step in the entrepreneurial process - raising capital to take advantage of good opportunities. Specifically we will consider venture capital (independent venture capitalists, angels, and corporate venture capitalists) as a source of financing for start-ups. This part will provide overview of the venture capital industry (players, organizational forms, contracting) and introduce students to the challenges of structuring venture capital deals. In addition, we will cover other ways of raising capital to aid the growth of the entrepreneurial firm. The focus will be on the private debt market as well as other alternative sources of financing for start-up firms (SBA loans, SBICs, mezzanine financing, L/Cs, etc.). Finally, we will study the ways to harvest the ventures (IPOs, acquisitions, LBOs). (Same as ENTR 460) Prerequisite: FIN 415. Enrollment restricted. LEC

FIN 468 Corporate Financial Policy (3). The course will have three primary objectives. First, students will review basic valuation methods, including instruction on the location of relevant resources. Some advanced valuation techniques will be examined, e.g., APV, multiples and capital cash flow. Finally, students will work to apply these techniques to particular corporate financial decisions. Prerequisite: FIN 415. Enrollment restricted. LEC

FIN 500 Individual Research in Finance (1-5). Individual study of selected topics in finance not otherwise available to the student. Topics selected to be determined by the special interests and objectives of the student in consultation with a faculty member who will supervise the reading and research. Prerequisite: Approval of proposed plan of study by the instructor. Enrollment restricted. LEC

FIN 599 Internship in Finance (1-3). Internships provide opportunities for students to combine their academic education with a meaningful experience in the business world. Finance 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 finance 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 from any of the following, BUS 599, ACCT 599, FIN 599, IBUS 599, IST 599, MGMT 599, or MKTG 599. FIN 599 may count as a Finance elective for students majoring in Finance. Prerequisite: Approval of the internship. Enrollment restricted. LEC

FIN 600 Advanced Portfolio Management (3). This course is designed to give students increased practical portfolio experience. Students actually and collectively manage funds in an endowment account of the benefit of the University and the School of Business. Students will analyze portfolio decisions and determine the risk/reward profile of the portfolio. The student will apply many different valuation models to current and potential equity holdings in the portfolio. Individual securities and stock options are analyzed on a continuing basis. Enrollment restricted. LEC

FIN 701 Financial Management (2).

FIN 705 Investment Theory (2).

FIN 706 Investment Analysis (2).

FIN 710 Analysis of Financial Intermediaries (2).

FIN 715 Real Estate Investment Analysis (2).

FIN 725 Business Valuation (3).

FIN 730 Applied Portfolio Management (4).

FIN 735 International Finance (2).

FIN 740 Forwards, Futures, and SWAPs (2).

FIN 741 Options (2).

FIN 745 Business Investment (2).

FIN 746 Business Financing (2).

FIN 750 Entrepreneurial Finance I (2).

FIN 751 Entrepreneurial Finance II (2).

FIN 795 Special Topics in Finance: ____ (2-5).

■ Information Systems Courses

IST 205 Survey of Information Systems (3). This course focuses on the use of information systems in business. Topics will include components of information systems, types of information systems, development of information systems, and uses and benefits of information systems. Relevant technology issues such as security, privacy and ethics will also be introduced. In addition to content on information systems, the course will cover the basic principles of Microsoft Office. (Not open to students with credit in IST 301.) Prerequisite: ENGL 101 and MATH 101. LEC

IST 301 Introduction to Information Systems (3). This course introduces essential components of information systems from an organizational perspective. The course covers the role of information systems in organizations, the technical foundations of information systems, the design and management of information systems,

and the effect of information systems on organizations. The course also exposes students to software tools used to solve business problems. Prerequisite: ACCT 200 or coenrollment in ACCT 200. LEC

IST 312 Information Systems for Managers (3). This course provides an overview of how to understand, analyze, and design computerized information systems, and is designed to provide the computer tools and knowledge so that today's business student will be tomorrow's successful and complete manager and/or consultant. The topics covered in this course include computer technology, internal control in a computer environment, strategic information systems planning, systems analysis and design, database systems, networking, and various software packages. This course will count as an advanced business elective. Not open to students with credit in ACCT 311. Prerequisite: ACCT 201 and IST 301. Enrollment restricted. LEC

IST 320 Fundamentals of Software Development (3). This course provides an introduction to software development concepts and techniques. Students will develop an understanding of the software development process through hands-on programming assignments and projects. The course emphasizes problem solving, initiative, and teamwork within an information systems framework. Prerequisite: IST 301. Enrollment restricted. LEC

IST 325 Systems Analysis and Design (3). This will take students through the entire systems development life cycle from the first contact with a customer through analysis and design to the implementation of the customer's system. It will introduce the student to the field of systems analysis and design, basic systems analysis tools, and the procedures for conducting systems analysis. Topics covered will include the role of the systems analyst in the organization, concepts, philosophies and trends in systems analysis and design, and tools and techniques for such analysis. Prerequisite: IST 301. Enrollment restricted. LEC

