

# School of Management

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**Dean:**  
Bruce Forster, Ph.D.

**Location:**  
FAB N101  
(602) 543-6200

**School website:**  
[www.west.asu.edu/som/](http://www.west.asu.edu/som/)

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Nahavandi, Silberman,  
Van Fleet, Vickrey,  
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**Assistant Professors:**  
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**Visiting Assistant Professors:**  
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**Lecturers:**  
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## Purpose

The mission of the School of Management is to foster the economic vitality of Maricopa County and its citizens and to advance the practice of management in the context of a global economy where change is constant and far-reaching. To accomplish the mission the school is a partner for progress with the Maricopa County business community; has an excellent faculty who blend scholarship, interaction with business, and teaching; offers programs of excellence with a managerial perspective at the baccalaureate and master's level; educates students who primarily live and work in Maricopa County to be life-long learners ever more skilled in the practice of management where moving across geographic, cultural, and intellectual borders is imperative; has graduates that enhance the effectiveness of their organizations and contribute to the quality of life in their communities; and develops and disseminates knowledge valued by the management profession.

A promise to our **Graduates**:

- Proficiency in recognizing and analyzing organization issues from an integrated, global perspective.
- Adeptness in anticipating and managing change.
- Knowledge and application of state-of-the-art management practices and information technology.
- Conceptual, technical, and interpersonal abilities essential to flourish in a diverse, global business environment.

A promise to our **Students**:

- A program that is responsive to student needs.
- Exposure to important management issues through faculty research, case studies, team projects, internships, and mentoring programs.

- Continuous improvement and development of courses and programs informed by current issues and practice.
- Continuous development of faculty who are committed to excellence in teaching, research, and service.
- Access to class offerings that permit graduation in two years for undergraduate students and three years for master's students.

A promise to the **Business Community**:

- A partnership that generates a responsive, leading-edge curriculum.
- Faculty dedicated to using their expertise to develop innovative solutions to organization and community problems.
- Masters and Baccalaureate graduates who add value to their organizations.

A promise to the **Profession**:

- Advancement and communication of knowledge of management through research, writing, and teaching.
- Service to academic and professional associations and the University through leadership and active participation.

To accomplish its purpose, the faculty of the School of Management offers these programs:

B.S. Accountancy

B.S. Global Business

*Includes concentrations in:*

Financial Management

Human Resources Management

Information Systems Management

International Studies

Marketing

Master of Business Administration (M.B.A.)

Postbaccalaureate Certificate in Accountancy

Postbaccalaureate Certificate in Professional Accountancy

In addition to the regular degree curricula, other programs of study in the college are designed to meet special needs. Evening, continuing education, and short courses on a noncredit basis are also available.

### Accreditation

The business and accountancy degree programs are accredited by the AACSB International - The Association to Advance Collegiate Schools of Business, the official accrediting organization in the field of business administration.

The Accountancy program is also an Endorsed Internal Auditing program by the Institute of Internal Auditors.

### Baccalaureate degree programs

#### Nature of program

The undergraduate curriculum has been devised so that the student completes 50% of work in general education and other non-business courses and 45% in courses offered by the School of Management, with the remaining 5% selected from either area by the student in consultation with his or her advisor.

#### Admission

**The Professional Program.** The School of Management offers the junior and senior levels of the undergraduate curriculum.

Admission is awarded to those applicants demonstrating the highest promise for professional success.

To be considered for admission to the professional program, the student must be admitted to ASU West and must have:

1. completed at least 56 semester hours or the Arizona Associate of Business degree;
2. attained a minimum cumulative GPA of 2.50 for all courses taken;

3. completed the following 10 courses with a minimum 2.50 GPA:

- a. ACC 230 Uses of Accounting Information I *or* Financial Accounting course
- b. ACC 240 Uses of Accounting Information II *or* Managerial Accounting course
- c. Introduction to Computers
- d. ECN 111 Macroeconomics (SB)
- e. ECN 112 Microeconomics (SB)
- f. ENG 101, 102 First-Year Composition
- g. MAT 119 Finite Mathematics (MA)
- h. MAT 120 Brief Calculus (MA)
- i. QBA 221 Statistical Analysis (CS); and

4. completed an SG and an SQ laboratory science course, a course in oral communication (3 hours), PGS 101 Introduction to Psychology (SB) (3 hours), and SOC 101 Introductory Sociology (SB) (3 hours).

Contact the School of Management Undergraduate Program Advising Office (602) 543-6200 for information.

To be accepted for credit as part of the academic program in business, all courses transferred from other institutions must carry prerequisites similar to those of the courses they are replacing at ASU.

**Non-business students.** A non-business student may register for selected 300 and 400 level business courses only if, (1) at the time of registration, the student has junior standing (56 hours completed) and (2) the student has a minimum cumulative GPA of 2.50 at ASU and a minimum GPA of 2.50 for all business courses completed at ASU.

Students who have 56 hours completed but have never attended ASU are given a one-semester period to register and to establish a GPA at ASU. Students must meet all prerequisites and course requirements as listed in the catalog.

Non-business majors are limited to a maximum of 15 semester hours of selected upper division business courses (excluding economics courses).

**Nondegree students.** A nondegree student is permitted to enroll in selected 300 and 400 level business courses only during on-line registration and only if, (1) the student has an ASU cumulative GPA of at least 2.50 and an ASU cumulative business GPA of at least 2.50 at the time of on-line registration, or (2) the student has never attended ASU, in which case he or she is given a one-semester period to register during on-line registration and to establish a GPA at ASU. Students must meet all prerequisites and course requirements as listed in the catalog.

Nondegree students are limited to a maximum of 15 semester hours of selected upper division business courses (excluding economics courses).

#### **Transfer credit**

Freshman and sophomore level courses (numbered 100 - 299) at a community college or another four year university will not be accepted as transfer credit in the upper division program.

Professional business courses taught in the junior or senior year in the three state universities may not be completed at a two-year college for transfer credit in the business core or major. A maximum of nine semester hours of upper division business credits may, upon approval, be transferred from ASU Main or from another AACSB-accredited four-year institution.

