

---

# W. P. Carey School of Business

[wpcarey.asu.edu](http://wpcarey.asu.edu)

Robert E. Mittelstaedt Jr., MBA, Dean

---

Accountancy, School of . . . . .	297
Economics, Department of . . . . .	298
Finance, Department of . . . . .	301
Health Management and Policy, School of. . . . .	302
Information Systems, Department of . . . . .	303
International Business Studies. . . . .	304
Management, Department of . . . . .	306
Marketing, Department of . . . . .	309
Supply Chain Management, Department of . . . . .	311

---

## PURPOSE

The mission of the W. P. Carey School of Business reflects a commitment to expand knowledge and educate future business leaders in a world-class learning environment that values thought leadership, real-world applications, technology, global perspective, ethics, and community. These programs address issues of importance to future managers in a world characterized by demands for continuous improvements in quality; growing sophistication of information technology; globalized markets; racial, cultural, and gender diversity in the workforce; and a demand for managers with practical, realistic skills.

Students have many opportunities to supplement their academic experiences. The school offers an honors program for academically talented students, an international component to provide a variety of international opportunities, an internship program that provides related practical experience, and more than 30 cocurricular organizations to increase student interaction and learning.

The school is a member of AACSB International—The Association to Advance Collegiate Schools of Business, the official accrediting organization in the field of business. The undergraduate and graduate programs and the School of Accountancy are also accredited by this organization.

The school is host to a chapter of Beta Gamma Sigma, a national society that recognizes high academic achievement in AACSB International-accredited schools. Selection to Beta Gamma Sigma is the highest scholastic honor a student in business can earn. Students in the top seven percent of the junior class and the top ten percent of the senior class are invited for membership every spring. For more information about Beta Gamma Sigma, access the Web site at [betagammasigma.org](http://betagammasigma.org), or stop by BA 150.

In addition to the regular degree curricula, other programs of study in the school are designed to meet special

needs. Selected majors are available in the evening, and continuing education courses are conducted for qualified persons who are regularly employed and who otherwise would be unable to enroll in college courses. Short courses and institutes on a noncredit basis are organized in cooperation with various business groups for the furtherance of in-service training of employed personnel.

The school works in partnership with the business community, and the board of the Dean's Council of 100 serves as a primary source of advice and counsel for the school. Through the various divisions of the L. William Seidman Research Institute, the school reaches out to the business community through research and executive education. For more information, access the school's Web site at [wpcarey.asu.edu](http://wpcarey.asu.edu).

## ORGANIZATION

The courses offered by the W. P. Carey School of Business are organized into groups so that a related sequence may be established for the various subject fields. For administrative purposes, these fields are organized into the following academic units:

- School of Accountancy
- Department of Economics
- Department of Finance
- School of Health Management and Policy
- Department of Information Systems
- Department of Management
- Department of Marketing
- Department of Supply Chain Management

## ADMISSION

**The Prebusiness Program.** Each student admitted to the W. P. Carey School of Business is designated as a prebusiness student. The student follows the freshman and sophomore sequence of courses listed in the curriculum outline. Students should follow the recommendations of an academic advisor in completing the prescribed background and skill courses in preparation for the subsequent professional program. The skill courses follow.

ACC 230 Uses of Accounting Information I.....	3
ACC 240 Uses of Accounting Information II .....	3
CIS 105 Computer Applications and Information Technology <i>CS</i> .....	3
ECN 211 Macroeconomic Principles <i>SB</i> .....	3
ECN 212 Microeconomic Principles <i>SB</i> .....	3
Choose between the course combinations below.....	6 or 3
ENG 101 First-Year Composition (3)	
ENG 102 First-Year Composition (3)	
-----or-----	
ENG 105 Advanced First-Year Composition (3)	

---or---

ENG 107 English for Foreign Students (3)	
ENG 108 English for Foreign Students (3)	
MAT 210 Brief Calculus MA.....	3
MAT 211 Mathematics for Business Analysis .....	3
QBA 221 Statistical Analysis CS .....	3
Total .....	27 or 30

Accountancy and Computer Information Systems majors should refer to their specific requirements under the “School of Accountancy,” page 297, and the “Department of Information Systems,” page 303, which list variations in the skill courses.

Completion of lower-division requirements does not ensure acceptance to the upper-division professional program. Prebusiness students are not allowed to register for 300- and 400-level business courses.

**The Professional Program.** The junior and senior years constitute the professional program of the undergraduate curriculum.

Students who wish to apply to the W. P. Carey School of Business professional program must submit an application during one of the three annual application periods. Candidates are strongly encouraged to visit the undergraduate programs office, in BA 109, at the beginning of the semester in which they wish to apply to pick up information regarding academic qualifications, admissions criteria, and application deadlines. The application can be found on the Web at [wpcarey.asu.edu/up/up\\_professional\\_program.cfm](http://wpcarey.asu.edu/up/up_professional_program.cfm). All applicants must be admitted to ASU by the time they submit their professional program application and must provide official SAT or ACT scores.

**Nonbusiness Students.** A nonbusiness student is permitted to register for selected 300- and 400-level business courses only during online registration and only if, (1) at the time of registration, the student has junior standing (56 semester 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 semester 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. Economics courses have different prerequisites; see the individual economics courses for those requirements.

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

**Bachelor of Interdisciplinary Studies.** The W. P. Carey School of Business participates in the Bachelor of Interdisciplinary Studies (BIS) degree. For details about the BIS degree, refer to “School of Interdisciplinary Studies,” page 139.

**Minors.** Two minors are available to nonbusiness students: a minor in Business and a minor in Small Business. The Small Business minor is offered only at the Polytechnic campus. To complete the Business minor, students must obtain the requirements from the undergraduate programs office in the W. P. Carey School of Business and complete

the specified business courses with a grade of “C” (2.00) or higher. To complete the Small Business minor, students must obtain the requirements from the Polytechnic campus Business Administration program on SUTTON, third floor. Courses used in a student’s major may not be used toward a minor. Students are advised to consult an advisor in the colleges of their majors to ensure the proper selection of courses for the minor. The upper-division courses for the minor are restricted to students with 56 hours who are in good standing (a 2.00 ASU GPA or better).

**Nondegree Undergraduate and Graduate Students.** A nondegree undergraduate or graduate student is permitted to enroll in selected 300- and 400-level business courses only during online 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 online registration or (2) the student has never attended ASU, in which case he or she is given a one-semester period to register during online registration and to establish a GPA at ASU. Students must meet all prerequisites and course requirements as listed in the catalog. Economics courses have different prerequisites; see the individual economics courses for those requirements.

Nondegree undergraduate and graduate students are limited to a maximum of 15 semester hours of selected upper-division business courses (excluding ECN courses).

## SECONDARY EDUCATION—BAE

The College of Education offers a Bachelor of Arts in Education degree in Secondary Education with an academic specialization in business.

### Academic Specialization ITC Admission Requirements

This degree is offered through the Initial Teacher Certification (ITC) program in the College of Education. See “Initial Teacher Certification Professional Program Admission,” page 350, for information on admission eligibility requirements, admission deadlines, field experiences, and student teaching. For more information or to schedule an appointment with an advisor, call the Office of Student Services in the College of Education at 480/965-5555.

The following courses must be completed with a grade of “C” (2.00) or higher before applying to the ITC professional program:

ECN 211 Macroeconomics Principles SB.....	3
ECN 212 Microeconomic Principles SB.....	3

In addition, the following courses may be in progress when applying to the ITC but must be completed before starting the program:

ACC 230 Uses of Accounting Information I.....	3
CIS 105 Computer Applications and Information Technology CS.....	3

---

L literacy and critical inquiry / MA mathematics / CS computer/statistics/ quantitative applications / HU humanities and fine arts / SB social and behavioral sciences / SG natural science—general core courses / SQ natural science—quantitative / C cultural diversity in the United States / G global / H historical / See “General Studies,” page 93.