IST 326 Database Management Systems (3). This course introduces the fundamental concepts and implementation of the database development process and relational database systems. The student will be exposed to database development issues, SQL methodology, and entity-relationship models. Prerequisite: IST 301. Enrollment restricted. LEC

IST 330 Fundamentals of Business Computer Networking (3). This course introduces business students to the terms and concepts of networking in the business environment. This course balances practical application and network theory. It examines common architecture models, transmission media, network topologies, and protocols in both local area network (LAN) and wide area network (WAN) environments. The course also delves into the operating characteristics of the Internet and various applicable protocol suites. Conceptual learning is supported by team exercises and projects. Prerequisite: IST 301. Prerequisite or Corequisite: IST 320. Enrollment restricted. LEC

IST 335 Information Security (3). This course provides an introduction to a wide range of topics associated with managing the security of information systems and related data in a business environment. Topics addressed include cryptography and security of operating systems, databases, networks. . . both wired and wireless, and telecommunications systems. Security issues are examined related to application development and to the use of the Internet as a business medium. Other elements of security are reviewed: physical security, disaster recovery and business resumption planning, change control, and so forth. On successful completion of the course, each student will be better able to: a. Understand and appreciate risks associated with business information systems infrastructures and the dynamic nature of these threats. b. Evaluate various risks associated with information systems. c. Envision controls that might mitigate these risks. d. Possess the ability to effectively articulate the threats and need for appropriate controls to others, be they higher management, peers, or subordinates. Prerequisite: IST 301. Enrollment restricted. LEC

IST 400 Special Topics in Information Systems Technology: ____ (1-5). This is a variable-topic seminar. Its purpose is to allow the occasional offering of information systems technology topics not covered by established courses. Prerequisite: Determined for each topic by instructor. Enrollment restricted. LEC

IST 401 Management of Integrated Information System/ERP (3). This course provides an introduction to Enterprise resource planning (ERP) systems. We explore process integration of business-wide functions (controlling, production planning, demand management, sales and distribution) as required and supported by ERP implementations. The objectives of the course include: (1) understanding processes and data needs of different business functions; (2) understanding alternative information systems solutions and the challenges of independent information systems and; (3) understanding ERP systems as solutions to business process integration. (Same as SCM 404.) Prerequisite: SCM 401 and IST 301. Enrollment restricted. LEC

IST 410 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 301. Enrollment restricted. LEC

IST 500 Individual Research in Information Systems Technology (1-5). Individual study of selected topics in information systems technology not otherwise available to the student. Topics selected to be determined by the special interests and objectives of the student in consultation with a faculty member who will supervise the reading and research. Prerequisite: DSCI 310, FIN 310, MGMT 310, and MKTG 310; approval of the Area Director. Enrollment restricted. LEC

IST 599 Internship in Information Systems (1-3). Internships provide opportunities for students to combine their academic education with a meaningful experience in the business world. Information Systems (IS) internships allow students to explore career pathways in IS, further their professional growth, expand professional networks, and increase the relevancy of their academic course work. The in-

ternship course combines job-related activities of the IS 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 from any of the following, BUS 599, ACCT 599, FIN 599, IBUS 599, IST 599, MGMT 599, or MKTG 599. IST 599 may count as an IS elective for students majoring in Information Systems. Prerequisite: Approval of the internship; two of the following, DSCI 310, FIN 310, MGMT 310, MKTG 310. Enrollment restricted. LEC

IST 701 Managerial Information Systems (2).

IST 702 Systems Development (3).

IST 704 Database Management (3).

IST 706 Systems Analysis and Design (3).

IST 708 Strategic Information Systems Planning (3).

IST 709 Business Computer Networking (3).

IST 712 Information Security (3).

IST 715 E-Commerce: An Integrative Perspective (3).

IST 720 Developments in Software Technology (3).

IST 730 IT Project Management (3).

■ International Business Courses

IBUS 300 Special Topics in International Business: ____ (1-5). This is a variable-topic course open to undergraduates meeting the prerequisites for the specific topic being offered. Its purpose is to allow the occasional offering of international business topics not covered by established courses. Enrollment is not limited to School of Business students. Prerequisite: Determined for each topic by instructor. LEC

IBUS 301 Business, Culture, and Society: Africa (3). This is an interdisciplinary course which will focus on the social, culture, and political environment for business in the countries of sub-Saharan Africa. The emphasis will be on the factors influencing and shaping the current and rapidly-changing political and economic contests of African countries. The course is open to both business and nonbusiness students, and is designed to explore the connections between language and area-studies topics and the practice of business in Africa. The course will be organized around modules covering geography, language, culture and society, history, politics, and economics. Most of these modules will be covered by visiting faculty with specialization in those areas. There will also be guest lectures by government officials involved in managing and promoting business ties between the U.S.A. and Africa, as well as from practicing business people in the area who have had experience in African markets. Prerequisite: Sophomore standing (30 hours). LEC

