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Course Descriptions*

Interim Dean:

Leanne Atwater, PhD

Location:

FAB N101
(602) 543-6200

School website:

www.west.asu.edu/som/

Professors:

Anders, Atwater, Bellizzi,
Forster, Nahavandi,
Silberman, Van Fleet,
Vickrey, Waldman

Associate Professors:

Anderson, Balthazard,
Brett, Carey, Davidson,
Duncan, Gopalakrishnan,
Greenhut, Lowe, Meznar,
Mizzi, Noronha, Prosch,
Sen, Swenson

Assistant Professors:

Bristol, Foster, McCabe,
Mesquita, Mohan, Samuels

Visiting Assistant Professors:

Hull, Peterson, Stanley

Senior Lecturer:

Muller

Lecturers:

Anders, Dallmus, Finger,
Goldman, Hayden, Macfie,
Olander, Singh, Thording

School of Global Management and Leadership



Purpose

The School of Global Management and Leadership provides a technology-rich learning environment with an outstanding, research-intensive faculty devoted to delivering a state-of-the-art curriculum. The School focuses on preparing leaders who understand what it means to successfully work in a global environment, whether in Arizona or elsewhere in the world. The School's name emphasizes its leadership and global themes, which are embedded throughout the curriculum. The School's programs are accredited by the Association to Advance Collegiate Schools of Business (AACSB), a distinction achieved by fewer than 350 schools around the world.

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 evening classes that permit working professionals to complete an undergraduate or graduate program.

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 Global Management and Leadership offers these programs:

BS Accountancy

BS Global Business

Includes concentrations in:

Financial Management

Information Systems Management

International Studies

Leadership and Management

Marketing

Master of Business Administration (MBA)

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.

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 Global Management and Leadership, 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 Global Management and Leadership 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's West campus 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 accounting core with a grade of "B" (3.00) or higher for Accounting majors and a grade of "C" (2.00) or higher for Global Business majors:
 - 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. ACC 250 Introductory Accounting Lab, required for Accountancy majors only who have completed the ACC 230 and 240 sequence

4. completed the following courses with a grade of "C" (2.00) or better and a minimum GPA of 2.50:

- a. CSE 180 Introduction to Computers (CS)
- b. ECN 111 Macroeconomics (SB)
- c. ECN 112 Microeconomics (SB)
- d. ENG 101, 102 First-Year Composition
- e. MAT 119 Finite Mathematics (MA)
- f. MAT 210 Brief Calculus (MA)
- g. QBA 221 Statistical Analysis (CS); and

5. 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's Undergraduate Program Advising Office at (602) 543-6200 for additional 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.

Nondegree/nonbusiness students. Nondegree and nonbusiness students are 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 and nonbusiness 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's Tempe campus 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 Global Management and Leadership without loss of credit. The Arizona Associate in Business (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 Global Management and Leadership to assist in planning their program.

Degree requirements

Students seeking a Bachelor of Science degree in the School of Global Management and Leadership 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 BS degree program 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 Global Management and Leadership, 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 the West campus; and
3. earned a grade of "C" (2.00) or better in all upper division business courses required for the major or concentration.

Pass/fail. School of Global Management and Leadership undergraduate students may not include among the semester hours required for graduation any courses taken at this university on a pass/fail basis. This policy excludes some courses such as internship which may be offered only for pass/fail credit.

Academic standards

The following are minimum academic standards applicable to all degree and certificate programs offered by the School of Global Management and Leadership. Some programs may have more specific or stringent requirements.

Probation. Students are placed on probation when their GPA for all courses taken at ASU drops below a 2.00 minimum.

Disqualification. Probationary students have at most the next two consecutive semesters to raise their ASU GPA to the minimum 2.00 or higher. In the first semester of probation the student must receive a grade of “C” (2.00) or above in all courses and have a GPA of at least 2.50 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 2.00, 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 2.00 after the two semesters.

Reinstatement. The School of Global Management and Leadership 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 Global Management and Leadership students are expected to adhere to the *ASU Academic Integrity Policy*. A copy of the policy may be obtained from the School’s Advising Office.