## W. P. CAREY SCHOOL OF BUSINESS

**Business.** The major teaching field consists of 46 semester hours and six additional hours in teaching methods. A grade of “C” (2.00) or higher is required in all academic specialization courses. Required major courses are as follows:

ACC 230	Uses of Accounting Information I.....	3
ACC 240	Uses of Accounting Information II.....	3
CIS 105	Computer Applications and Information Technology CS.....	3
ECN 211	Macroeconomic Principles SB.....	3
ECN 212	Microeconomic Principles SB.....	3
ENG 301	Writing for the Professions L.....	3
FIN 300	Fundamentals of Finance.....	3
	or FIN 380 Personal Financial Management (3)	
LES 305	Legal, Ethical, and Regulatory Issues in Business.....	3
MAT 211	Mathematics for Business Analysis.....	3
MGT 300	Organizational Management and Leadership.....	3
MGT 440	Small Business and Entrepreneurship.....	3
MKT 300	Principles of Marketing.....	3
MKT 310	Principles of Selling.....	3
	or MKT 424 Retail Management (3)	
QBA 221	Statistical Analysis CS.....	3
SCM 300	Global Supply Operations.....	3
	Typing/keyboarding.....	1
Total	.....	46

### Teaching Methods

BUE 480	Teaching Business Subjects.....	3
BUE 481	Technology in Business and Vocational Education.....	3
Total	.....	6

## ADVISING

The student should follow the sequence of courses in the “Curriculum Outline Prebusiness Program,” on this page, and the recommendations of the academic advisor in completing the prescribed background and skill courses in preparation for the subsequent professional program.

For more advising information, access the undergraduate programs Web site at [wpcarey.asu.edu/up](http://wpcarey.asu.edu/up).

### Curriculum Outline Prebusiness Program

#### First Year

##### First Semester

CIS 105	Computer Applications and Information Technology CS.....	3
ENG 101	First-Year Composition.....	3
	or ENG 107 English for Foreign Students (3)	
MAT 210	Brief Calculus MA.....	3
	General Studies.....	3
	PGS or SOC course.....	3
Total	.....	15

##### Second Semester

COM 100	Introduction to Human Communication SB.....	3
	or COM 225 Public Speaking L (3)	
	or COM 230 Small Group Communication SB (3)	
	or COM 259 Communication in Business and the Professions (3)	
ECN 211	Macroeconomic Principles SB.....	3
	or ECN 212 Microeconomic Principles SB (3)	
ENG 102	First-Year Composition.....	3
	or ENG 108 English for Foreign Students (3)	
MAT 211	Mathematics for Business Analysis.....	3

Laboratory science SQ.....	4
Total.....	16

#### Second Year

##### Third Semester

ACC 230	Uses of Accounting Information I.....	3
ECN 212	Microeconomic Principles SB.....	3
	or ECN 211 Macroeconomic Principles SB (3)	
QBA 221	Statistical Analysis CS.....	3
	General Studies.....	3
	PGS or SOC course.....	3
Total	.....	15

##### Fourth Semester

ACC 240	Uses of Accounting Information II.....	3
	General Studies.....	9
	Laboratory science SQ/SG.....	4
Total	.....	16
Prebusiness program total.....		62

Accountancy and Computer Information Systems majors should refer to their specific course requirements under the “School of Accountancy,” page 297, and the “Department of Information Systems,” page 303, which list course requirement variations. Management majors should refer to their specific course requirements under the “Department of Management,” page 306.

Students are encouraged to have College Algebra (MAT 117) proficiency before registering in ECN 211 and 212. ECN 211 and 212 should be taken during the second and third semesters without any delay in the prebusiness program.

**Professional Program.** Students admitted to the professional program should select the necessary upper-division business courses to complete the major by consulting their departmental advising guide, with an academic advisor, or with a faculty advisor. Professional program students must complete WPC 301, ENG 301, and SCM 300 during their first semester in the professional program.

**Transfer Credit.** Credit from other institutions is accepted subject to the following guidelines. Students planning to take their first two years of work at a community college or another four-year college should take only those courses in business and economics that are offered as freshman- or sophomore-level courses at any of the state-supported Arizona universities. These lower-division courses are numbered 100 through 299. *A maximum of 30 hours of business and economics courses from community colleges are accepted toward a bachelor’s degree in business.*

Students may transfer a maximum of nine semester hours of approved upper-division business course work required for the business degree to the Tempe campus. Professional business courses taught in the junior or senior year in the state universities may not be completed at a two-year college for transfer credit in the business core or major. The introductory course in the legal, ethical, and regulatory issues in business is accepted as an exception to this policy, but only lower-division credit is granted. Such courses may be utilized in the free elective category subject to the 30-hour limitation. Courses taught as vocational or career

W. P. Carey School of Business Baccalaureate Degrees and Majors

Major	Degree	Concentration	Administered By
Accountancy	BS	—	School of Accountancy
Computer Information Systems	BS	—	Department of Information Systems
Economics*	BS	—	Department of Economics
Finance	BS	—	Department of Finance
Management	BS	—	Department of Management
Marketing	BS	—	Department of Marketing
Supply Chain Management	BS	—	Department of Supply Chain Management

\* This major is offered by the College of Liberal Arts and Sciences as well, with different requirements.

classes at the community colleges that are not taught in the schools of business at any one of the state universities are not accepted for credit toward a bachelor’s degree. Courses taught in the upper-division business core at the state universities must be completed at the degree-granting institution unless transferred from an accredited four-year school. Normally, upper-division transfer credits are accepted only from AACSB International–accredited schools. To be accepted for credit as part of the professional program in business, all courses transferred from other institutions must carry prerequisites similar to those of the courses they are replacing at ASU.

An Associate in Transfer Partnership degree is available to Maricopa community college students who wish to complete their first two years of course work at a Maricopa community college and transfer to the W. P. Carey School of Business without loss of credit. An Associate of Business degree is available to students who wish to complete their first two years of course work at an Arizona community college and transfer to the W. P. Carey School of Business without loss of credit. Students should consult with an academic advisor in undergraduate programs to plan curriculum requirements and/or access Business Transfer Guides for optimal course selection at [www.asu.edu/provost/articulation](http://www.asu.edu/provost/articulation).

**DEGREES**

The faculty in the W. P. Carey School of Business offer the BS degree in Accountancy, Computer Information Systems, Economics, Finance, Management, Marketing, and Supply Chain Management upon successful completion of a four-year curriculum of 120 semester hours. Students may select one of the majors shown in the “W. P. Carey School of Business Baccalaureate Degrees and Majors” table, on this page. Each major is administered by the academic unit indicated.

**GRADUATE PROGRAMS**

The faculty in the W. P. Carey School of Business offer graduate degrees as shown in the “W. P. Carey School of Business Graduate Degrees and Majors” table, page 292. Students have the opportunity to obtain dual degrees in two

years with several master’s degree programs in the W. P. Carey School of Business, including these examples:

- MBA/MAIS
- MBA/MHSM
- MBA/MS degree in Information Management
- MBA/MTax

Other concurrent degrees available are as follows:

- MBA/JD
- MBA/MArch
- MBA/MIM with Thunderbird, the Garvin School of International Management, Glendale, AZ; Graduate School of Business Administration (Peru); Graduate School of Commerce (France); Monterrey Institute for Technical and Superior Studies, Mexico State Campus (Mexico); and Carlos III University of Madrid (Spain)

Applicants to the MBA degree program must have significant work experience.

For more information about the W. P. Carey MBA program, see the *Graduate Catalog*.

**UNIVERSITY GRADUATION REQUIREMENTS**

In addition to fulfilling school and major requirements, students must meet all university graduation requirements. For more information, see “University Graduation Requirements,” page 89.

**General Studies Requirement**

All students enrolled in a baccalaureate degree program must satisfy a university requirement for a minimum of 35 hours of approved course work in General Studies, as described under “General Studies,” page 93. Note that all three General Studies awareness areas are required.

General Studies courses are listed in the “General Studies Courses” table, page 96, in the course descriptions, in the *Schedule of Classes*, and in the *Summer Sessions Bulletin*.

**First-Year Composition Requirement**

Completion of both ENG 101 and 102 or ENG 105 with a grade of “C” (2.00) or higher is required for graduation from ASU in any baccalaureate program.

L literacy and critical inquiry / MA mathematics / CS computer/statistics/ quantitative applications / HU humanities and fine arts / SB social and behavioral sciences / SG natural science—general core courses / SQ natural science—quantitative / C cultural diversity in the United States / G global / H historical / See “General Studies,” page 93.

W. P. Carey School of Business Graduate Degrees and Majors

Major	Degree	Concentration <sup>1</sup>	Administered By
Accountancy and Information Systems	MAIS	—	School of Accountancy
Business Administration	MBA	—	W. P. Carey School of Business
	PhD	Accountancy, agribusiness, <sup>2</sup> computer information systems, finance, health services research, <sup>3</sup> management, marketing, or supply chain management	W. P. Carey School of Business
Economics	MS <sup>3</sup> , PhD	—	Department of Economics
Health Sector Management	MHSM	—	School of Health Management and Policy
Information Management	MS	—	Department of Information Systems
Public Health <sup>3</sup>	MPH	Community health practice or health administration and policy	School of Health Management and Policy
Statistics <sup>4</sup>	MS	—	Committee on Statistics
Taxation	MTax	—	School of Accountancy

<sup>1</sup> If a major offers concentrations, one must be selected unless noted as *optional*.