An Associate in Transfer Partnership Degree is available to Maricopa County Community College students who wish to complete their first two years of course work at a Maricopa County Community College and transfer to the School of Management without loss of credit. The

Arizona ABUS degree is also available for transfer to any business program at an Arizona state-funded university without loss of credit. Students may consult with an academic advisor in the School of Management to assist in planning their program.

#### **Degree requirements**

Students seeking a Bachelor of Science degree in the School of Management must satisfactorily complete a curriculum of 120 semester hours.

Specific requirements for the Bachelor of Science, Accountancy major and Global Business major are explained under the respective academic program sections.

**University General Studies requirements.** All students pursuing a baccalaureate at ASU must successfully complete a minimum of 35 semester hours of approved general studies courses. Courses completed in the business major, as well as selected courses required for admission to the B.S. degree program in the School of Management, can be applied toward meeting the University General Studies requirement. Students should consult with their advisor when selecting courses to fulfill the General Studies requirement.

**Additional graduation requirements.** In addition to completion of the courses outlined above, to be eligible for the Bachelor of Science degree in the School of Management, a student must have:

1. attained a cumulative GPA of 2.00 or higher for all business courses taken at this university and for all courses for the concentration/major taken at this university;
2. earned at least 50% of the business semester hours required for the business degree in resident credit at ASU West; and
3. earned a grade of "C" or better in all upper division business courses required for the major or concentration.

**Pass/fail.** School of Management undergraduate students may not include among the semester hours required for graduation any courses taken at this university on a pass/fail basis.

### **Academic policies**

**Probation.** Students are placed on probation when their GPA for all courses taken at ASU drops below a 2.0 minimum.

**Disqualification.** Probationary students have at most the next two consecutive semesters to raise their ASU GPA to the minimum 2.0 or higher. In the first semester of probation the student must receive a grade of “C” or above in all courses and have a GPA of at least 2.5 for the semester. Immediate disqualification occurs if either of these conditions are not met. If both are satisfied but the GPA for ASU courses still remains below 2.0, then the student may be given a second semester under probation to raise the GPA to the minimum. The student is disqualified from the business program if the ASU GPA has not been restored to at least 2.0 after the two semesters.

**Reinstatement.** The School of Management does not accept applications for reinstatement until the disqualified student has remained out of the college for at least a 12-month period. Merely remaining in a disqualified status for the above period of time does not, in itself, constitute a basis for reinstatement. Evidence of ability to do satisfactory academic work is required.

Students who have been academically disqualified are permitted to enroll in courses during summer sessions in order to raise their ASU GPA. Disqualified students may not enroll in upper division business courses until they have been reinstated in a business program.

**Academic dishonesty.** School of Management students are expected to adhere to the ASU *Academic Integrity Policy*. A copy of the policy may be obtained from the School of Management Advising Office.

# Accountancy

Chair, Department of Accounting and Information  
Systems Management: William Duncan, Ph.D.  
Location: FAB S190B  
(602) 543-6127

There are three accounting programs available at ASU West. The Bachelor of Science in Accountancy is available for students pursuing an undergraduate degree. The Postbaccalaureate Certificate in Accountancy is available for those already possessing a bachelors degree who seek a career change to accounting or upgraded accounting skills. The Postbaccalaureate Certificate in Professional Accountancy is designed to

allow B.S. in Accountancy graduates to meet the educational requirements for CPA licensure.

Either certificate program can be used as a foundation to pursue professional certification as a Certified Public Accountant (CPA), Certified Management Accountant (CMA), or Certified Internal Auditor (CIA).

## *Bachelor of Science in Business, Major in Accountancy*

### **Nature of program**

The faculty of the Accountancy Program is dedicated to improving the quality of accounting practice. This objective is achieved primarily through offering rigorous and relevant educational experiences through the bachelor's program. The complexity of the modern business world and its growing interaction with social, political, and economic environments is reflected in the revised accountancy program with its emphasis on a solid foundation of accounting and business courses with a selection from a number of optional courses for specialized career development. Students who study accountancy aspire to enter a challenging professional environment. An accounting professional in today's environment must possess technical expertise, communication skills, analytical skills, and interpersonal skills.

### **Career outlook**

Graduates of the Accountancy Program at ASU West accept positions as accountants, auditors, and internal auditors, while some students pursue business careers outside traditional accounting roles. Students are recruited by CPA firms, banks, other financial institutions, manufacturing companies, utilities, and government agencies. The curriculum in the undergraduate accountancy program provides the foundational requirements for professional certification as a Certified Public Accountant (CPA), Certified Management Accountant (CMA), or Certified Internal Auditor (CIA). Additional coursework may be necessary for licensure.

### **Admission**

To be considered for admission to the undergraduate Accountancy major, a student must meet the School of Management admission requirements.

## Major requirements

### Upper division business core

	Semester Hours
FIN 301 Fundamentals of Finance	3
ACC 346 Information Systems Management	3
MKT 301 Fundamentals of Marketing	3
OPM 301 Operations Management	3
GLB 401 Global Business Integration (L) Management	4

*Select one course from the following list:*

MGT 301 Principles of Management (3)	3-4
GLB 303 Relationship Management (3)	
HRM 410 Domestic and Global Human Resources Management (4)	

Total upper division business core	19-20
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### Accounting core

ACC 326 External Financial Reporting I	3
ACC 327 External Financial Reporting II	3
ACC 336 Cost Management and Control	3
ACC 356 Income Tax Accounting	3
ACC 361 Accounting Technology	<u>3</u>
Total accounting core	15

### Career focus

*Select two courses as specified below:*

ACC 426 External Financial Reporting: International and Consolidation Topics (3)	6-9
ACC 436 Advanced Topics in Cost Management (3)	
ACC 446 Advanced Topics in Information Systems (3)	
ACC 456 Advanced Taxation (3)	
ACC 476 External Auditing (3)	
ACC 477 Internal Auditing (3)	
ACC 478 Governmental and Not-for- Profit Accounting (3)	
ACC 484 Accounting Internship (3)	

*One career focus course may be selected*

*from the following list:*

FIN 410 Investments (3)	0-3
FIN 411 International Finance (3)	
FIN 412 Financial Management (3)	
LES 306 Business Law (3)	
Total career focus	9

### General Studies requirements

ENG 315 Writing for the Professions (L)	3
PHI 306 Applied Ethics (HU) <i>or</i>	
PHI 360 Business and Professional Ethics (HU)	3
COM 100 Introduction to Human Communication (SB) <i>or</i>	
COM 230 Small Group Communication* (SB)	3
COM 259 Communication in Business and the Professions*	3
PHI 103 Principles of Sound Reasoning	3

*Select one course from the General*

*Studies curriculums.*

Courses to be approved by a business advisor,  
having subject matter in political science,  
government, or business and society.