Accountancy

Chair, Department of Accounting and Information
Systems Management: William Duncan, PhD
Location: FAB S190
(602) 543-6275

There are three accounting programs available at the West campus. 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 BS 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 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 (1) meet the School of Global Management and Leadership admission requirements and (2) have received a grade of "B" (3.00) or better in the Introductory Accounting course sequence.

Major requirements

Upper division business core

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
<i>Select one course from the following list:</i>		3-4
MGT 301	Principles of Management (3)	
GLB 303	Relationship Management (3)	
MGT 412	Managing Human Resources (4)	
Total upper division business core		19-20

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	3
Total accounting core		15

Career focus

<i>Select two courses as specified below:</i>		6-9
ACC 426	Advanced Reporting: Consolidation, International, and Not-for-Profit Topics (3)	
ACC 436	Advanced Topics in Cost Management (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:</i>		0-3
FIN 410	Investments (3)	
FIN 411	International Finance (3)	
FIN 412	Financial Management (3)	
LES 306	Business Law (3)	
Total career focus		9

General Studies requirements

ENG 301	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
<i>Select one course from the General Studies curriculum:</i>		
Course to be approved by a business advisor, having subject matter in political science, government, or business and society.		3
Specified General Studies		15

Total Major Requirements 58-59

Academic good standing. Accountancy majors must receive grades of “C” (2.00) or better in the required upper division accounting courses to be in good standing. If an Accountancy major receives a grade below “C” (2.00) 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” (2.00) 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 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 to upgrade 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 with a minimum GPA of 2.50 from an accredited college or university;
2. be admitted to ASU's West campus as a non-degree graduate student; and

3. have completed Financial and Managerial Accounting (6 hours) with a grade of "B" (3.00) or better and the prerequisite Business core with a minimum GPA of 2.50 and a grade of "C" (2.00) or better in each course:

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

Program requirements

	Semester Hours
Accounting core	
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
Career focus	
<i>Select two courses from the following list:</i>	6
ACC 426 Advanced Reporting: Consolidation, International, and Not-for-Profit Topics (3)	
ACC 436 Advanced Topics in Cost Management (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)	
Business electives	
<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>)	
GLB 303 Relationship Management (3)	
MGT 301 Principles of Management (3)	
MGT 412 Managing Human Resources (4)	
Total	30

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 West campus. Candidates must achieve a grade of “C” (2.00) or better in each course presented for the Postbaccalaureate Certificate.

Academic good standing. Postbaccalaureate Certificate students must receive grades of “C” (2.00) or better in the required upper division accounting courses to be in good standing. If a Postbaccalaureate Certificate student receives a grade below “C” (2.00) 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” (2.00) 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

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 took 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 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” (2.00) and be earned at regionally accredited universities or colleges. At least 18 semester hours must be taken in residence at West campus.

Academic good standing. Postbaccalaureate Certificate students must complete all courses used to fulfill the certificate requirements with a grade of “C” (2.00) or better.

Global Business

Bachelor of Science in Business, Major in Global Business

Director, Undergraduate Global Business Programs:
Marilyn Prosch, PhD
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. The program emphasizes the analysis of business environments, and related business practices and issues. In addition, the Global Business program serves as an excellent foundation for graduate study in business and for the study of law.

Major requirements

		Semester Hours
Upper division business core.		
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 Diversity Management	3
GLB	303 Relationship Management	3
GLB	401 Global Business Integration (L)	4
—	— Business Elective	<u>4</u>
Total core		33
Focused liberal studies.		
<i>Select 15 upper division semester hours from the following areas:</i>		
Ethics (Choose one)		3
PHI	306 Applied Ethics (HU)	
PHI	360 Business and Professional Ethics (HU)	
Creativity (Choose one)		3
COM	422 Argumentation, Critical Reasoning, and Public Communication (L)	
IAP	331 Performance, Acting, and the Individual	
IAP	335 Vocalization and Movement	
IAP	352 Seeing and Drawing	
IAP	442 Movement and Music	
Writing (Choose one)		3
ENG	301 Writing for the Professions (L)	
ENG	311 Persuasive Writing (L)	
ENG	323 Rhetoric and Grammar (L)	