<sup>2</sup> This concentration is administered in collaboration with the Morrison School of Agribusiness.

<sup>3</sup> Applications are not being accepted at this time.

<sup>4</sup> This program is administered by the Division of Graduate Studies.

**SCHOOL DEGREE REQUIREMENTS**

School degree requirements supplement the General Studies requirement with additional course work from the approved university general studies list or the W. P. Carey School of Business Policy Statement. Business courses may not be used to fulfill school degree requirements except for ECN 211 and 212 and QBA 221.

A well-planned program of study may enable students to complete many General Studies and school degree requirements concurrently. Students are encouraged to consult with an academic advisor in planning a program to ensure that they comply with all necessary requirements.

Specific courses from the following areas must be taken to fulfill the school degree requirements.

**Social and Behavioral Sciences.** W. P. Carey School of Business students must complete ECN 211 and 212, one course with the PGS prefix, and one course with the SOC prefix and may include these courses toward the General Studies requirements.

**Mathematical Studies.** W. P. Carey School of Business students must complete MAT 210 and MAT 211 (or a more advanced MAT course) and QBA 221 and may include these courses toward the General Studies requirements.

**Communication.** All students in the W. P. Carey School of Business except Accountancy and Management majors must complete COM 100, 225, 230, or 259 and ENG 301. Accountancy majors must complete COM 230 (or 100) and 259. Management majors must complete COM 225 or 259.

**Additional Courses.** Additional courses, as needed to complete 60 hours (54 hours for Accountancy majors), may be selected from the General Studies areas (see “General Stud-

ies,” page 93) or from the W. P. Carey School of Business Policy Statement. Students are encouraged to consult with an academic advisor to ensure that they comply with all necessary requirements. Business courses may not be used to fulfill this requirement except for ECN 211 and 212 and QBA 221.

**Additional Graduation Requirements**

In addition to completion of courses outlined under “Major Requirements,” page 293, to be eligible for the BS degree in the W. P. Carey School of Business, a student must

1. have completed at least 30 semester hours at the Tempe campus;
2. have attained a cumulative GPA of 2.00 or higher for all courses taken at this university, for all business courses taken at this university, and for all courses for the major taken at this university;
3. have earned a “C” (2.00) or higher in each lower-division core and skill course and each course in the major;
4. have earned a minimum of 51 semester hours in traditional courses that were designed primarily for junior or senior students and were completed in an accredited, four-year institution; and
5. have met all university degree requirements.

**Exceptions.** Any exception to these requirements must be approved by the Standards Committee of the W. P. Carey School of Business.

**Declaration of Graduation.** A student in a professional program must complete a Declaration of Graduation during

the semester in which the student completes 87 semester hours. The Degree Audit Reporting System should be used to guide the student in successfully completing degree requirements in a timely manner. Students who have not met this requirement are prevented from further registration. Some students may be required to complete a Program of Study in place of the Declaration of Graduation. Students should consult their advisors for the proper procedure.

**Pass/Fail**

Business majors may not include among the credits required for graduation any courses taken at this university on a pass/fail basis. Pass/fail credits taken at another institution may be petitioned for use, but only if the student can demonstrate proof that the pass grade was equivalent to a “C” (2.00) or higher.

**MAJOR REQUIREMENTS**

Students seeking a BS degree in the W. P. Carey School of Business must satisfactorily complete a curriculum of 120 semester hours.

A major consists of a pattern of 18 to 24 semester hours in related courses falling primarily within a given subject field. Available majors are shown in the “W. P. Carey School of Business Baccalaureate Degrees and Majors” table, page 291.

*Major Proficiency Requirements.* Students must receive grades of “C” (2.00) or higher in upper-division courses for the major. If a student receives a grade below “C” (2.00) in any course in the major, this course must be repeated. If a second grade below “C” (2.00) is received in either an upper-division course in the major already taken or in a different upper-division course in the major, the student is no longer eligible to take additional upper-division courses in that major. University policy states a course may be repeated only one time.

**Business Core Requirements**

The business core is designed to provide an understanding of the fundamentals of business and to develop a broad business background. The faculty designed the core to cover the impact of information technology and e-business practices on business. By educating and training students in the use of data-driven decision-making tools and applications software, the school provides greater opportunity for its students. All students seeking a BS degree in the W. P. Carey School of Business complete the core courses.

The lower-division business core courses provide the fundamental skills needed in professional program courses and introduce students to the supply chain, business processes, and enterprise solutions software in addition to technology skills such as Excel and Access.

**Lower-Division Business Core**

ACC 230 Uses of Accounting Information I.....	3
ACC 240 Uses of Accounting Information II .....	3
CIS 105 Computer Applications and Information Technology CS .....	3
Lower-division business core total.....	9

The upper-division business core provides an enhanced understanding of the digital economy, e-business, and busi-

ness processes in addition to increasing content knowledge and other skills.

**Upper-Division Business Core**

FIN 300 Fundamentals of Finance .....	3
LES 305 Legal, Ethical, and Regulatory Issues in Business.....	3
MGT 300 Organizational Management and Leadership .....	3
MKT 300 Principles of Marketing.....	3
SCM 300 Global Supply Operations.....	3
WPC 301 Business Forum (first semester).....	1
International business course .....	3
Upper-division business core total .....	19
Business core total .....	28

Accountancy, Computer Information Systems, and Management majors should refer to their specific requirements under the “School of Accountancy,” page 297, and “Department of Information Systems,” page 303, and “Department of Management,” page 306, which list variations in the business core courses.

**Elective Courses**

Sufficient elective courses are to be selected by the student to complete the total of 120 semester hours required for graduation.

**ACADEMIC STANDARDS**

**Probation.** All business students, freshman through senior, must maintain a minimum GPA of 2.00 for all courses completed at ASU. If this standard is not maintained, the student is placed on probation. Students on probation must see an advisor before further registration.

Students on probation must obtain a semester GPA of 2.50 with no grade lower than a “C” (2.00). If a student on probation meets this requirement, but the cumulative GPA remains below 2.00, the student is given an additional semester on continued probation. At the end of continued probation, the student must return to good standing (a minimum GPA of 2.00) to avoid disqualification.

**Disqualification.** Students who do not meet probation requirements are academically disqualified. Disqualified students should meet with an academic advisor. These students may attend ASU during summer and winter sessions; however, they are not eligible to enroll in upper-division business courses.

**Reinstatement and Readmission.** Students seeking reinstatement (after disqualification) or readmission (after an absence from the university) should contact the undergraduate programs office, in BA 109, regarding procedures and guidance for returning to good standing.

**Academic Dishonesty.** The faculty of the W. P. Carey School of Business follow the guidelines in the Student Academic Integrity Policy on academic dishonesty. A copy of the policy may be obtained in the undergraduate programs office, BA 109.

---

L literacy and critical inquiry / MA mathematics / CS computer/statistics/ quantitative applications / HU humanities and fine arts / SB social and behavioral sciences / SG natural science—general core courses / SQ natural science—quantitative / C cultural diversity in the United States / G global / H historical / See “General Studies,” page 93.

W. P. Carey School of Business Undergraduate Certificates

Certificate	Administered By	Campus
Automotive Entrepreneurs and Leaders, Certificate for*	W. P. Carey School of Business	Tempe
Healthcare Organizations and Society, Certificate in	School of Life Sciences and the W. P. Carey School of Business	Tempe
International Business Studies, Certificate in	W. P. Carey School of Business	Tempe
Quality Analysis Certificate	W. P. Carey School of Business	Tempe
Small Business and Entrepreneurship Certificate*	W. P. Carey School of Business	Tempe

\* This certificate is only for students in the W. P. Carey School of Business.

**Student Appeal Procedure on Grades.** The faculty of the W. P. Carey School of Business have adopted a policy on the student appeal procedure on grades. A copy of the policy may be obtained in the undergraduate programs office, BA 109.

**SPECIAL PROGRAMS**

**Asian Studies.** Students in the W. P. Carey School of Business may pursue a program with an emphasis in Asian studies as part of the BS degree requirements in business. For more information, visit the Center for Asian Studies, in COOR 6611, or call 480/965-7184.

**Certificate for Automotive Entrepreneurs and Leaders.** The Certificate for Automotive Entrepreneurs and Leaders is available only to business majors at ASU. This certificate program provides students with the knowledge and basic skills necessary to enter careers in automotive management. These skills include hiring and managing personnel and teams, understanding consumers and human behavior, managing financing and cash flows, handling the demand chain for car inventory, managing customer service operations, and managing automobile marketing efforts.