IBUS 302 Business, Culture, and Society: East Asia (3). This course will be a team-taught interdisciplinary overview of issues related to business in East Asia. Directed primarily at sophomores and juniors, the course will be open to both business and nonbusiness majors. This course may be taken concurrently with language or area studies courses and is designed to reinforce the linkages between language and area studies, and international business. Faculty teaching the course will be drawn from the School of Business and the Department of East Asian Languages and Cultures. Prerequisite: Sophomore status (30 hours). LEC

IBUS 303 Business, Culture, and Society: Latin America (3). This course will be a team-taught interdisciplinary overview of issues related to business in Latin America. Directed primarily at sophomores and juniors, the course will be open to both business and nonbusiness majors. This course may be taken concurrently with language or area studies courses and is designed to reinforce the linkages between language, area studies, and international business. Faculty teaching the course will be drawn from the Business School, the Center of Latin American Studies, and the Department of Spanish and Portuguese. Prerequisite: Sophomore standing (30 hours). LEC

IBUS 304 Business, Culture, and Society: Russia and Eastern Europe (3). This course will be a team-taught interdisciplinary overview of issues related to business in the "transition economies" of the former Soviet Union and Eastern Europe. Directed primarily at sophomores and juniors, the course will be open to both business and nonbusiness majors. This course may be taken concurrently with language or area studies courses and is designed to reinforce the linkages between language, area studies, and international business. Faculty teaching the course will be drawn from the Business School and college departments associated with the Center for Russian and East European Studies (e.g., Political Science, History, Sociology, Geography, etc.) Prerequisite: Sophomore status (30 hours). LEC

IBUS 305 Business, Culture, and Society: Western Europe (3). This course will be a team-taught interdisciplinary overview of issues related to business in Western Europe. Directed primarily at sophomores and juniors, the course will be open to both business and nonbusiness majors. This course may be taken concurrently with language or area studies courses and is designed to reinforce the linkages be-

tween language, area studies, and international business. (Same as EURS 401.)

Prerequisite: Sophomore standing (30 hours). LEC

IBUS 400 Special Topics in International Business: ____ (1-5). This is a variable-topic seminar. Its purpose is to allow the occasional offering of international business topics not covered by established courses. Prerequisite: Determined for each topic by instructor. Enrollment restricted. LEC

IBUS 410 Introduction to International Business (3). To conduct International Business, a manager must understand the prevailing political, economic, legal and socio-cultural institutions in the relevant countries. In addition, s/he must also understand the institutional arrangements that countries have negotiated to govern cross-border flows of trade and investment capital, such as the World Trade Organization and the International Monetary Fund. This course provides an analysis of the institutional settings for international business and explores their implications for a multinational firm. Specific topics covered include, but are not limited to, the forces behind international economic integration and globalization of business, differences across countries, and the frameworks of international trade, investment and finance. Prerequisite: ECON 144. Enrollment restricted. LEC

IBUS 415 Business in Latin America (3). This course will focus on the business and managerial practices that have evolved in response to major characteristics of Latin American business environment. A survey of Latin American economic conditions (including inflation, stabilization, regional integration, and privatization) will set the stage for the examination of management practices that have developed in response to these conditions. Prerequisite: Completion of an intermediate macroeconomics course is strongly recommended or consent of instructor. Enrollment restricted. LEC

IBUS 420 Business in Japan (3). This course examines Japanese business in the context of both Japanese society and the global economic environment. An overview of the Japanese economy, with special emphasis on employment patterns and trends, will be combined with an examination of business-government relations and the role of Japanese culture on organizational behavior. Prerequisite: MGMT 310 or consent of instructor and junior status. Enrollment restricted. LEC

IBUS 425 Business in China (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 decisions such as market entry, contract negotiation, value chain management, choice of marketing strategies and techniques, and human resource management. Prerequisite or Co-requisite: IBUS 410. Enrollment restricted. LEC

IBUS 430 Business in Russia and East Europe (3). Following a brief study of nature of the (formerly) centrally planned economies, emphasis will be placed on the current transition to the market-based systems. Special focus will be placed on privatization, the evolution of labor and financial markets, and the legal and regulatory frameworks for conducting business. A comparative approach will be taken in the analysis of individual markets and performance. Prerequisite: Junior status unless a specific course is needed or consent of instructor. Enrollment restricted. LEC

IBUS 500 Individual Research in International Business (1-5). Individual study of selected topics in international business not otherwise available to the student. Topics selected to be determined by the special interests and objectives of the student in consultation with a faculty member who will supervise the reading and research. Prerequisite: DSCI 310, FIN 310, MGMT 310, and MKTG 310; 3.0 professional grade point average and approval of proposed plan of study by the instructor. Enrollment restricted. LEC

IBUS 599 Internship in International Business (1-3). Internships provide opportunities for students to combine their academic education with a meaningful experience in the business world. Internships in International Business (IB) allow students to explore career pathways in IB, 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 IB 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 from any of the following, BUS 599, ACCT 599, FIN 599, IBUS 599, IST 599, MGMT 599, or MKTG 599. IBUS 599 may count as an IB elective for students majoring in Management/International Business. Prerequisite: Approval of the internship; two of the following, DSCI 310, FIN 310, MGMT 310, MKTG 310. Enrollment restricted. LEC

IBUS 701 International Business (2).