Global/Regional/American studies (<i>Choose two</i>)		6
AMS	311 American Systems (H)	
AMS	321 American Cultures (SB, H)	
AMS	330 Introduction to American Lives (HU)	
ASB	340 Migration and Culture (SB, G) <i>or</i> SOC 328 Migration (SB, G)	
ASB	440 Women in the Global Factory (SB, G)	
HIS	356 World History Since 1500 (G, H)	
HIS	394 Japan	
HIS	423 Mexico (SB, H)	
LSC	330 Pollution vs. Protection: Counting the Cost (G)	
POL	350 Comparative Politics (SB, G)	
POL	360 World Politics Theory (SB, G)	
POL	361 American Foreign Policy (SB)	
POL	394 ST: Central American Studies	
POL	394 ST: Mexican Border Cities: Action Research on Globalization	
POL	430 Race and Politics in the Americas (SB, C)	
POL	435 Women, Power, Politics (SB, C)	
POL	453 Latin American Cities (SB, G)	
POL	454 Mexico: Politics, Economy, Cultures (SB, G)	
POL	460 Politics of Globalization (SB, G) <i>or</i> SOC 457 Social Movements/ Social Change (SB, G)	
POL	486 Global Political Economy (SB, G)	
SBS	450 Topics in Local/Global (SB, G)	
SOC	352 Social Change (SB, G, H)	
SOC	364 Popular Culture (SB)	
SPA	394 ST: Spanish for Business	
WST	487 Gender and International Development (SB, G)	
Total focused liberal studies		15

Concentrations. Each student's degree program will include one of the following areas of concentration: Financial Management, Information Systems Management, International Studies, Leadership and Management 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 finance. Students will get an in-depth look at both the quantitative and qualitative aspects of the analytical tools needed to make financial decisions. Emphasis will be on both domestic and global capital market institutions and securities.

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

	Semester Hours
ACC 410 Contemporary Financial Reporting	3
FIN 410 Investments	3
FIN 411 International Finance	3
FIN 412 Financial Management	3

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 extend the 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

Leadership and Management Concentration

The Leadership and Management Concentration provides students with a broad introduction to principles and practices relevant in today's complex business world. Emphasis is placed on leadership applications and development, and management of human resources in a domestic and global business environment. This concentration is designed for those students who seek a challenging and rewarding management position.

	Semester Hours
MGT 411 Leading Organizations	4
MGT 412 Managing Human Resources	4
MGT 494 Special Topics in Leadership and Management	4

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, retail, sales, 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: Mohan Gopalakrishnan, PhD

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.

The MBA program is professionally accredited by the AACSB International—The Association to Advance Collegiate Schools of Business, 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 PhD qualified as well as nationally and internationally recognized for their teaching, research, and business credentials.

The MBA program is designed for individuals who seek to expand their career opportunities and to move into leadership roles in organizations. The program has an innovative management training component called Leadership in Residency. This hands-on component includes projects with community-based partnerships, global awareness activities, 360 degree feedback assessment, and other skill developing activities.

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.

Career outlook

Graduates of the Master of Business Administration program are finding steady demand for their skills in a rapidly changing economy. The MBA degree gives individuals an edge in our competitive global business environment. Our graduates are working in leadership positions in many large multinational 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 MBA 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 before an application can be considered. Letters of recommendation, a resume, GMAT scores, and a personal statement must be sent to the MBA Program Office.

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

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

The priority application deadlines are April 15 for the summer session, June 15 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:

MBA Program Office (FAB N150)
School of Global Management
and Leadership
Arizona State University at the West campus
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
P.O. Box 6103
Princeton, NJ 08541-6103
(609) 771-7330
www.mba.com

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 MBA 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 MBA 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 MBA staff person.

Comprehensive examinations. All students must successfully complete the comprehensive requirement established by Graduate Studies for the MBA degree. The comprehensive exam is integrated with MGT 593 Applied Project. Students passing this course with a grade of “B” (3.00) or higher satisfy the comprehensive exam requirement.