Students are required to complete a bachelor’s degree from the ASU W. P. Carey School of Business and complete a minimum of 15 semester hours of approved course work, including the following six hours:

MGT 494 ST: Dealership Management.....	3
or MKT 494 ST: Dealership Management (3)	
WPC 494 Special Topics .....	3

To complete the certificate the student selects at least nine additional hours of business courses, including a three-semester-hour internship. Courses must be approved in advance by the faculty advisor for the certificate program. The student must complete the 15 semester hours of course work with grades of “C” (2.00) or higher.

To assure students a quality experience, space in the Certificate for Automotive Entrepreneurs and Leaders program is limited and based on available resources. Professional program students must submit an application. Admission criteria include GPA, career goals, and application materials.

For more information, call 480/965-9640, visit BA 109, or access the Web site at [wpcarey.asu.edu/up/certificates/cael.cfm](http://wpcarey.asu.edu/up/certificates/cael.cfm).

**Certificate in Small Business and Entrepreneurship.** A certificate in Small Business and Entrepreneurship is available only to business majors at ASU. The certificate requires 15 semester hours of classes, of which the following six semester hours must be included:

MGT 440 Small Business and Entrepreneurship.....	3
MGT 445 Business Plan Development.....	3

The remaining nine semester hours consist of three additional upper-division courses relevant to small business. A copy of the approved electives for business majors pursuing the Certificate in Small Business and Entrepreneurship is available in the undergraduate programs office, BA 109. To receive the certificate, students must complete the specified business courses with a grade of “C” (2.00) or higher.

**Certificate in International Business Studies.** See “Certificate in International Business Studies,” page 304, for requirements.

**Certificate in Quality Analysis.** The program of study leading to the Certificate in Quality Analysis prepares students to perform technical analyses associated with quality measurement and improvement of manufacturing and service processes. Graduates with the ability to implement these analyses are in high demand in the marketplace. This program is not a substitute for the listed areas of business specialization; rather, the courses required for the certificate add quantitative strength and implementation skills for quality tools to the student’s chosen field of specialization.

Students are required to complete a minimum of 15 semester hours of approved course work, including the following nine hours:

MGT 450 Changing Business Processes L.....	3
QBA 321 Intermediate Business Statistics.....	3
QBA 421 Applied Quality Analysis.....	3

To complete the certificate, the student selects at least six additional hours of course work related to quality analysis approved in advance by the advisor for the certificate program. The student must also complete the 15 hours of course work with a minimum GPA of 2.50.

**BIS Concentration.** A concentration in quality analysis is available under the Bachelor of Interdisciplinary Studies (BIS) degree, a program intended for the student who has

academic interests that might not be satisfied with existing majors. Building on two academic concentrations (or one double concentration) and an interdisciplinary core, students in the BIS program take active roles in creating their educational plans and defining their career goals. For more information, see “School of Interdisciplinary Studies,” page 139.

**Certificate in Healthcare Organizations and Society.** The certificate program is designed to allow undergraduate students interested in healthcare and the healthcare industry to access a broad range of disciplinary approaches and issues relevant to the subject.

To complete the certificate, students must take 18 semester hours of course work. Before starting the program students should seek advice and information in the School of Life Sciences Student Services Office in the College of Liberal Arts and Sciences or Business Honors advising in the W. P. Carey School of Business.

The course work must conform to the following structure and must be drawn from the three areas listed below. Additional courses are permissible with the approval of an advisor. In addition, students must meet the following requirements:

1. complete 18 semester hours, 12 of which must be in the upper division;
2. earn a “C” or higher in all upper-division courses taken for the certificate; and
3. complete at least 12 of the semester hours for the certificate in residence at ASU.

*Overview of the U.S. Healthcare Industry.* HSM 220 Healthcare Organizations is required. HSM 498 PS: Healthcare Economics is required for business students. HSM 561 Biostatistics may be taken by petition. No more than three courses in this area may be taken.

*Ethical and Legal Issues in Healthcare.* PHI 320 Bioethics is required. A second course is also required, PAF 460 Public Service Ethics or HSM 498 PS: Legal and Ethical Issues in Healthcare. No more than three courses in this area may be taken.

*Anthropological, Historical, and Social Perspectives on Healthcare.* One course is required. No more than two courses in this area may be taken, from among ASB 462 Medical Anthropology: Culture and Health, HPS 331 History of Medicine, and SOC 427 Sociology of Health and Illness.

For more information, visit the School of Life Sciences in LSC 206, or call 480/727-6277. Or visit the W. P. Carey School of Business.

**Business Honors.** W. P. Carey School of Business students who have been admitted to the Barrett Honors College are eligible to participate in Business Honors.

Business Honors provides opportunities for academically talented undergraduate business students to interact with other leading students, faculty, and business professionals inside and outside the classroom. The result is a challenging and enriched education experience that is valuable for professional or graduate work.

To be a part of Business Honors, students must be enrolled in the Barrett Honors College and have sufficient time to complete the honors requirements of the Business Honors program and Barrett Honors College.

The honors course work consists of HON 171 and 172 The Human Event or HON 394 Special Topics and the following core business courses: FIN 300, MGT 300, MKT 300, and SCM 300.

All Business Honors students are required to complete at least 18 upper-division honors credits, including the honors thesis project, to graduate from the program. The honors curriculum normally allows students to complete all requirements within the 120 semester hours of credit required for graduation.

Business Honors emphasizes activities beyond the normal classroom setting in order to broaden the educational experience. Such activities include special honors scholarships, student/faculty mixers, professional seminars and panel discussions, and the Global Business Series with the opportunity for international travel.

A specific academic advisor is assigned to assist honors students in course selection, to monitor progress toward honors recognition, and to be actively involved in career and educational guidance upon completion of the degree. Pre-business students should plan to meet with the honors advisor.

For more information, see “The Barrett Honors College,” page 145, visit Business Honors in BA 150, call 480/965-8710, or access the Business Honors Web site at [wpcarey.asu.edu/honors](http://wpcarey.asu.edu/honors). Faxes may be sent to 480/727-7277.

**The Rodel Community Scholars.** With the establishment of the Rodel Community Scholars Program, the ASU W. P. Carey School of Business greatly expands its effort to produce civic-minded leaders for the Phoenix metropolitan area and Arizona. The program focuses the energy and intellect of talented ASU business, psychology, sociology, education, and family studies students in a collaborative venture to develop and implement strategies directed toward education related concerns that impact high-potential, at risk students in targeted Valley high schools.

**Internships.** The school encourages students to complement their academic program with career-related work. This practical experience gives students a distinct advantage in the job market when seeking their first full-time professional positions. Additional benefits include industry contacts, a deeper understanding of career options, and monetary compensation that helps students finance their education.

Formal internships and co-ops offer professional work experience and experiential learning opportunities that enrich the student’s academic preparation. Students may undertake internships in the summer or part-time during semesters. Co-op positions are full-time and require a one-semester or longer break in school attendance. The school

---

L literacy and critical inquiry / MA mathematics / CS computer/statistics/ quantitative applications / HU humanities and fine arts / SB social and behavioral sciences / SG natural science—general core courses / SQ natural science—quantitative / C cultural diversity in the United States / G global / H historical / See “General Studies,” page 93.

## W. P. CAREY SCHOOL OF BUSINESS

provides guidelines to companies and encourages them to sponsor internship and co-op positions that benefit the firm and the student. Both benefit because positions are built around projects and challenging responsibilities that enable students to apply learning acquired in advanced business classes.

ASU Career Services and the W. P. Carey School of Business work cooperatively to help students identify and obtain career-related work. The process of obtaining internships and co-ops is a learning opportunity. Students use the same job-search skills and resources used to obtain permanent career positions. Informational materials, workshops, and required class activities help students learn job-search and career-exploration skills and locate internship and co-op opportunities.

Some academic units within the school offer internship courses. Work assignments for these courses must be approved in advance by a designated faculty member, and all internship courses include an academic component. Limited numbers of international internship opportunities are available through the school's foreign partner institutions. Eligibility for these internships may require the student to participate in an exchange with the partner institutions or to pay additional fees.

For more information, visit BAC 119, or meet with faculty advisors in the departments or Career Services. Students interested in international internships should contact the W. P. Carey School of Business coordinator of international programs, in BA 109, or access the Web site at [wpcarey.asu.edu/international](http://wpcarey.asu.edu/international).

**Latin American Studies Center.** Students in the W. P. Carey School of Business may pursue a program with an emphasis in Latin American area studies. For more information, visit the Latin American Studies Center, in COOR 4450, or call 480/965-5127.