IBUS 702 International Business Strategy (2).

IBUS 703 Business Practices in China (2).

IBUS 704 Business Practices Latin America (2).

IBUS 706 Business Practices in: ____ (2).

The Kyou portal gives Lawrence and Edwards Campus students access to many online services and resources. Visit <https://students.ku.edu>.

■ Management and Leadership Courses

MGMT 300 Special Topics in Management: ____ (1-5). This is a variable-topic course open to undergraduates meeting the prerequisites for the specific topic being offered. Its purpose is to allow the occasional offering of management topics not covered by established courses. Enrollment is not limited to School of Business students. Prerequisite: Determined for each topic by instructor. LEC

MGMT 305 Survey of Management (3). This course is designed to acquaint students with traditional business management ideas, recent management thinking, and the contemporary application of both to the management functions of planning, organizing, leading and controlling. A survey of a wide variety of topics is offered, generally including goal setting, strategy formulation and implementation, managerial decision making, structure and design of organizations, corporate culture, organizational change and development, human resources management, managing diversity, leading, motivation, communication, teamwork, quality control, management control systems, operations and service management, entrepreneurship and small business management, managerial ethics, corporate social responsibility, and management in the global environment. Prerequisite: ENGL 101 and MATH 101. LEC

MGMT 310 Organizational Behavior (3). This course serves as an introduction to the study of individual and group behavior within the context of an organization. An objective may be the development of the student's potential for becoming an effective organization member and manager of people. Experiential learning methods are utilized to involve the student actively. A wide variety of topics and theories may be covered, generally including motivation, leadership, job design, group dynamics, and formal organizational structure and process. Prerequisite: Completion of ECON 142, ACCT 200, PSYC 104, and one course in the social science, society and culture (s/c) principal course area. Prior completion or coenrollment in ACCT 201 and DSCI 301. LEC

MGMT 400 Special Topics in Management: ____ (1-5). This is a variable-topic seminar. Its purpose is to allow the occasional offering of management topics not covered by established courses. Prerequisite: Determined for each topic by instructor. Enrollment restricted. LEC

MGMT 405 Ethical Decision Making in Business (3). 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 in business today (e.g., layoffs, outsourcing, employee whistle-blowing, employee privacy, employee health and safety, marketing and advertising, environmental issues, discrimination, and the global responsibilities of business); and (d) the tools for analyzing and reaching closure on ethical problems. Students will study the role of ethics in the relation of business to employees, consumers, and society. 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. Enrollment restricted. LEC

MGMT 410 Human Resources Management (3). The major focus is on the management concerns of staffing, training and development, compensation, and labor-management relations. Constraints on management discretion, including legislation, court decisions, labor unions, and labor markets are reviewed. Prerequisite: MGMT 310. Sports Management majors may petition for entry to the course with completion of the following prerequisite: MGMT 305, ECON 142, and an introductory statistics course (DSCI 301, HSES 310, MATH 365, PSYC 300). Enrollment restricted. LEC

MGMT 413 Recruiting and Selecting Effective Employees (3). This course covers various aspects of employee staffing and personnel selection in organizations—the nature of individual differences, the measurement of individual differences, reliability, validity, legal and “fairness” issues, job analysis for job description and selection procedure development, recruitment, initial screening and resume review, the employment interview, general and specific ability tests, personality tests, assessment centers, performance tests, integrity testing, and drug testing. Prerequisite: MGMT 310. Enrollment restricted. LEC

MGMT 416 Training, Development, and Management Careers (3). This course develops (1) competency in training and development skills and (2) understanding of career management issues in organizations. Individual and organizational perspectives are adopted. Topics include assessing training needs, developing and delivering training, evaluating outcomes, career planning, strategies for managing careers, and work/life balance. Prerequisite: MGMT 310. Enrollment restricted. LEC

MGMT 419 Managing Performance and Compensation (3). This course focuses on principles and practices in designing and administering performance management and reward systems. The measurement of employee performance at both the individual and group levels is reviewed. The use of performance measurement information for administrative decision-making and employee development is discussed. The impact of reward systems on employee recruitment, satisfaction and individual and firm-level performance is examined, including approaches to established pay structures, individual and group-based pay-for-performance plans, executive pay issues, government influences, and employee benefits. Prerequisite: MGMT 310. Enrollment restricted. LEC

MGMT 422 Labor Relations (3). Coverage in the course focuses on the development, legal environment, and current problems in the industrial labor relations system. Emphasis is placed upon the historical evolution of the labor movement, the law of labor relations, and the economic constraints which affect labor relations. Prerequisite: BE 301. Enrollment restricted. LEC

MGMT 428 Human Resources Management and Labor Markets (3). This course is an investigation of human resource development and utilization, focusing upon current employment and training problems and public and private solutions to these problems. Prerequisite: BE 301. Enrollment restricted. LEC