Course requirements. The MBA 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.

The courses which comprise the MBA 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
MGT 593 Applied Project	3
MKT 502 Strategic Marketing	3
MKT 593 Applied Project	3
OPM 502 Management of Operations Technology	3
QBA 502 Managerial Decision Making	3
Focused Courses	9
Total	48

Waiver/transfer policy. Selected core courses (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” (3.00) or higher at an AACSB

International accredited institution. Students would then take advanced courses in the subject area to maintain the total of 48 credit hours. In addition, nine hours of graduate credit may be transferred from another AACSB International accredited program. Every student must complete a minimum of 48 credits, 39 of which must be completed in the School of Global Management and Leadership.

Research activity

Given the wide array of disciplines housed in the School of Global Management and Leadership, faculty members investigate a wide range of issues and challenges surrounding finance, accounting, marketing, information systems, leadership and management in organizations. Examples include consumer behavior in budget allocation decisions, pricing financial instruments, the impact of directors’ equity ownership on corporate governance, teenage consumer behavior patterns, the nature of effective CEO leadership, inter-firm collaboration and its effects on costs, the effects of multi-source feedback, supply chain management, and the economic impact of casino gambling. The faculty has published in a wide array of specialized areas including risk management, information security, internal controls, cost measurement and allocation, auditing, tax compliance and policy. All contribute to the management field and the advancement of business theory and practice.

Accountancy

ACC 230 Uses of Accounting Information I (3)

fall, spring

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)

fall, spring

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: a grade of "C" (2.00) or better in ACC 230; sophomore standing.

ACC 250 Introductory Accounting Lab (1)

fall, spring

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, spring

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

ACC 327 External Financial Reporting II (3)

fall, spring

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, spring

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, spring, summer

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, spring

Public policy concepts and rules of federal income tax for all taxpayers. Individual tax returns and use of tax software. Prerequisite: ACC 326.

ACC 361 Accounting Technology (3)

fall, spring

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, spring

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 Advanced Reporting: Consolidation, International, and Not-for-Profit Topics (3)

fall, spring

Consolidated financial statements, not-for-profit accounting, and international accounting standards and topics including foreign currency transactions and translation. Prerequisite: ACC 326.

ACC 436 Advanced Topics in Cost Management (3)

selected semesters

Issues in contemporary manufacturing environments. Topics include cost estimation, activity-based management, just-in-time inventories, budgeting, and variances. Prerequisite: ACC 326, 336.

ACC 456 Advanced Taxation (3)

spring

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

ACC 476 External Auditing (3)

fall, spring

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

Contemporary issues and practices of internal auditing. Standards and process of management/operation audits. Prerequisite: ACC 326, 346.

ACC 478 Governmental and Not-for-Profit Accounting (3)

selected semesters

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, spring, selected summers

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, spring, selected summers

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)

selected semesters

Business Administration

BUS 591 Seminar (3)

selected semesters

Computer Information Systems

CIS 200 Computer Applications and Technology (3)

Introduction to business information systems and the use of business application software. Prerequisite: MAT 117 or higher. General studies: CS.

CIS 502 Information Systems Concepts in Practice (3)

fall, spring, selected summers

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

CIS 591 Seminar (3)

selected semesters

Economics

ECN 111 Macroeconomic Principles (3)

fall, spring

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

ECN 112 Microeconomic Principles (3)

fall, spring

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

ECN 494 Special Topics (3)

selected semesters

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

Prerequisite: instructor approval.

ECN 502 Business Economics (3)

fall, spring, selected summers

Impact of the economic environment on business.

Tools and techniques of economic analysis used in marketing, finance, and strategy. Prerequisite: QBA 502 recommended.

ECN 591 Seminar (3)

selected semesters

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; QBA 221.

FIN 410 Investments (3)

fall, spring

Strategies and mechanics of investing in stocks, bonds, and derivatives. Topics include investment selection, portfolio management, financial markets and institutions. Prerequisite: FIN 301 with a grade of "C" (2.00) or higher.