**Prelaw Studies.** Prelaw students may pursue a program of study in the W. P. Carey School of Business.

The admission requirements of colleges of law differ considerably. The student should communicate with the admissions office of the law school the student hopes to attend and should plan a program to meet the requirements of that school. Most law schools, including the ASU College of Law, require a baccalaureate degree and completion of the Law School Admission Test (LSAT) for admission.

Students who plan to complete a bachelor's degree before entering law school may follow any field of specialization in the W. P. Carey School of Business. In addition to a student's assigned advisor, a prelaw advisor is available in the undergraduate programs office, BA 109. More information is available on the prelaw Web site at [clas.asu.edu/prelaw](http://clas.asu.edu/prelaw).

## RESEARCH CENTERS

### L. William Seidman Research Institute

The school has seven research centers operating under the umbrella of the L. William Seidman Research Institute. These centers provide support for faculty research, give opportunities for advanced graduate students' involvement with faculty, and provide information and assistance to the business community on a wide variety of subjects:

Bank One Economic Outlook Center  
Center for Advanced Purchasing Studies  
Center for the Advancement of Small Business  
Center for Advancing Business through Information Technology  
Center for Business Research  
Center for Services Leadership  
Institute for Manufacturing Enterprise Systems

The institute's mission is to encourage and support applied business research by serving as a public access point to the W. P. Carey School of Business, by supporting faculty and student research, by transferring new knowledge to the public, by encouraging the development of education programs grounded in applied business research, and by conducting high-quality, applied business research.

The institute increases the level of funded research by adding support services to facilitate grant preparation and assistance in grant administration and by facilitating the mission of research centers as liaisons between faculty and businesses. In addition, the institute provides desktop publishing services.

For more details, see "L. William Seidman Research Institute," page 41. For more information, call 480/965-5362, access the institute's Web site at [wpcarey.asu.edu/seid](http://wpcarey.asu.edu/seid), or write

L. WILLIAM SEIDMAN RESEARCH INSTITUTE  
PO BOX 874011  
TEMPE AZ 85287-4011

## SCHOOL OF BUSINESS (WPC)

### M WPC 194 Special Topics. (1–4)

*selected semesters*

### M WPC 294 Special Topics. (1–4)

*selected semesters*

### M WPC 301 Business Forum. (1)

*fall, spring, summer*

Provides professional program business students with information on careers, interviewing, job hunting, and resumé skills. Must be taken in the first semester of the professional program for business students. Prerequisite: professional program business student.

### M WPC 380 Small Business Leadership. (3)

*fall, spring, summer*

Develops leadership skills needed to form, lead, and operate a small business. Emphasizes creating a vision, research, and problem solving. Team teaching, collaborative learning. Prerequisites: 2.00 GPA; 47 hours; nonbusiness major.

### M WPC 381 Small Business Accounting and Finance. (3)

*fall and spring*

Accounting and finance skills needed by small business owners to acquire, allocate, and track monetary resources and evaluate performance. Team teaching, collaborative learning. Prerequisites: WPC 380; 2.00 GPA; 56 hours; nonbusiness major.

### M WPC 382 Small Business Sales and Market Development. (3)

*fall and spring*

Building and maintaining customers, developing a market identity and a niche, and the importance of sales. Team teaching, collaborative learning. Prerequisites: WPC 380; 2.00 GPA; 56 hours; nonbusiness major.

### M WPC 383 Small Business Working Relationships. (3)

*fall and spring*

Addresses communication and the people in a business—clients, employees, suppliers, competitors, governments, family, and self development. Team teaching, collaborative learning. Prerequisites: WPC 380; 2.00 GPA; 56 hours; nonbusiness major.

**M WPC 384 Small Business Operations and Planning. (3)**

*fall and spring*

Planning and executing plans—the what, when, where, how, and who from product/service/project idea to pay back or completion. Team teaching, collaborative learning. Prerequisites: WPC 380; 2.00 GPA; 56 hours; nonbusiness major.

**M WPC 394 Special Topics. (1–4)**

*fall and spring*

**M WPC 492 Honors Directed Study. (2)**

*fall and spring*

**M WPC 494 Special Topics. (1–4)**

*fall and spring*

Topics may include the following:

- Financial Resources
- Honors Research. (1)
- Human Resources

**M WPC 497 Honors Colloquium. (1–6)**

*selected semesters*

Topics may include the following:

- Professional Leadership Forum. (3)

**Omnibus Courses.** For an explanation of courses offered but not specifically listed in this catalog, see “Omnibus Courses,” page 63.

---

## School of Accountancy

[wpcarey.asu.edu/acc](http://wpcarey.asu.edu/acc)

480/965-3631

BA 223

---

**Charles W. Christian, Director**

**Professors:** J. R. Boatsman, Christian, Gupta, Johnson, Kaplan, Ohlson, Pany, Pei, Reckers, Schultz

**Associate Professors:** Golen, Hwang, Regier, Whitecotton

**Assistant Professors:** Comprix, Lee, Petersen, Robinson, Rowe

**Senior Lecturers:** Geiger, Goldman, Maccracken

**Lecturers:** J. L. Boatsman, Levendowski, Munshi, Wigal

---

### ADMISSION

The School of Accountancy follows the W. P. Carey School of Business policies and procedures for admission to its undergraduate professional program in Accountancy.

To be considered for admission to the Accountancy major, a student must meet the W. P. Carey School of Business admission requirements, and have a grade of “C” (2.00) or higher in an introductory computer programming course as specified by the school. CIS 220 or its equivalent is taken in place of CIS 105.

Due to resource limitations, admission to the school’s program is very competitive. Applicants are reviewed using a portfolio approach. Among the factors considered are cumulative GPA, skill course GPA, transfer GPA and institution (if applicable), SAT or ACT scores, work experience, demonstrated community involvement and leadership skills,

and responses to questions in the professional program application.

### ACCOUNTANCY—BS

The major in Accountancy includes the essential academic preparation for students who are

1. pursuing professional careers in public, corporate, and governmental accounting;
2. seeking positions in personal financial planning and portfolio analysis;
3. seeking positions in consulting;
4. planning to operate their own businesses; or
5. planning to pursue a graduate degree or attend law school.

The major in Accountancy consists of the following courses:

ACC 330 Enterprise Process Analysis and Design .....	3
ACC 340 External Reporting I.....	3
ACC 350 Internal Reporting .....	3
ACC 430 Taxes and Business Decisions <i>L</i> .....	3
ACC 440 External Reporting II .....	3
ACC 450 Principles of Auditing .....	3
<b>Total .....</b>	<b>18</b>

As part of the requirements, all Accountancy majors must complete the following courses:

ACC 250 Introductory Accounting Lab .....	1
CIS 220 Programming Concepts for Accountancy Majors <sup>1</sup> .....	3
CIS 360 Business Database Concepts.....	3
COM 100 Introduction to Human Communication <i>SB</i> <sup>2</sup> .....	3
or COM 230 Small Group Communication <i>SB</i> <sup>2</sup> (3)	
COM 259 Communication in Business and the Professions <sup>3</sup> .....	3
or COM 225 Public Speaking <i>L</i> <sup>3</sup> (3)	
ECN 306 Survey of International Economics <i>SB, G</i> <sup>4</sup> .....	3
Electives <sup>5</sup> .....	9
<b>Total .....</b>	<b>25</b>

<sup>1</sup> CIS 220 is used in the business core in place of CIS 105.

<sup>2</sup> COM 230 is recommended over COM 100.

<sup>3</sup> COM 259 is recommended over COM 225.

<sup>4</sup> ECN 306 is counted in the business core in place of the international business course.

<sup>5</sup> Electives must be selected from a list approved by the School of Accountancy.

### MAJOR PROFICIENCY REQUIREMENTS

In addition to school of business and university requirements, Accountancy majors must receive grades of “C” (2.00) or higher in the required upper-division major and major support courses. If a student receives a grade below “C” (2.00) in any required upper-division major course, this course must be repeated before any other upper-division major course can be taken. If a second grade below “C” (2.00) is received in either an upper-division major course

---

**L** literacy and critical inquiry / **MA** mathematics / **CS** computer/statistics/ quantitative applications / **HU** humanities and fine arts / **SB** social and behavioral sciences / **SG** natural science—general core courses / **SQ** natural science—quantitative / **C** cultural diversity in the United States / **G** global / **H** historical / See “General Studies,” page 93.

## W. P. CAREY SCHOOL OF BUSINESS

already taken or in a different upper-division major course, the student is no longer eligible to take additional upper-division major courses.

### GRADUATION REQUIREMENTS

In addition to fulfilling major requirements, students seeking a degree must meet all university and school requirements. See “University Graduation Requirements,” page 89, and “School Degree Requirements,” page 292.