Specified General Studies	3
	18

<b>Total Major Requirements</b>	<b>61-62</b>
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*\*Complete this ASU Main course or transfer equivalent.*

**Academic good standing.** Accountancy majors must receive grades of “C” or better in the required upper division accounting courses to be in good standing. If an Accountancy major receives a grade below “C” in any required course, this course must be repeated before any other upper division accounting course can be taken. If a second grade below “C” is received in an upper division accounting course already taken, the student is no longer eligible to take additional upper division accounting courses.

### Nature of program

The Postbaccalaureate Certificate in Accountancy is a flexible 30 semester hour program available exclusively at ASU West. The program is designed for students already possessing an undergraduate degree. The undergraduate degree may be in any field, business related or not.

The certificate program is particularly useful for persons seeking a career change to accounting or upgrading existing accounting skills. The program involves undergraduate course work in accounting and related fields and prepares a student to sit for the Certified Public Accountant (CPA) examination or other professional accounting certification such as the Certified Management Accountant (CMA) or Certified Internal Auditor (CIA).

The curriculum is designed to provide students with a solid foundation, teaching students the technical accounting expertise they need while learning the communication, analytical, and interpersonal skills necessary to succeed in today's business world. Classes are conveniently offered during day and evening hours. Students also have the opportunity to receive work experience through internship programs with local firms and governmental agencies. Students who complete the Certificate are highly sought after by employers because of their real-world work experience and superior communication skills.

### Admission

To be admitted to the Postbaccalaureate Certificate in Accountancy program, an individual must:

1. possess a four-year baccalaureate degree from an accredited college or university;
2. be admitted to ASU West as a non-degree graduate student; and

3. have completed the prerequisite Business core with a minimum GPA of 2.50 and a grade of "C" or better in each course:

- a. Financial and Managerial Accounting (6 hours)
- b. Microeconomics and Macroeconomics (6 hours)
- c. Finite Mathematics (3 hours)
- d. Statistical Analysis (3 hours)
- e. Computers in Business (3 hours)

### Program requirements

		Semester Hours
<b>Accounting core</b>		
ACC 326	External Financial Reporting I	3
ACC 327	External Financial Reporting II	3
ACC 336	Cost Management and Control	3
ACC 346	Information Systems Management	3
ACC 356	Income Tax Accounting	3
ACC 361	Accounting Technology	3
<b>Career focus</b>		
<i>Select two courses from the following list:</i>		6
ACC 426	External Financial Reporting: International and Consolidation Topics (3)	
ACC 436	Advanced Topics in Cost Management (3)	
ACC 446	Advanced Topics in Information Systems (3)	
ACC 456	Advanced Taxation (3)	
ACC 476	External Auditing (3)	
ACC 477	Internal Auditing (3)	
ACC 478	Governmental and Not-for-Profit Accounting (3)	
ACC 484	Accounting Internship (3)	
<i>One career focus course may be selected from the following list: (0-3)</i>		
FIN 410	Investments (3)	
FIN 411	International Finance (3)	
FIN 412	Financial Management (3)	
LES 306	Business Law (3)	
<b>Business electives</b>		
<i>Select two courses from the following list:</i>		6-7
FIN 301	Fundamentals of Finance (3)	
MKT 301	Fundamentals of Marketing (3)	
OPM 301	Operations Management (3)	
Management ( <i>maximum of one</i> )		
MGT 301	Principles of Management (3)	
GLB 303	Relationship Management (3)	
HRM 410	Domestic and Global Human Resources Management (4)	
<b>Total</b>		<b>30</b>

Students admitted to the Postbaccalaureate Certificate in Accountancy program are permitted to enroll in courses other than those listed above only with the written permission of the Accountancy director.

At least 21 of the upper division credits for the certificate and at least 18 of the upper division credits in accounting must be taken in residence at ASU West. Candidates must achieve a grade of “C” or better in each course presented for the Postbaccalaureate Certificate.

**Academic good standing.** Postbaccalaureate Certificate students must receive grades of “C” or better in the required upper division accounting courses to be in good standing. If a Postbaccalaureate Certificate student receives a grade below “C” in any required course, this course must be repeated before any other upper division accounting course can be taken. If a second grade below “C” is received in an upper division accounting course already taken, the student is no longer eligible to take additional upper division accounting courses.

## *Postbaccalaureate Certificate in Professional Accountancy*

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### **Nature of program**

The Postbaccalaureate Certificate for Professional Accountancy is designed for students who have earned a Bachelor of Science in Accountancy and need additional college coursework to meet the educational requirements for Certified Public Accountant (CPA) licensure in the State of Arizona. Upon completion of the Postbaccalaureate Certificate in Professional Accountancy, students will have met the 150-hour requirement for CPA certification in Arizona that takes effect June 30, 2004.

### **Admission**

To be admitted to the Postbaccalaureate Certificate in Professional Accountancy program, an individual must possess a four-year baccalaureate degree in Accountancy from ASU West or the equivalent from another regionally accredited university or college with a minimum of 120 semester hours.