FIN 411 International Finance (3)

fall, spring

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.

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

FIN 412 Financial Management (3)*fall, spring*

In-depth extension of core finance course. Typical topics include financial planning/control, risk and valuation, capital budgeting. Prerequisites: FIN 301. Pre or Corequisite: ACC 326 or 410 with a grade of "C" (2.00) or higher.

FIN 502 Financial Decision Analysis (3)*fall, spring, selected summers*

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)*selected semesters***Global Business****GLB 301 Business in the Global Environment (4)***fall, spring*

Discussion of multinational corporate strategy, structure, and operations and the social and economic factors affecting global business. General studies: G.

GLB 302 Culture and Diversity Management (3)*fall, spring*

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

GLB 303 Relationship Management (3)*fall, spring*

Overviews types of relationships found in organizations, then trains students in the interpersonal skills necessary to manage those relationships effectively.

GLB 401 Global Business Integration (4)*fall, spring*

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; ENG 101 (or 105). General studies: L.

GLB 411 Global Competitiveness (4)*fall, spring*

Discusses factors contributing to international competitive success of nation-states, national industries, and specific firms. Includes detailed analysis of actual firms. Prerequisite: GLB 301 with a grade of "C" (2.00) or higher.

Human Resources Management**HRM 411 Reward Systems and Compensation (4)***fall, spring*

Understanding performance management including organizational strategies and objectives, reward systems, performance measurement, appraisal, counseling, promotion process. Industry-based project required. Prerequisite: MGT 301 with a grade of "C" (2.00) or higher.

HRM 412 Staffing and Development (4)*fall, spring*

An examination of recruiting, selection, training, orientation, and career development issues. Prerequisite: MGT 301 with a grade of "C" (2.00) or higher.

Information Systems Management**ISM 410 Client/Server Systems (4)***fall, spring*

Concepts and skills for developing client application software, emphasizing programming concepts, logic constructs, and user interface design issues. Prerequisite: ACC 346 with a grade of "C" (2.00) or higher.

ISM 411 Distributed Client Development/Deployment (4)*fall, spring*

Developing distributed client applications, including an emphasis on distributed design, security, workflow, and transaction definition. Prerequisite: ISM 410 with a grade of "C" (2.00) or higher.

ISM 412 Managing the Information System Resource (4)*fall, spring*

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 with a grade of "C" (2.00) or higher.

Legal and Ethical Studies

LES 306 Business Law (3)

spring

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, selected summers

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, spring

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

MGT 411 Leading Organizations (4)

fall, spring, summer

A comprehensive overview of leadership in organizations. Provides students with understanding of leadership research and its applications to global organizations and the development of leaders.

MGT 412 Managing Human Resources (4)

fall, spring, summer

An overview of domestic and global human resources management topics pertinent to managers and first-line supervisors, as well as those with interest in human resources management. Prerequisite: MGT 301.

MGT 494 Special Topics (3)

fall, spring

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, selected summers

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, spring, selected summers

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. Corequisites: MGT 593.

MGT 591 Seminar (3)

selected semesters

MGT 593 Applied Project (3)

selected semesters

Corequisites: MGT 589.

Marketing

MKT 301 Fundamentals of Marketing (3)

fall, spring, summer

Examines the role and process of marketing within the society, economy, and business organization. Prerequisite: ECN 112.

MKT 410 Consumer Behavior (4)

fall, spring

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, spring

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, spring

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, selected summers

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

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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

MKT 591 Seminar (3)
selected semesters

MKT 593 Applied Project (3)
selected semesters
Prerequisites: MKT 502.

Operations and Production Management

OPM 301 Operations Management (3)
fall, spring

Introduction to the management of service and manufacturing conversion processes with emphases on quality management and computer applications. Prerequisites: Managerial Accounting; ECN 112; QBA 221.

OPM 502 Management of Operations Technology (3)
fall, spring, selected 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)
selected semesters

Quantitative Business Analysis

QBA 221 Statistical Analysis (3)
fall, spring

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, selected summers

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)
selected semesters

Omnibus courses: See [page 55](#) for omnibus courses that may be offered.