### ACCOUNTANCY (ACC)

For more ACC courses, see the “Course Prefixes” table, or access [www.asu.edu/aad/catalogs/courses](http://www.asu.edu/aad/catalogs/courses). The campus designation—D (Downtown Phoenix), E (Polytechnic), M (Tempe), or W (West)—may affect how courses may be used to fulfill requirements.

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

*fall, spring, summer*

Introduces the uses of financial accounting information for decision making from an external perspective within the context of the evolution of the business cycle. Prerequisite: sophomore standing.

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

*fall, spring, summer*

Introduces the uses of management accounting information for decision making from an internal perspective within the context of an organization’s strategy. Prerequisites: ACC 230; sophomore standing.

#### M ACC 250 Introductory Accounting Lab. (1)

*fall, spring, summer*

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

#### M ACC 315 Financial Accounting and Reporting. (3)

*fall and spring*

Accounting theory and practice related to uses of financial statements by external decision makers. Prerequisite: non-Accountancy major. Prerequisites with a grade of “C” (2.00) or higher: ACC 240, 250.

#### M ACC 316 Management Uses of Accounting. (3)

*fall and spring*

Uses of accounting information for managerial decision making, budgeting, and control. Prerequisites: ACC 240; non-Accountancy major.

#### M ACC 330 Enterprise Process Analysis and Design. (3)

*fall, spring, summer*

Analysis and design of efficient and effective business processes. Emphasizes taking advantage of new information technologies to improve managerial decision making. Fee. Prerequisites: ACC 230, 240; CIS 105 (or 220); QBA 221; professional program business student majoring in Accountancy or Computer Information Systems.

#### M ACC 340 External Reporting I. (3)

*fall, spring, summer*

Financial accounting theory and practice related to external reporting. Prerequisites: CIS 220; FIN 300; professional program business student majoring in Accountancy. Prerequisites with a grade of “C” (2.00) or higher: ACC 230, 240, 250.

#### M ACC 350 Internal Reporting. (3)

*fall, spring, summer*

Internal reporting systems for planning, control, and decision making. Prerequisites: SCM 300; professional program business student majoring in Accountancy. Prerequisites with a grade of “C” (2.00) or higher: ACC 250, 330.

#### M ACC 394 Special Topics. (1–4)

*fall and spring*

Topics may include the following:

- Accounting and Financial Analysis. (3)
- Financial Analysis and Accounting for Small Businesses. (3)

#### M ACC 430 Taxes and Business Decisions. (3)

*fall, spring, summer*

Federal income taxation of sole proprietors, partnerships, corporations, fiduciaries, and individuals with an emphasis on tax consequences of business and investment decisions. Prerequisites: LES 305; professional program business student majoring in

Accountancy. Prerequisite with a grade of “C” (2.00) or higher: ACC 340.

*General Studies: L*

#### M ACC 440 External Reporting II. (3)

*fall, spring, summer*

Continuation of ACC 340 with emphasis on the recognition, research, and resolution of financial reporting issues. Prerequisite: professional program business student majoring in Accountancy. Prerequisite with a grade of “C” (2.00) or higher: ACC 340.

#### M ACC 450 Principles of Auditing. (3)

*fall and spring*

Standards and procedures in auditing. Planning, evidence gathering and accumulation, and reporting. Ethical and legal considerations. Fee. Prerequisite: professional program business student majoring in Accountancy. Prerequisite with a grade of “C” (2.00) or higher: ACC 440.

#### M ACC 494 Special Topics. (1–4)

*selected semesters*

**Omnibus Courses.** For an explanation of courses offered but not specifically listed in this catalog, see “Omnibus Courses,” page 63.

**Graduate-Level Courses.** For information about courses numbered from 500 to 799, see the *Graduate Catalog*, or access [www.asu.edu/catalog](http://www.asu.edu/catalog) on the Web. In some situations, undergraduate students may be eligible to take these courses; for more information, see “Graduate-Level Courses,” page 62.

---

## Department of Economics

[wpcarey.asu.edu/ecn](http://wpcarey.asu.edu/ecn)

480/965-3531

BAC 659

---

Arthur E. Blakemore, Chair

**Regents’ Professor:** Prescott

**Professors:** Blakemore, Boyes, Brada, Burgess, DeSerpa, Happel, Hoffman, Kingston, Low, Manelli, Mayer, McDowell, McPheters, Melvin, Méndez, Ormiston, Rogerson, Santos, Schlee, Zhou

**Associate Professors:** Ahn, Chade, Datta, Herrendorf, Reffett

**Senior Lecturer:** Roberts

---

The W. P. Carey School of Business offers a Bachelor of Science (BS) degree in Economics. The BS program of study can be designed for students intending to seek employment in the private or public sector upon completion of their undergraduate studies. Such a program provides students with the typical analytical and quantitative skills employers expect of individuals holding economics degrees. The BS program of study can also be tailored to prepare students for graduate programs in economics, business, or law.

### ECONOMICS—BS

Requirements for the W. P. Carey School of Business BS in Economics consist of three parts: university requirements, see “University Graduation Requirements,” page 89, for all students at ASU; the requirements of the

W. P. Carey School of Business; and the requirements of the Department of Economics.

### DEPARTMENT OF ECONOMICS REQUIREMENTS

The BS program of study consists of 24 semester hours of upper-division course work as shown below. To qualify for upper-division course work in economics, business students must be admitted to the W. P. Carey School of Business professional program or the Barrett Honors College. Only courses in which a student receives a grade of “C” (2.00) or higher may be used to meet the major requirements. Students must meet all prerequisites and course requirements as listed in the catalog:

1. economic theory: ECN 313 and 314;
2. econometrics and statistics: ECN 410 or 425 or QBA 321 or STP 421;
3. a capstone course or honors thesis: ECN 475 or 493; and
4. economics electives at the 300-level or above to fill out the remaining hours. At least two of these courses must be at the 400-level or above. A maximum of three semester hours of ECN 484 Economics Internship can be used to satisfy this requirement. ECN 475 and 493 cannot be used to fulfill this requirement.

### SECONDARY EDUCATION—BAE

For more information, see “Secondary Education—BAE,” page 536.

### GRADUATION REQUIREMENTS

In addition to fulfilling major requirements, students must fulfill university requirements, see “University Graduation Requirements,” page 89, and “School Degree Requirements,” page 292.

### SPECIAL PROGRAMS

**Latin American Studies Certificate or Emphasis.** Students majoring in Economics may elect to pursue a Latin American Studies Certificate or emphasis, combining courses from the major with selected courses of wholly Latin American content. For more information, see “Latin American Studies Center,” page 296.

**Certificate in International Business Studies.** Students majoring in Economics may elect to pursue a Certificate in International Business Studies, combining courses from the major with selected international business courses. For more information, see “International Business Studies,” page 304.

**Certificate in Quality Analysis.** Students majoring in Economics may elect to pursue a Certificate in Quality Analysis, combining courses from the major with selected technical analysis courses. For more information, see “Certificate in Quality Analysis,” page 294.

**Nonbusiness Students.** A nonbusiness student is eligible to register for upper-division economics courses if the student has met all prerequisites and course requirements as listed in the catalog.

**Business Honors.** Students admitted to the Barrett Honors College may substitute ECN 213 Honors; Macroeconomics for ECN 211 and 313 and ECN 214 Honors; Microeconomics for ECN 212 and 314. These courses with grades of “C” (2.00) or higher satisfy the prerequisites and/or corequisites for all 400-level economics courses.

### ECONOMICS (ECN)

For more ECN courses, see the “Course Prefixes” table, or access [www.asu.edu/aad/catalogs/courses](http://www.asu.edu/aad/catalogs/courses). The campus designation—D (Downtown Phoenix), E (Polytechnic), M (Tempe), or W (West)—may affect how courses may be used to fulfill requirements.

---

**M ECN Note 1.** MAT 211 or 271 with a grade of “C” (2.00) or higher is a prerequisite for all upper-division economics courses except ECN 382 and 384.

---

#### M ECN 211 Macroeconomic Principles. (3)

*fall, spring, summer*

Basic macroeconomic analysis. Economic institutions and factors determining income levels, price levels, and employment levels.

*General Studies: SB*

#### M ECN 212 Microeconomic Principles. (3)

*fall, spring, summer*

Basic microeconomic analysis. Theory of exchange and production, including the theory of the firm.

*General Studies: SB*

#### M ECN 213 Honors Macroeconomics. (3)

*fall*

Introduces modern macroeconomic analysis. Theory of national income, unemployment, inflation, and economic growth and its application to economic policy. Not open to students with credit in ECN 313. Prerequisite: Barrett Honors College student. Pre- or corequisite: MAT 210 or 270 or AP calculus.