MGMT 431 Legal Environment for Managing Employees (3). The focus of this course is how the legal environment affects the management of employees. The

topics covered include laws on employment discrimination, employment-at-will, and negligent hiring, the Occupational Safety and Health Act, the National Labor Relations Act, the Fair Labor Standards Act, and the Family and Medical Leave Act. Prerequisite: MGMT 310. Enrollment restricted. LEC

MGMT 434 International Human Resource Management (3). The primary objective of this course is to increase student's understanding of core HRM activities as they are conducted in global context. These activities include staffing, performance management, training and development, compensation, and labor relations. Prerequisite: MGMT 310. Enrollment restricted. LEC

MGMT 437 Personal Skills for Managing People (3). 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 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 analyses. Prerequisite: MGMT 310. Enrollment restricted. LEC

MGMT 455 General Management Processes and Change (3). The course focuses on the principles and methods that general managers use to implement strategies, both at the business unit and corporate levels. While stressing the complex nature of the general manager's job, the organization's mission, environment, technology, and strategy are discussed as the primary drivers of designing effective organization structures, processes, and management systems. Change processes for realigning the organization's strategy, structure, processes, and culture are further emphasized, highlighting the role of the general manager as the architect of change. Topics covered include: organization design, transaction costs, behavior and output control; strategic leadership; design of information and reward systems; organizational change and cultural change processes. Prerequisite: MGMT 310. Enrollment restricted. LEC

MGMT 462 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. This is accomplished through readings, lecture, in-class exercises, and case analyses. 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 310. Enrollment restricted. LEC

MGMT 470 Leadership in Business Organizations (3). This course provides the opportunity to learn and practice the behaviors common to business leaders; these include establishing direction, aligning others behind that direction, motivating and inspiring, and generally promoting organizational change and transformation. Experiential learning will be used to develop skills by having students lead learning teams through a variety of classroom-based exercises and one service learning project of their choosing. Creation of a personal leadership development plan will be a major component of a portfolio of assessments, analyses, and reflections that the student will build throughout the course. A key goal will be establishing a leadership development mindset that will drive students' future personal and professional development efforts. Prerequisite: MGMT 310. Enrollment restricted. LEC

MGMT 472 Project Management (3). The purpose of this course is to examine business from a project management perspective, to develop a systems view of business rather than a functional view and to lay the foundation for future leaders to more effectively integrate project management into their business strategy. Further, to establish a common language for and a common knowledge of project management concepts, principles and practices. This course is intended to help students gain an understanding of what project management involves, how it relates to other functional management areas, and its role in an organization's structure and leadership. This course is made up of topical lectures, article/video analysis, open discussion, in-class experiential exercises and a team-based outside class project. In order to foster good project management habits, topics will be covered in the order they appear in the project lifecycle starting with project selection and bidding and ending with project acceptance and close out. Topics covered in this course include: the importance and role of project management, the contextual nature of projects, logistics issues in project management, and the E-business impact on project management. Prerequisite: DSCI 310 and MGMT 310. Enrollment restricted. LEC

MGMT 480 International Management (3). In the global economy, managers need to expand their repertoires of knowledge and skills in order to be effective. This course examines the important managerial issues arising from a firm's expansion into the international arena and introduces an array of analytical frameworks and management techniques that can be useful to an international manager. Specific topics covered include foreign market entry decisions, strategies and organizational structures for managing a multinational corporation, and management of various functional areas (such as production, marketing, finance and human resources) in an international setting. Prerequisite: FIN 310, MGMT 310, and MKTG 310. Enrollment restricted. LEC

MGMT 498 Business Policy and Strategy (3). The course exposes the student to the role of general management in complex organizations. The cases, conceptual materials, and projects are selected to provide the student with decision-making opportunity in major areas of managerial concern: environmental opportunities and constraints, formulation of business policy, and policy implementation mechanisms. Knowledge and skills gained in previous business courses, including marketing, finance, and quantitative methods, will be applied to problems associated

with the totality of organizational activity. Prerequisite: DSCI 310; FIN 310; MGMT 310; and MKTG 310. Enrollment restricted. LEC

MGMT 500 Individual Research in Management (1-5). Individual study of selected topics in management not otherwise available to the student. Topics selected to be determined by the special interests and objectives of the student in consultation with a faculty member who will supervise the reading and research. Prerequisite: DSCI 310, FIN 310, MGMT 310, and MKTG 310; 3.0 professional grade point average and approval of proposed plan of study by the instructor. Enrollment restricted. LEC

MGMT 525 Negotiations and Dispute Settlement (3). This course involves the study of the theory and practice of dispute resolution and negotiation in business mediation (facilitated negotiation). Conflict resolution in the workplace, including grievance procedures, will be considered. Students are required to apply concepts studied through role playing simulations. Prerequisite: MGMT 310 and BE 301. Enrollment restricted. LEC

MGMT 599 Internship in Management and Leadership (1-3). Internships provide opportunities for students to combine their academic education with a meaningful experience in the business world. Management and Leadership internships allow students to explore career pathways in management, further their professional growth, expand professional networks, and increase the relevancy of their academic course work. The internship course combines job-related activities 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 from any of the following, BUS 599, ACCT 599, FIN 599, IBUS 599, IST 599, MGMT 599, or MKTG 599. Prerequisite: Approval of the internship; MGMT 310 and two 400 level MGMT courses. Enrollment restricted. LEC

MGMT 701 Organizational Behavior (2).