### **Program requirements**

In consultation with a program advisor, students will design individualized programs of study that will enable them to meet the educational requirements for certification as Certified Public Accountants of the State of Arizona. Certificates will be earned by students who have completed at least 150 semester hours of college-level coursework including at least 36 semester hours of accounting courses, of which at least 30 semester hours must be upper division, and 30 semester hours of related business courses acceptable for certification. All course work presented for the certificate must be completed with a minimum grade of “C” and be earned at regionally accredited universities or colleges. At least 18 semester hours must be taken in residence at ASU West.

**Academic good standing.** Postbaccalaureate Certificate students must complete all courses used to fulfill the certificate requirements with a grade of “C” or better.

# Global Business

Bachelor of Science in Business, Major in Global Business

Advising Coordinator: Tamara Popovich  
 Location: FAB N101B  
 (602) 543-6115

## Nature of program

The Global Business degree program establishes the foundation for understanding the entire business enterprise operating in a global economy. The program emphasizes real-world skills, such as conflict management, team building, diversity awareness, and problem solving, by integrating innovative courses into its curriculum.

The Global Business curriculum is comprised of a global business core, a business concentration, and focused liberal studies courses. The core courses integrate concepts to develop the understanding of how businesses operate and how to make decisions in the world marketplace.

Each student's degree program includes courses in a specialized area of interest in business. The focused liberal studies courses are directly linked to global awareness, understanding diverse customers and markets, communication, and problem solving skills.

## Career outlook

The Global Business major is designed for students seeking careers in a variety of domestic business organizations as well as those focused on worldwide business activity. Opportunities for graduates exist with both large and small employers. Most career-related positions tend to be in private firms, followed by government agencies, and by non-profit organizations. In addition, the degree program's emphasis on the analysis of business environments and related business practices and issues serves as an excellent foundation for graduate study in business and for the study of law.

## Major requirements

			Semester Hours
<b>Upper division business core.</b>			
GLB	300	Gateway to Global Business (L)	3
ACC	346	Information Systems Management	3
FIN	301	Fundamentals of Finance	3
MGT	301	Principles of Management	3
MKT	301	Fundamentals of Marketing	3
OPM	301	Operations Management	3
GLB	301	Business in the Global Environment (G)	4
GLB	302	Culture and Change Management	4
GLB	303	Relationship Management	3
GLB	401	Global Business Integration (L)	4
Total core			33
<b>Focused liberal studies.</b>			
<i>Select 15 upper division semester hours from the following areas:</i>			
<b>Ethics (Choose one)</b>			
PHI	306	Applied Ethics (HU)	3
PHI	360	Business and Professional Ethics (HU)	3
<b>Creativity (Choose one)</b>			
COM	422	Argumentation, Critical Reasoning, and Public Communication (L)	3
IAP	331	Performance, Acting, and the Individual	3
IAP	335	Vocalization and Movement	3
IAP	352	Seeing and Drawing	3
IAP	442	Movement and Music	3
<b>Perspectives on American culture (Choose one)</b>			
AMS	311	American Systems (L, C, H)	3
AMS	321	American Cultures (SB, H)	3
AMS	330	Introduction to American Lives (C)	3
SOC	352	Social Change (SB, G, H)	3
<b>Global/regional studies (Choose two)</b>			
HIS	356	Europe and the World II (G, H)	3
HIS	394	ST: Japan	3
HIS	423	Mexico (SB, H)	3
LSC	330	Pollution vs. Protection: Counting the Cost (G)	3
POL	454	Mexico: Politics, Economy, Cultures (SB, G)	3
POL	486	Global Political Economy (SB, G)	3
WST	487	Gender and International Development (SB, G)	3
Total focused liberal studies			15

**Concentrations.** Each student's degree program will include one of the following areas of concentration: Financial Management, Human Resources Management, Information Systems Management, International Studies, or Marketing. Each concentration consists of 12 semester hours.

**Honors thesis.** With the approval of the thesis advisor, honors students may substitute the Honors Thesis for one course in the concentration.

### Financial Management Concentration

The objective of the Financial Management Concentration is to prepare students to enter a career in corporate finance. The graduating student should have an in-depth understanding of both the quantitative and qualitative aspects of analytic tools used to make financial management decisions such as forecasting, planning, and capital budgeting. The student should understand both the domestic and global environment in which the financial manager makes decisions, and the nature and use of various securities available to provide financing for the firm.

The Financial Management Concentration consists of four required courses as follows:

	Semester Hours
ACC 326 External Financial Reporting I <i>or</i>	
ACC 410 Contemporary Financial Reporting	3
FIN 410 Investments	3
FIN 411 International Finance	3
FIN 412 Financial Management	3

### Human Resources Management Concentration

The Human Resources Management Concentration provides students with broad exposure to the principles and practices of managing human resources in profit-seeking as well as not-for-profit organizations. The concentration is designed for those students who wish to acquire the skills necessary for beginning a career in human resources management or for general management positions requiring knowledge of the management of human resources.

The Human Resources Management Concentration consists of HRM 410 and two of the remaining three courses:

	Semester Hours
HRM 410 Domestic and Global Human Resources Management	4
HRM 411 Reward Systems and Compensation	4
HRM 412 Staffing and Development	4
HRM 494 Special Topics in HRM	4

## Information Systems Management Concentration

The Information Systems Management Concentration focuses on how information technology can be used, designed, and managed to support effective decision-making. Students are first introduced to the underlying technologies. The subject matter then expands to include the analysis, design, implementation, and evaluation of systems as well as the managerial, organizational, and social implications of information systems use.

The Information Systems Management Concentration will consist of three required courses as follows:

	Semester
	Hours
ISM 410 Client/Server Systems	4
ISM 411 Distributed Client Development and Deployment	4
ISM 412 Managing the Information System Resource	4

## International Studies Concentration

The International Studies Concentration is designed to prepare graduates to help their firms compete in the increasingly borderless business environment. The courses are designed to deepen understanding of how international operations affect key functional activities within the firm. The concentration also exposes students to current thinking on issues of international competitiveness at the national, industry, and organizational levels. Furthermore, students are able to gain a greater understanding of a specific geographic region of interest to them.