*General Studies: SB*

#### M ECN 214 Honors Microeconomics. (3)

*fall*

Introduces modern microeconomic analysis. Theories of consumer behavior, production, and cost. Output and price determination in a variety of market settings. Not open to students with credit in ECN 314. Prerequisite: Barrett Honors College student. Pre- or corequisite: MAT 210 or 270 or AP calculus.

*General Studies: SB*

#### M ECN 294 Special Topics. (1–4)

*selected semesters*

#### M ECN 306 Survey of International Economics. (3)

*fall, spring, summer*

Survey of international trade issues, commercial policy, trade theory, customs unions, and international monetary topics. Cross-listed as IBS 306. Credit is allowed for only ECN 306 or IBS 306. See ECN Note 1. Prerequisites: ECN 211, 212.

*General Studies: SB, G*

#### M ECN 313 Intermediate Macroeconomic Theory. (3)

*fall, spring, summer*

Determinants of aggregate levels of employment, output, and income of an economy. Not open to students with credit in ECN 213. See ECN Note 1. Prerequisites: ECN 211, 212.

*General Studies: SB*

#### M ECN 314 Intermediate Microeconomic Theory. (3)

*fall, spring, summer*

Role of the price system in organizing economic activity under varying degrees of competition. See ECN Note 1. Prerequisites: ECN 211, 212.

*General Studies: SB*

---

L literacy and critical inquiry / MA mathematics / CS computer/statistics/ quantitative applications / HU humanities and fine arts / SB social and behavioral sciences / SG natural science—general core courses / SQ natural science—quantitative / C cultural diversity in the United States / G global / H historical / See “General Studies,” page 93.

## W. P. CAREY SCHOOL OF BUSINESS

### **M ECN 315 Money and Banking. (3)**

*once a year*

Functions of money. Monetary systems, credit functions, banking practices, and central banking policy. See ECN Note 1. Prerequisites: ECN 211, 212.

### **M ECN 331 Alternative Economic Systems. (3)**

*once a year*

Alternative institutions, past and present, for organizing the social division of labor. Property rights, information, and incentives in industrial societies. See ECN Note 1. Prerequisites: ECN 211, 212. *General Studies: SB, G*

### **M ECN 360 Economic Development. (3)**

*selected semesters*

Theories of economic growth and development. Role of capital formation, technological innovation, population, and resource development in economic growth. See ECN Note 1. Prerequisites: ECN 211, 212.

*General Studies: SB, G*

### **M ECN 365 Economics of Russia and Eastern Europe. (3)**

*selected semesters*

Origins and analysis of contemporary institutions. Comparative development and differentiation in the 20th century. See ECN Note 1. Prerequisites: ECN 211, 212.

*General Studies: SB, G*

### **M ECN 382 Managerial Economics. (3)**

*fall, spring, summer*

Applies economic analysis to managerial decision making. Market analysis in the context of the socio-legal environment. Does not satisfy Economics major requirements. Prerequisites: minimum ASU 2.00 GPA; junior standing.

### **M ECN 384 Economics of Social Behavior. (3)**

*selected semesters*

Applies economic analysis to contemporary behavior; discrimination, work versus leisure, crime, medical care, macroeconomic policies. Does not satisfy Economics major requirements. Prerequisites: minimum ASU 2.00 GPA; junior standing.

*General Studies: SB*

### **M ECN 394 Special Topics. (3)**

*selected semesters*

Current topics of domestic or international interest. See current *Schedule of Classes* for offerings. See ECN Note 1. Prerequisites: ECN 211, 212.

### **M ECN 404 History of Economic Thought. (3)**

*once a year*

Development of economic doctrines, theories of mercantilism, physiocracy, classicism, neoclassicism, Marxism, and contemporary economics. Prerequisite: ECN 314. Pre- or corequisite: ECN 313.

*General Studies: SB*

### **M ECN 410 Applied Business Forecasting. (3)**

*once a year*

Applies forecasting techniques in business and institutional environments. Fee. Prerequisites: ECN 314; QBA 221 (or STP 226). Pre- or corequisite: ECN 313.

### **M ECN 421 Earnings and Employment. (3)**

*once a year*

Origins of labor movement, analysis of labor unions, labor markets, collective bargaining, and current policy issues. Prerequisite: ECN 314. Pre- or corequisite: ECN 313.

*General Studies: SB*

### **M ECN 425 Introduction to Econometrics. (3)**

*once a year*

Elements of regression analysis: estimation, hypothesis tests, prediction. Emphasizes use of econometric results in assessment of economic theories. Prerequisites: ECN 314; QBA 221 (or STP 226). Pre- or corequisite: ECN 313.

*General Studies: CS*

### **M ECN 436 International Trade Theory. (3)**

*once a year*

Comparative-advantage doctrine, including practices under varying commercial policy approaches. Economic impact of international disequilibrium. Prerequisite: ECN 314. Pre- or corequisite: ECN 313.

*General Studies: SB, G*

### **M ECN 438 International Monetary Economics. (3)**

*once a year*

History, theory, and policy of international monetary economics. Balance of payments and exchange rates. International financial markets, including Eurocurrency markets. Prerequisite: ECN 313. Pre- or corequisite: ECN 314.

*General Studies: SB, G*

### **M ECN 441 Public Finance. (3)**

*once a year*

Public goods, externalities, voting models, public expenditures, taxation, and budget formation with emphasis on the federal government. Prerequisite: ECN 314. Pre- or corequisite: ECN 313.

*General Studies: SB*

### **M ECN 450 Law and Economics. (3)**

*once a year*

Economics of the legal system, including analysis of property, contracts, torts, commercial law, and other topics. Prerequisite: ECN 314. Pre- or corequisite: ECN 313.

### **M ECN 453 Government and Business. (3)**

*once a year*

Development of public policies toward business. Antitrust activity. Economic effects of government policies. Prerequisite: ECN 314. Pre- or corequisite: ECN 313.

### **M ECN 470 Mathematical Economics. (3)**

*once a year*

Integrates economic analysis and mathematical methods into a comprehensive body of knowledge within contemporary economic theory. Prerequisite: ECN 314. Pre- or corequisite: ECN 313.

### **M ECN 475 Capstone in Economics. (3)**

*fall and spring*

Capstone course integrating several areas of economics. Prerequisites: ECN 313, 314. Pre- or corequisite: ECN 410 (or 425) or QBA 321 or STP 421.

*General Studies: L*

### **M ECN 484 Economics Internship. (3)**

*fall, spring, summer*

Academic credit for professional work organized through the Internship Program. Prerequisite: minimum cumulative ASU 3.00 GPA. Prerequisites: ECN 313, 314.

### **M ECN 493 Honors Thesis. (3)**

*fall and spring*

*General Studies: L*

### **M ECN 494 Special Topics. (1–4)**

*selected semesters*

Current economic topics of domestic or international interest. Analytical emphasis may be macro, micro, or both. See current *Schedule of Classes* for offerings. Prerequisites: ECN 313, 314.

### **M ECN 498 Pro-Seminar. (3)**

*selected semesters*

Topics chosen from current area of interest. Prerequisites: ECN 313, 314.

**Omnibus Courses.** For an explanation of courses offered but not specifically listed in this catalog, see “Omnibus Courses,” page 63.

**Graduate-Level Courses.** For information about courses numbered from 500 to 799, see the *Graduate Catalog*, or access [www.asu.edu/catalog](http://www.asu.edu/catalog) on the Web. In some situations, undergraduate students may be eligible to take these courses; for more information, see “Graduate-Level Courses,” page 62.

## QUANTITATIVE BUSINESS ANALYSIS (QBA)

For more QBA courses, see the “Course Prefixes” table, or access [www.asu.edu/aad/catalogs/courses](http://www.asu.edu/aad/catalogs/courses). The campus designation—D (Downtown Phoenix), E (Polytechnic), M (Tempe), or W (West)—may affect how courses may be used to fulfill requirements.

### **M QBA 221 Statistical Analysis. (3)**

*fall and spring*

Methods of statistical description. Applies probability theory and statistical inference in business. Fee. Prerequisite: MAT 211 or 272.

*General Studies: CS*

**M QBA 321 Intermediate Business Statistics. (3)**  
*once a year*

Applies advanced statistical methods used in business and economic research. Primary emphasis on regression analysis and modeling. Prerequisite: QBA 221.

**M QBA 421 Applied Quality Analysis. (3)**  
*once a year*

Applies statistical tools to improve business processes and increase quality. Topics include data analysis tools, experimental design, customer surveys, process control, and process capability. Prerequisite: QBA 221.