MGMT 702 Human Resources Management (2).

MGMT 704 Strategic Management (2).

MGMT 705 Managing in a Global Environment (1).

MGMT 706 Professional Development Skills I (1).

MGMT 707 Professional Development Skills II (1).

MGMT 708 Management Seminar (3).

MGMT 715 Management of Organizations (3).

MGMT 716 Organizational Change and Development (3).

MGMT 720 Comparative and Cross-cultural Management (3).

MGMT 721 Management of Workforce Diversity (3).

MGMT 723 Advanced Topics in Management of Organizations: ____ (2-5).

MGMT 724 Competitive Analysis and Strategy (2).

MGMT 725 Management of Technology I: Technology and Strategy (2).

MGMT 726 Management of Technology II: Technology and Operations (2).

MGMT 727 Strategy Implementation (2).

MGMT 728 Corporate Restructuring (2).

MGMT 729 Applied Strategic Management (2).

MGMT 730 Business and Social Problems (3).

MGMT 732 Recruiting and Selecting Effective Employees (2).

MGMT 733 Advanced Methods for Selecting Employees (2).

MGMT 734 Compensating and Rewarding Employees: Foundations (2).

MGMT 735 Compensating and Rewarding Employees: Alternative Approaches (2).

MGMT 736 Managing People: Applications and Skills (2).

MGMT 737 Internal Labor Markets and Incentive Systems (2).

MGMT 738 Training and Developing an Effective Workforce (2).

MGMT 739 Career Development and Management (2).

MGMT 740 Appraising and Managing Employee Performance (2).

MGMT 741 International Human Resources Management (2).

MGMT 742 Labor Markets and Human Capital (2).

MGMT 743 Legal Environment for Managing Employees (2).

MGMT 744 Managing Human Resources in a Union Environment (2).

MGMT 745 Advanced Seminar in Human Resources: ____ (2-5).

MGMT 746 Global Business Environment (2).

MGMT 748 Negotiation and Dispute Resolution (3).

MGMT 749 Market-based Management (3).

MGMT 750 Special Topics in Management: ____ (2-5).

■ Marketing Courses

MKTG 300 Special Topics in Marketing: ____ (1-5). This is a variable-topic course open to undergraduates meeting the prerequisites for the specific topic being offered. Its purpose is to allow the occasional offering of marketing topics not covered by established courses. Enrollment is not limited to School of Business students. Prerequisite: Determined for each topic by instructor. LEC

MKTG 305 Survey of Marketing (3). This course introduces the student to marketing from the perspective of the business firm. Topics included are the marketing system, consumer and industrial behavior, market segmentation and positioning, product policy, channels of distribution, pricing strategy, sales management, and marketing communications. (Not open to students with credit in MKTG 310.) Prerequisite: ENGL 101 and MATH 101. LEC

MKTG 310 Marketing (3). A study of marketing from the point of view of the business firm. Topics include the structure of the marketing system, the nature of marketing management, consumer behavior, marketing research, product policy, channels of distribution policy, and analytical techniques useful to marketing management. Prerequisite: Completion of ECON 142, ACCT 200, and PSYC 104. Prior completion or coenrollment in DSCI 301. LEC

MKTG 400 Special Topics in Marketing: ____ (1-5). This is a variable-topic seminar. Its purpose is to allow the occasional offering of marketing topics not covered by established courses. Prerequisite: Determined for each topic by instructor. LEC

MKTG 411 Introduction to Consumer Behavior (3). A study of the buyer's information acquisition, evaluation, purchasing, and post-purchasing evaluation process. Emphasis is placed upon social psychological theories and their implications on the understanding and prediction of consumers' behavior. The student, from the standpoint of the marketing manager, will apply behavioral science concepts to the problems of planning, pricing, and promotion decisions. Prerequisite: MKTG 310. Enrollment restricted. LEC

MKTG 415 Marketing Research for Managers (3). This course introduces the student to the fundamentals of marketing research and analytical approaches to marketing problems. The material is presented from an applied point of view and is designed to familiarize the student with those aspects of marketing research with which the marketing manager is likely to interact. Prerequisite: MKTG 310. Enrollment restricted. LEC

MKTG 420 Promotional Strategy (3). This course will deal with the use of advertising, personal selling, sales promotion, and public relations as elements in a promotional program. The perspective of the course will be distinctly managerial. Therefore, the emphasis will be upon the efficient use of an organization's resources to accomplish communication goals through effective promotional strategy. A good part of the course will be spent examining the communication process; the nature of the receiver and how information is processed; determination of promotional objectives; promotional budget; media decisions, and measuring the effectiveness of the promotional campaigns. The goal of the course is to enable the students to better evaluate and devise a marketing communications program for any given product, service, or idea. Prerequisite: MKTG 310. Enrollment restricted. LEC