The International Studies Concentration consists of the following:

	Semester
	Hours
FIN 411 International Finance	3
GLB 411 Global Competitiveness	4
MKT 414 Global Strategic Marketing	4
GLB 499 Individualized Instruction	1

## Marketing Concentration

Study in the field of marketing involves analysis of how organizations design, distribute, price, and promote products and services that satisfy customer needs as well as meet organizational objectives. Marketing students prepare for careers in general marketing management, brand management, advertising, marketing research, international marketing, distribution and retailing, and selling and sales management.

The Marketing Concentration consists of three required courses as follows:

	Semester
	Hours
MKT 410 Consumer Behavior	4
MKT 413 Marketing Research Concepts and Practice	4
MKT 414 Global Strategic Marketing	4

# Master of Business Administration

*Master of Business Administration*

Director: David D. Van Fleet, Ph.D.  
Location: FAB N151  
(602) 543-6201

## Nature of program

The Master of Business Administration degree is designed for those who seek a broad, integrated program with an opportunity to prepare for leadership roles in business in the new century.

Skills emphasized are:

Technical - accounting, economics, finance, information technology, quantitative analysis, and research.

Managerial - leadership, change, communication, creativity, interpersonal, political and professional behavior.

Analytical - conceptualization, critical thinking, decision making, and problem solving.

All M.B.A. programs at ASU West are professionally accredited by the AACSB — the International Association for Management Education, the nation's leading accreditation agency for business schools. Rigorous entrance standards assure that all students are academically and professionally prepared for the demanding intellectual experience and the pace of each program. Our dynamic faculty members are Ph.D. qualified as well as nationally and internationally recognized for their teaching, research, and business credentials.

**The connectMBA.** Using our newest deliver option, this program connects students and faculty through face-to-face interaction every sixth weekend with the ease of access provided by the Internet. Students spend two full days on campus during the weekend component and then work at their own pace from anywhere in the world for the remain-

der of each course. The program is a lock-step, cohort program in which a fixed group of students take two courses at a time, moving through the program at the same pace. This enables the students to get to know one another very well as they progress through the program. They complete the program in less than two years.

**The Corporate MBA.** This program is offered to sponsoring corporations for their employees and is taught at the corporation's site. This enables experienced management professionals from the corporation to more openly share information and experiences in their analyses of problems and opportunities specific to that corporation. The program is a lock-step, cohort program in which a set group of students take one course at a time together moving through the program at the same pace. This enables the students to get to know one another very well as they progress through the program. They complete the program in just less than two years.

**The pmMBA.** This evening (p.m.) program is designed for professional managers (p. m.) who seek to expand their career opportunities and to move into leadership roles in organizations. Offered on-campus at night, it is flexible to accommodate the needs of working professionals and can be completed on a part-time basis in three years or on a full-time basis in two years. Students have the opportunity to interact with a wide variety of other students to hone their skills in coping with change. Students whose jobs and/or personal situations make it difficult to commit to a program that requires attendance every term find this delivery option particularly appealing.

**The Scottsdale MBA.** This program is offered to anyone, but is taught at locations in the Scottsdale Airpark area for the convenience of those living and working near there. Like The Corporate MBA, this program is a lock-step evening and weekend, cohort program in which a fixed group of students take one course at a time together, moving through the program at the same pace. This enables the students to get to know one another very well as they progress through the program. They also complete the program in approximately two years. Unlike The Corporate MBA, the experienced management professionals in this program come from a variety of organizations and, therefore, share a wider variety of experiences and reactions with one another as they analyze organization problems and opportunities.

### Career outlook

Graduates of the Master of Business Administration program are finding steady demand for their skills in a rapidly changing economy. The M.B.A. degree gives individuals an edge in our competitive global business environment.

ASU West graduates are working in leadership positions in many large multi-national corporations, local companies, and leading nonprofit organizations.

### Admission

Students who have strong academic backgrounds, good GMAT scores, and demonstrated leadership potential are model candidates for the M.B.A. program. Admission to the graduate program in business is open to:

1. holders of baccalaureate, or higher, degrees from institutions accredited by a Council on Postsecondary Accreditation institutional accrediting agency; and

2. those who show high promise of success as demonstrated by previous schooling, experience, and testing.

**Application.** A transcript of all undergraduate and graduate work and, where applicable, TOEFL scores must be received by the Graduate Studies office at ASU West before an application can be considered. Letters of recommendation, a resume, GMAT scores, and a personal statement must be sent to the M.B.A. Program Office.

The application, application fee, and transcripts should be sent to:

Graduate Studies  
Arizona State University West  
P.O. Box 37100  
Phoenix, AZ 85069-7100

The suggested application deadlines are June 1 for the fall semester and November 1 for the spring semester. International students should apply by May 1 for fall semester and October 1 for spring semester.

All other information for admission processing should be sent to:

M.B.A. Program Office (FAB N150)  
School of Management  
Arizona State University West  
P.O. Box 37100  
Phoenix, AZ 85069-7100

**GPA and GMAT.** Admission is partly based on grade-point average (GPA) and Graduate Management Admission Test (GMAT) scores. The GMAT must be completed within five years of the date that the application is reviewed. Applications for this test may be obtained by writing or calling:

Graduate Management Admission Test (GMAT)  
Educational Testing Service  
Princeton, NJ 08541-6108  
(609) 771-7330  
[www.gmat.org](http://www.gmat.org)

**International students.** Students whose native language is not English and who have not completed a degree in a country whose native language is English are required to submit Test of English as a Foreign Language (TOEFL) scores prior to admission. For further information on the TOEFL contact: Educational Testing Service, Box CN6108, Princeton, New Jersey 08541-6108; phone (609) 771-7330.

**Admission process.** Each application for admission is reviewed and the grade point average, GMAT score, managerial experience, other work experience, letters of recommendation, personal statement, and the application itself are weighed in the decision to admit a student. All applicants are notified of their status as soon as possible after the deadline.