MKTG 425 Sales Force Management (3). This course, as an advanced marketing elective, is designed to integrate sales force planning into the marketing planning process; to present the necessary tools and skills needed for developing and evaluating a competitive sales function; and to analyze the components of the sales function from a managerial perspective. Specifically, topics include strategic sales planning, forecasting, quotas and compensation plans, selection and training, time and territory management, motivation, and performance analysis. Pedagogical methods for the course include: lecture, case study, role-playing, micro-computer simulations, and spreadsheet analyses. Prerequisite: MKTG 310. Enrollment restricted. LEC

MKTG 430 New Product Management (3). This course deals with the strategies, techniques, and methods used to develop and market a new product. An important aspect of the course deals with anticipating and managing change that can affect a firm's marketing opportunities and response. Also emphasized is the need for a disciplined process of development. Subjects examined include innovative thinking, identification, and development of marketing opportunities, marketing mix strategies, and implementation. Prerequisite: MKTG 310 or consent of instructor. Enrollment restricted. LEC

MKTG 435 Marketing Strategy (3). The emphasis of this course is strategic marketing analysis and planning. Concepts and methods for the strategic analysis of product-market definition, segmentation, product positioning, and new product planning are examples of individual subjects that are covered. However, the primary objective is to integrate various topics into a strategic planning framework. An important component of the course is the application of concepts to realistic marketing problems through the use of comprehensive marketing simulations or in-depth cases that capture the dynamics of the marketing environment. Students will learn how to identify markets, assess company strengths and weaknesses, target market segments, analyze competition, and develop specific functional strategies in such areas as product development, pricing, distribution, and promotion. Prerequisite: MKTG 310. Enrollment restricted. LEC

MKTG 440 Global Marketing (3). Today businesses compete in a global environment. As such, marketing managers must recognize the global nature of their markets and must develop the knowledge background, sensitivity, and skills required to successfully operate in this dynamic setting. This course examines the array of activities required to select, gain entry, and compete in a location other than the "home" country. Also examined is the influence that culture, environment, government regulation, and economic systems can have upon marketing mix decisions (product, price, promotion, distribution) related to localization, standardization, and local adaptation. Prerequisite: MKTG 310. Enrollment restricted. LEC

MKTG 445 Services Marketing (3). This course prepares students for careers, which will entail managing businesses in the service sector. This sector includes accounting management consulting, engineering services, environmental services, health care, research, architectural, hotel and restaurant, charitable, and many others. It provides the foundation a student needs so that he or she can move beyond providing technical support to the client and towards managing and developing the business. For a marketing or management student, it provides the foundation they need to be able to find a job, hit the ground running, and advance in a marketing (management) position with companies in the service sector. Prerequisite: MKTG 310. Enrollment restricted. LEC

MKTG 450 Internet Marketing (3). This course examines how the power of today's digital technologies can be harnessed to enhance and deploy the marketing function. The course begins with an overview of the key forces shaping the digital environment. It then examines several topics that define and characterize marketing in this new environment. Illustrative topics include web business models, traffic driving strategies, one-to-one marketing, personalization, closed-loop marketing, online support, dynamic pricing, channel redesign, and m-commerce.

Business Courses (MKTG, SCM)

Throughout, emphasis is placed on linking key concepts to best practices in the field. Prerequisite: MKTG 310. Enrollment restricted. LEC

MKTG 455 Pricing (3). The primary objective of this course is to examine the concepts and tools required to effectively manage the pricing function. Both strategic and tactical aspects of pricing will be covered with a view to identify profit-boosting practices across a range of professional contexts - as product managers, business unit managers, management consultants, and entrepreneurs. Prerequisite: MKTG 310. Enrollment restricted. LEC

MKTG 460 Practicum in Promotional Plan Development (3). The course is an experiential approach to promotional campaign development with an emphasis on promotional strategy as a single component of the total marketing strategy. Student teams work with actual businesses to address the business's individual marketing needs. Students conduct environmental and industry analysis and primary and secondary market research to identify target markets, develop a marketing strategy, promotional objectives, product positioning, brand development and ROI measures for a promotional strategy. Students then complete media planning, creative execution, and budgeting and present the project to the business. Prerequisite: MKTG 310 and at least two of the following three courses: MKTG 411, MKTG 415, or MKTG 435. Enrollment restricted. LEC

MKTG 465 Customer Relationship Management (3). This course offers a comprehensive introduction to the strategy and tactics of customer relationship management (CRM). Particular emphasis is given toward identifying the key strategic principles inherent in the customer-centric focus that underlies a successful CRM program. Topics include: fundamentals of CRM strategy, marketing metrics, customer profitability analysis, choice modeling, techniques for evaluating model performance and applications of CRM to marketing campaign management. Students will be instructed on how to implement the CRM techniques using various software tools and real-world data. (Same as SCM 425.) Prerequisite: MKTG 310; DSCI 310. Enrollment restricted. LEC