### Program requirements

**Prerequisites.** Although there are no prerequisites to the School of Management M.B.A. program, students are expected to have strong mathematical skills, computer literacy, and good communication skills. Strong mathematical skills imply knowledge of basic calculus and some statistics. Computer literacy implies working knowledge of spreadsheet programs, word processing, e-mail, the Internet, and simple Windows commands. Most of the computer work in the M.B.A. program utilizes personal computers. Good communication skills imply the ability to write clearly and to prepare and deliver professional presentations. Students who are uncertain about the sufficiency of their knowledge level in any of these areas should meet with an M.B.A. program advisor.

**Comprehensive examinations.** All students must successfully complete the comprehensive requirement established by Graduate Studies for the M.B.A. degree. The comprehensive exam is integrated with MGT 589 Strategic Management. Students passing this course with a grade of “A” or “B” satisfy the comprehensive exam requirement.

**Course requirements.** The M.B.A. program of study includes courses designed to provide a foundation in business knowledge and skills. Many of these courses are prerequisites for classes to be taken in subsequent semesters.

Courses which build upon the business core outlined below are designed to focus on the further development of communication, decision-making, and problem-solving skills required of effective business leaders. Students also take 12 hours of electives, which are selected in consultation with the M.B.A. advisor.

The courses which comprise the M.B.A. program are as follows:

			Semester Hours
ACC	502	Corporate Financial Reporting	3
ACC	503	Managerial Accounting and Cost Control	3
CIS	502	Information Systems Concepts in Practice	3
ECN	502	Business Economics	3
FIN	502	Financial Decision Analysis	3
LES	579	Legal and Ethical Studies	3
MGT	502	Managing People and Organizations	3
MGT	589	Global Strategic Management	3
MKT	502	Strategic Marketing	3
OPM	502	Management of Operations Technology	3
QBA	502	Managerial Decision Making	3
Electives	(4 courses)		12
<b>Total</b>			<b>45</b>

**Waiver/transfer policy.** A core course (numbered 502) may be waived on the basis of a transcript evaluation if the student has completed an undergraduate major or minor (at least 18 semester credit hours) in the functional area within the last five years with a grade of “B” or better at an AACSB accredited institution. Students would then take advanced courses in the subject area to maintain the total of 45 credit hours. In addition, nine hours of graduate credit may be transferred from another AACSB accredited program. Every student must complete a minimum of 45 credits, 36 of which must be completed in the School of Management.

# SCHOOL OF MANAGEMENT COURSE DESCRIPTIONS

## Accountancy

### ACC 230 Uses of Accounting Information I (3)

*fall only*

Introduction to the uses of accounting information focusing on the evolution of the business cycle and how accounting information is used for internal and external purposes. Prerequisite: sophomore standing.

### ACC 240 Uses of Accounting Information II (3)

*spring only*

Introduction to the uses of accounting information focusing on the evolution of the business cycle and how accounting information is used for internal and external purposes. Prerequisites: ACC 230; sophomore standing.

### ACC 250 Introductory Accounting Lab (1)

*spring only*

Procedural details of accounting for the accumulation of information and generation of reports for internal and external users. Lab. Prerequisites: ACC 230; sophomore standing.

### ACC 326 External Financial Reporting I (3)

*fall and spring only*

Theory, U.S. standards, and practice applicable to financial statements, revenue recognition, and assets. Prerequisite: ACC 212 or 250 or equivalent.

### ACC 327 External Financial Reporting II (3)

*fall and spring only*

Theory, U.S. standards, and practice applicable to equities, cash flow statement, earnings per share, leases, pensions, and other essential topics. Prerequisite: ACC 326.

### ACC 336 Cost Management and Control (3)

*fall and spring only*

Concepts and principles for product costing, planning and control, and internal decision making. Prerequisite: previous course work in managerial accounting or permission of director.

### ACC 346 Information Systems Management (3)

*fall and spring only*

Information requirements and transaction processing for integrated accounting systems emphasizing database systems analysis and design, controls, and computer processing. Prerequisite: previous course work in information systems or permission of director.

### ACC 356 Income Tax Accounting (3)

*fall and spring only*

Public policy concepts and rules of federal income tax for all taxpayers. Individual tax returns and use of tax software. Prerequisite: previous course work in financial accounting or permission of director.

### ACC 361 Accounting Technology (3)

*fall and spring only*

Use and understanding of a computerized accounting package and other software for accounting applications. Prerequisite: ACC 326, 336, 346.

### ACC 410 Contemporary Financial Reporting (3)

*fall and spring only*

Topics covered are financial statements, roles and effects of accounting information in society, policy setting, managers' choice of accounting techniques. Cannot be used for major credit in Accountancy. Prerequisite: FIN 301.

### ACC 426 External Financial Reporting: International and Consolidation Topics (3)

*fall and spring only*

International accounting standards and theory, U.S. standards, and practice applicable to consolidated financial statements and foreign currency transactions and translation. Prerequisite: ACC 327.

### ACC 436 Advanced Topics in Cost Management (3)

*not regularly offered*

Issues in contemporary manufacturing environments. Topics include cost estimation, activity-based management, just-in-time inventories, budgeting, and variances. Prerequisite: ACC 336.

### ACC 446 Advanced Topics in Information Systems (3)

*fall and spring only*

Use of contemporary technology in modern organizations. Topics include analysis and design, advanced database design, and electronic commerce. Prerequisite: ACC 346.

### ACC 456 Advanced Taxation (3)

*spring only*

Advanced problems in business and fiduciary income tax. Formation, operation, and liquidation of corporation and partnerships. Use of research software. Prerequisite: ACC 356.

Key to General Studies

Credit Abbreviations

L Literacy and critical inquiry core courses

MA Mathematics core courses

CS Computer/statistics/quantitative applications core courses

HU Humanities and fine arts core courses

SB Social and behavioral sciences core courses

SG Natural sciences-general core courses

SQ Natural sciences-quantitative core courses

C Cultural diversity in the United States courses

G Global awareness courses

H Historical awareness courses

, and

/ or

**ACC 476 External Auditing (3)***fall and spring only*

Theory and standards underlying the attestation process. Topics include evidence gathering, analysis, and reporting. Also, development of professional judgment skills. Prerequisites: ACC 327, 346.

**ACC 477 Internal Auditing (3)***spring only*

Contemporary issues and practices of internal auditing. Standards and process of management/operation audits. Prerequisite: ACC 346.

**ACC 478 Governmental and Not-for-Profit Accounting (3)***fall and spring only*

Accounting and reporting systems for governmental entities, health-care organizations, colleges and universities, and other nonprofit organizations. Prerequisite: ACC 326.

**ACC 484 Accounting Internship (3)***fall, spring, summer*

Undergraduate and postbaccalaureate students are eligible to apply for internship positions designed to provide experience in the areas of accounting, tax, and internal and external auditing. Placements are made in organizations throughout the metropolitan Phoenix area. Prerequisites: vary depending on the nature of the internship.

**ACC 502 Corporate Financial Reporting (3)***fall and spring only*

Contemporary financial accounting and reporting systems with emphasis on the interpretation and evaluation of a company's external financial reports.

**ACC 503 Managerial Accounting and Cost Control (3)***fall and spring only*

Managerial accounting concepts and procedures for internal reporting applied to the decision making activities of the professional managers. Prerequisite: ACC 502.

**ACC 591 Seminar (3)***fall and spring only*

Selected accounting topics such as:

- Tax for Managers
- Financial Statement Analysis
- Entrepreneurship

**Business Administration****BUS 591 Seminar (3)***not regularly offered*

Selected business topics such as:

- Cross-cultural Negotiation
- International Business

**Computer Information Systems****CIS 502 Information Systems Concepts in Practice (3)***fall, spring, summer*

Organizational, strategic, and technical issues of the management of information. Evaluation, design, and use information systems as competitive advantage.

**CIS 591 Seminar (3)***not regularly offered*

Selected computer information systems topics such as:

- System Design and Analysis
- Decision Support Systems
- Data-base Management
- E-commerce

**Economics****ECN 111 Macroeconomic Principles (3)***fall only*

Basic macroeconomic analysis. Economic institutions and factors determining income levels, price levels, and employment levels. General studies: SB.

**ECN 112 Microeconomic Principles (3)***spring only*

Basic microeconomic analysis. Theory of exchange and production, including the theory of the firm. General studies: SB.

**ECN 494 Special Topics (3)***not regularly offered*

Current topics of interest in economics, i.e., managerial economics, microeconomic policy issues, etc.

Prerequisite: instructor approval.

**ECN 502 Business Economics (3)***fall, spring, summer*

Impact of the economic environment on business.

Tools and techniques of economic analysis used in marketing, finance, and strategy.

**ECN 591 Seminar (3)***fall, spring, summer*

Selected economics topics such as:

- International Economics
- Doing Business in the Pacific Rim
- The Border and Beyond: The Impact of NAFTA

## Finance

### FIN 301 Fundamentals of Finance (3)

*fall, spring, summer*

Introduction to the basic concepts, principles and tools of financial management. Prerequisites: Managerial Accounting; ECN 112; GLB 300; QBA 221.

### FIN 410 Investments (3)

*fall and spring only*

Strategies and mechanics of investing in stocks, bonds, and derivatives. Topics include investment selection, portfolio management, financial markets and institutions. Prerequisite: FIN 301.

### FIN 411 International Finance (3)

*fall and spring only*

Explores the environmental challenges facing financial managers in global financial markets and develops tools and techniques to meet such challenges. Prerequisites: FIN 301; GLB 301.

### FIN 412 Financial Management (3)

*fall and spring only*

In-depth extension of core finance course. Typical topics include financial planning/control, risk and valuation, capital budgeting. Prerequisites: FIN 301 and completion or concurrent enrollment in ACC 326.

### FIN 502 Financial Decision Analysis (3)

*fall, spring, summer*

This course develops analytical techniques and financial theories used to make optimal decisions in a corporate setting. Prerequisites: ACC 502; ECN 502; QBA 502.

### FIN 591 Seminar (3)

*not regularly offered*

Selected finance topics such as:

- Personal Investing
- International Finance
- Financial Forecasting
- Investments

## Global Business

### GLB 300 Gateway to Global Business (3)

*fall and spring only*

An overview of the domain of management, themes of the degree program, and the responsibilities of professional program business students. Prerequisite: ENG 101 (or 105). General studies: L.

### GLB 301 Business in the Global Environment (4)

*fall and spring only*

Discussion of multinational corporate strategy, structure, and operations and the social and economic factors affecting global business. Prerequisite: completion or concurrent enrollment in GLB 300. General studies: G.

### GLB 302 Culture and Change Management (4)

*fall and spring only*

Develops an understanding of culture (individual, organizational, national, subcultural, transnational and global) and change and interaction applied to management decisions. Prerequisites: GLB 300; MKT 301; MGT 301.

### GLB 303 Relationship Management (3)

*fall and spring only*

Overviews types of relationships found in organizations, then trains students in the interpersonal skills necessary to manage those relationships effectively. Prerequisites: GLB 300; MGT 301.

### GLB 401 Global Business Integration (4)

*fall and spring only*

Provides an integrative framework for global corporate strategic analysis and opportunities for integrated decision making in actual and simulated businesses.

Prerequisites: all 300 level business core courses; GLB 302 and 303 may be taken concurrently. Prerequisite: one semester of First Year Composition. General studies: L.

### GLB 411 Global Competitiveness (4)

*fall and spring only*

Discusses factors contributing to international competitive success of nation-states, national industries, and specific firms. Includes detailed analysis of actual firms. Prerequisite: GLB 301.

Key to General Studies

Credit Abbreviations

L Literacy and critical inquiry core courses

MA Mathematics core courses

CS Computer/statistics/quantitative applications core courses

HU Humanities and fine arts core courses

SB Social and behavioral sciences core courses

SG Natural sciences-general core courses

SQ Natural sciences-quantitative core courses

C Cultural diversity in the United States courses

G Global awareness courses

H Historical awareness courses

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## Human Resources Management

### HRM 410 Domestic and Global Human Resources Management (4)

*fall and spring only*

Understanding how human resources management contributes to individual and organizational effectiveness. Includes a research project.