MKTG 500 Individual Research in Marketing (1-5). Individual study of selected topics in marketing not otherwise available to the student. Topics selected to be determined by the special interests and objectives of the student in consultation with a faculty member who will supervise the readings and research. Prerequisite: DSCI 310, FIN 310, MGMT 310, and MKTG 310; 3.0 professional grade point average and approval of proposed plan of study by the instructor. Enrollment restricted. LEC

MKTG 599 Internship in Marketing (1-3). Internships provide opportunities for students to combine their academic education with a meaningful experience in the business world. Marketing internships allow students to explore career pathways in marketing, 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 marketing 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 from any of the following, BUS 599, ACCT 599, FIN 599, IBUS 599, IST 599, MGMT 599, or MKTG 599. MKTG 599 may count as a Marketing elective for students majoring in Marketing. Prerequisite: Approval of the internship; MKTG 310 and two 400 level MKTG courses. Enrollment restricted. LEC

MKTG 701 Marketing Management (2).

MKTG 702 New Product Management (3).

MKTG 703 Consumer Behavior (3).

MKTG 704 Marketing Research (3).

MKTG 705 Marketing Communications (3).

MKTG 706 Strategic Marketing Planning and Decision-making (3).

MKTG 707 Metrics and Statistics in Marketing Research (3).

MKTG 708 Global Marketing (3).

MKTG 709 Sales Force Management (3).

MKTG 710 Internet Marketing (3).

MKTG 711 Pricing Strategies and Tactics (3).

MKTG 712 Services Marketing (3).

MKTG 713 Customer Relationship Management (3).

■ Supply Chain Management Courses

SCM 400 Special Topics in Supply Chain Management: _____ (3). This is a variable-topic seminar. Its purpose is to allow the occasional offering of supply chain management topics not covered by established courses. Prerequisite: Determined for each topic by instructor. Enrollment restricted. LEC

SCM 401 Introduction to Supply Chain Management (3). This course introduces the student to supply chain management. Students are presented the key concepts of supply chain management, the application of these concepts and are provided with the managerial knowledge of supply chain management through class discussions and case studies. Students discover the impact of information technologies, strategic alliances and logistics on supply chain management and the performance implication of supply chain management. Prerequisite: DSCI 310, FIN 310, and MKTG 310. Enrollment restricted. LEC

SCM 402 Procurement and Supplier Management (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 supplies. The course is also designed to emphasize the importance of negotiation and managing contract. Prerequisite: SCM 401. Enrollment restricted. LEC

SCM 403 Logistics, Transportation, and Warehouse Management (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: SCM 401. Enrollment restricted. LEC

SCM 404 Management of Integrated Information System/ERP (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 solutions to integration. (Same as IST 401.) Prerequisite: SCM 401 and IST 301. Enrollment restricted. LEC

SCM 410 Capstone in Supply Chain Management (3). Integrating and apply the theories, concepts, and methods taken in previous supply chain management courses through the use of readings, case studies, projects, and industry speakers. Prerequisite: SCM 401 and IST 301. Enrollment restricted. LEC

SCM 415 Data Analysis and Forecasting (3). This course is concerned with the analysis and interpretation of data encountered in business and economics. One goal of the course is to develop skills in the analysis of data that can be used to solve problems students are likely to encounter on the job. The course attempts to develop an attitude toward data analysis that can be usefully applied in a wide variety of real life situations. A variety of statistical tools are covered. In particular, the multiple regress model is covered with an emphasis on how the model can be used in situations involving economic data. Data analysis techniques are illustrated with examples and case studies using computers. This course is in the management sciences and operations management area. Prerequisite: DSCI 310. Enrollment restricted. LEC

SCM 416 Supply Chain Modeling and Optimization (3). Design, develop, and use computer decision models for analysis of supply chain operations; computer intensive course work emphasizing spreadsheet applications. Prerequisite: SCM 401. Enrollment restricted. LEC

SCM 418 Financial Modeling and Risk Analysis (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. Students majoring in Supply Chain Management will follow the same in-class track of finance material, but have a separate homework track emphasizing supply chain modeling. (Same as FIN 460.) Prerequisite: FIN 310. Enrollment restricted. LEC

SCM 420 Customer Focused Operations Service Management (3). The purpose of this course is to build the conceptual framework which drives an organization striving to operate in a customer-focused mode. This requires an integration of basic principles of marketing and operations in order to define the value-added in each of an organization's products and/or services, to use this information to define the value-added in work, and to use this definition to improve the actual work. To do this effectively, requires leadership, empowerment, focused data, and a system view. The basic principles of each requirement will be discussed as well as their integration into a unified whole. Prerequisite: DSCI 310 and MKTG 310. Enrollment restricted. LEC

SCM 425 Customer Relationship Management (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, hazard models 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. (Same as MKTG 465.) Prerequisite: DSCI 301. Enrollment restricted. LEC

Undergraduate majors in accounting, business administration, finance, information systems, management and leadership, marketing, and supply chain management are available.

Undergraduate advising is coordinated through Student and Academic Services, 206 Summerfield Hall.