### HRM 411 Reward Systems and Compensation (4)

*fall and spring only*

Understanding performance management including organizational strategies and objectives, reward systems, performance measurement, appraisal, counseling, promotion process. Industry-based project required. Prerequisite: MGT 301, HRM 410.

### HRM 412 Staffing and Development (4)

*fall and spring only*

An examination of recruiting, selection, training, orientation, and career development issues. Prerequisite: MGT 301, HRM 410.

## Information Systems Management

### ISM 301 Information Systems Management (3)

*fall and spring only*

The study of how organizations gather and provide business information to facilitate effective managerial decision making. Prerequisite: completion or concurrent enrollment in GLB 300.

### ISM 410 Client/Server Systems (4)

*fall and spring only*

Concepts and skills for developing client application software, emphasizing programming concepts, logic constructs, and user interface design issues. Prerequisite: ACC 346.

### ISM 411 Distributed Client Development/Deployment (4)

*fall and spring only*

Developing distributed client applications, including an emphasis on distributed design, security, workflow, and transaction definition. Prerequisite: ISM 410.

### ISM 412 Managing the Information System Resource (4)

*fall and spring only*

Theory and practice of managing the organization's information system resources. Students complete a project as part of a multi-disciplinary team. Prerequisite: ISM 411.

## Legal and Ethical Studies

### LES 306 Business Law (3)

*spring only*

Legal and ethical aspects of contracts, sales, commercial paper, secured transactions, documents of title, letters of credit, and bank deposits and collections.

### LES 579 Legal and Ethical Studies (3)

*fall, spring, summer*

Managerial decision making within the bounds of ethics, social responsibility, and legal and regulatory constraints. Course has strong international focus. Prerequisites: ECN 502; MGT 502; MKT 502, QBA 502.

## Management

### MGT 301 Principles of Management (3)

*fall and spring only*

Introduces the theoretical and practical foundations of organizations with a focus on individuals, groups, and organizational systems. Prerequisites: completion or concurrent enrollment in GLB 300; one course in Psychology (social and behavioral); one course in Sociology.

### MGT 494 Special Topics (3)

*fall and spring only*

Chosen from topics in human resources, strategic management, and international management, including seminars in international management in Asia or Europe, etc.

### MGT 502 Managing People and Organizations (3)

*fall, spring, summer*

Understanding human side of organizations through management theories and applications. Developing knowledge and skills for successful management of self and others.

### MGT 589 Global Strategic Management (3)

*fall and spring only*

The interaction among the strategic forces within a corporation with the competitive forces in the global environment from the perspective of the CEO. Prerequisites: ACC 503; FIN 502; LES 579; MGT 502; MKT 502; completion of at least 30 hours of program of study credits.

### MGT 591 Seminar (3)

*fall, spring, summer*

Selected management topics such as:

- Leadership
- Crisis Management
- Negotiations and Conflict Management

### MGT 598 Special Topics (3)

*fall and spring only*

Graduate special topics chosen from human resources, strategic management, and international management, including special topics in international management in Asia or Europe.

# Marketing

## MKT 301 Fundamentals of Marketing (3)

*fall and spring only*

Examines the role and process of marketing within the society, economy, and business organization.

Prerequisites: ECN 112; completion or concurrent enrollment in GLB 300.

## MKT 410 Consumer Behavior (4)

*fall and spring only*

Application of social, cultural, and behavioral concepts for analyzing consumer behavior with implications for marketing strategy and marketing communication strategy. Prerequisite: MKT 301.

## MKT 413 Marketing Research Concepts and Practice (4)

*fall and spring only*

Research techniques for collecting, analyzing, and interpreting marketing information. Includes design and completion of a client-sponsored, industry-based research project. Prerequisites: MKT 301; QBA 221.

## MKT 414 Global Strategic Marketing (4)

*fall and spring only*

Examines marketing and marketing communication strategy development, and evaluation in the context of global markets and organizational objectives.

Prerequisites: GLB 301; MKT 301.

## MKT 502 Strategic Marketing (3)

*fall, spring, summer*

Marketing concepts and philosophy and their importance to strategic decision making, general management, and organizational success; market and environmental analyses.

## MKT 591 Seminar (3)

*fall, spring, summer*

Selected marketing topics such as:

- a) International Marketing
- b) Marketing Research
- c) Marketing Strategy

# Operations and Production Management

## OPM 301 Operations Management (3)

*fall and spring only*

Introduction to the management of service and manufacturing conversion processes with emphases on quality management and computer applications.

Prerequisites: Managerial Accounting; ECN 112; GLB 300; QBA 221.

## OPM 502 Management of Operations Technology (3)

*fall, spring, summer*

Design, control, and improvement of operations technology. Concepts and modeling tools required for strategic decisions in manufacturing and service operations. Prerequisites: QBA 502.

## OPM 591 Seminar (3)

*fall, spring, summer*

Selected operations and production management topics such as:

- a) Total Quality Management
- b) Supply Chain Management

# Quantitative Business Analysis

## QBA 221 Statistical Analysis (3)

*not regularly offered*

Methods of statistical description. Application of probability theory and statistical inference in business.

Prerequisite: MAT 119. General studies: CS.

## QBA 502 Managerial Decision Making (3)

*fall, spring, summer*

Fundamentals of qualitative and quantitative analysis to aid management decision making in a competitive and uncertain environment. Prerequisites: MAT 210 or equivalent; general computer proficiency in Microsoft Excel.

## QBA 591 Seminar (3)

*fall, spring, summer*

Selected quantitative business analysis topics such as:

- a) Advanced Decision Analysis
- b) Statistical Control

**Omnibus courses:** See pages 55-57 for omnibus courses that may be offered.

Key to General Studies

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L Literacy and critical inquiry core courses

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