**Omnibus Courses.** For an explanation of courses offered but not specifically listed in this catalog, see "Omnibus Courses," page 63.

**Graduate-Level Courses.** For information about courses numbered from 500 to 799, see the *Graduate Catalog*, or access [www.asu.edu/catalog](http://www.asu.edu/catalog) on the Web. In some situations, undergraduate students may be eligible to take these courses; for more information, see "Graduate-Level Courses," page 62.

**Department of Finance**

[wpcarey.asu.edu/fin](http://wpcarey.asu.edu/fin)

480/965-3131

BAC 519

**Jeffrey L. Coles, Chair**

**Professors:** Booth, Coles, Guntermann, Hertzell, Kaufman, Nanda, Sushka, Wahal

**Associate Professors:** Cesta, Davis, Gallinger, Hoffmeister

**Assistant Professors:** Aragon, Deli, Dieckmann, Juergens, Lindsey, Martin, Nardari, Strickland

**Clinical Assistant Professors:** Licon, Simonson

**Professor of Practice:** Stearns

**Lecturer:** Hoffman

**FINANCE—BS**

The study of finance prepares students to understand the financial implications inherent in virtually all business decisions. Students majoring in Finance are prepared for entry-level careers in corporate management, depository institutions, investment management, and financial services. The finance curriculum emphasizes financial markets, evaluation of investments, and efficient allocation of resources. The major in Finance consists of the following courses:

ACC 315 Financial Accounting and Reporting .....	3
FIN 331 Financial Markets and Institutions .....	3
FIN 361 Managerial Finance.....	3
FIN 421 Security Analysis and Portfolio Management.....	3
FIN 461 Financial Cases and Modeling <i>L</i> .....	3
One additional approved 400-level FIN course .....	3
Total .....	18

As part of the requirements, all Finance majors must complete ACC 250 Introductory Accounting Lab. Finance majors are strongly advised to take ACC 316 Management

Uses of Accounting. FIN 484 Finance Internship is available for nonmajor elective credit.

ACC 250 must be completed before taking ACC 315. FIN 300 must be completed before taking FIN 361. FIN 331 and 361 and ACC 315 must be completed before taking 400-level FIN courses.

**MAJOR PROFICIENCY REQUIREMENTS**

Students must receive grades of "C" (2.00) or higher in upper-division courses for the major. If a student receives a grade below "C" (2.00) in any course in the major, this course must be repeated before taking any further courses for which this course is a prerequisite. If a second grade below "C" (2.00) is received in either an upper-division course in the major already taken or in a different upper-division course in the major, the student is no longer eligible to take additional upper-division courses in that major.

**GRADUATION REQUIREMENTS**

In addition to fulfilling major requirements, students seeking a degree must meet all university and school requirements. See "University Graduation Requirements," page 89, and "School Degree Requirements," page 292.

**FINANCE (FIN)**

*For more FIN courses, see the "Course Prefixes" table, or access [www.asu.edu/aad/catalogs/courses](http://www.asu.edu/aad/catalogs/courses). The campus designation—D (Downtown Phoenix), E (Polytechnic), M (Tempe), or W (West)—may affect how courses may be used to fulfill requirements.*

**M FIN Note 1.** In addition to individual course prerequisites, nonbusiness students must have at least a 2.50 ASU cumulative GPA, a 2.50 ASU business GPA, and 56 earned semester hours to register for any upper-division business course unless otherwise noted.

**M FIN 300 Fundamentals of Finance. (3)**

*fall, spring, summer*

Theory and problems in financial management of business enterprises. Prerequisites: ACC 240; ECN 212; QBA 221. Pre- or corequisite: SCM 300.

**M FIN 331 Financial Markets and Institutions. (3)**

*fall, spring, summer*

Analyzes financial markets and intermediaries. Theory of financial intermediation, interest rate theory, money and capital market instruments, and government regulation. Prerequisite: professional program business student majoring in Finance.

**M FIN 361 Managerial Finance. (3)**

*fall, spring, summer*

Theories and problems in resource allocation, cost of capital, CAPM and capital budgeting, asset valuation, capital structure, and financing policy. See FIN Note 1. Prerequisite: professional program business student majoring in Finance.

**M FIN 380 Personal Financial Management. (3)**

*fall, spring, summer*

Dynamic analysis of personal financial planning, including time value of money, stock and bond investment, and retirement and estate planning. Prerequisites: minimum cumulative 2.00 GPA; junior standing; non-Finance major.

**M FIN 394 Special Topics. (1–4)**

*selected semesters*

See FIN Note 1.

**L** literacy and critical inquiry / **MA** mathematics / **CS** computer/statistics/quantitative applications / **HU** humanities and fine arts / **SB** social and behavioral sciences / **SG** natural science—general core courses / **SQ** natural science—quantitative / **C** cultural diversity in the United States / **G** global / **H** historical / See "General Studies," page 93.

## W. P. CAREY SCHOOL OF BUSINESS

### **M FIN 421 Security Analysis and Portfolio Management. (3)**

*fall, spring, summer*

Security analysis theory and practice. Selection and management of financial asset portfolios. Securities markets and portfolio risk-return analysis. Lecture, discussion. Prerequisite: professional program business student majoring in Finance. Prerequisites with a grade of "C" (2.00) or higher: ACC 315; FIN 331, 361.

### **M FIN 427 Derivative Financial Securities. (3)**

*fall, spring, summer*

Study of stock options, index options, convertible securities, financial futures, warrants, subscription rights, and arbitrage pricing theory. Lecture, discussion. Prerequisite: professional program business student majoring in Finance. Prerequisite with a grade of "C" (2.00) or higher: FIN 421.

### **M FIN 431 Management of Financial Institutions. (3)**

*fall, spring, summer*

Asset/liability and capital management in financial institutions. Influence of market factors and regulatory agencies. Emphasizes commercial banks. Lecture, discussion. Prerequisite: professional program business student majoring in Finance. Prerequisites with a grade of "C" (2.00) or higher: ACC 315; FIN 331, 361.

### **M FIN 456 International Financial Management. (3)**

*fall, spring, summer*

Exchange rate determination, financial markets, managing multinational corporations, capital budgeting, and hedging currency risk exposure from an international perspective. Prerequisite: professional program business student majoring in Finance. Prerequisites with a grade of "C" (2.00) or higher: ACC 315; FIN 331, 361.

*General Studies: G*

### **M FIN 461 Financial Cases and Modeling. (3)**

*fall and spring*

Case-oriented capstone course in managerial finance. Contemporary issues of liquidity management, capital budgeting, capital structure, and financial strategy. Lecture, discussion, group work. Prerequisite: professional program business student majoring in Finance. Prerequisites with a grade of "C" (2.00) or higher: ACC 315; FIN 331, 361 421.

*General Studies: L*

### **M FIN 481 Honors Seminar in Finance. (3)**

*once a year*

Honors course covering topics that include theory and applications concerning managerial finance, investments, and financial institutions. Lecture, discussion. Prerequisite: Finance Business Honors program student. Prerequisites with a grade of "C" (2.00) or higher: ACC 315; FIN 331, 361.

### **M FIN 484 Finance Internship. (3)**

*fall, spring, summer*

Academic credit for field work in finance organized through the internship program. Prerequisites: FIN 331, 361; instructor approval.

### **M FIN 494 Special Topics. (1–4)**

*selected semesters*

Prerequisite: professional program business student majoring in Finance.

**Omnibus Courses.** For an explanation of courses offered but not specifically listed in this catalog, see "Omnibus Courses," page 63.

**Graduate-Level Courses.** For information about courses numbered from 500 to 799, see the *Graduate Catalog*, or access [www.asu.edu/aad/catalogs](http://www.asu.edu/aad/catalogs) on the Web. In some situations, undergraduate students may be eligible to take these courses; for more information, see "Graduate-Level Courses," page 62.

## REAL ESTATE STUDIES (REA)

For more REA courses, see the "Course Prefixes" table, or access [www.asu.edu/aad/catalogs/courses](http://www.asu.edu/aad/catalogs/courses). The campus designation—D (Downtown Phoenix), E (Polytechnic), M (Tempe), or W (West)—may affect how courses may be used to fulfill requirements.

### **M REA 380 Real Estate Fundamentals. (3)**

*fall and spring*

Real estate for the student/consumer with an emphasis on the applied aspects of each area of real estate specialization. Not open to Real Estate majors. Prerequisites: 2.00 ASU GPA; junior standing.

**Omnibus Courses.** For an explanation of courses offered but not specifically listed in this catalog, see "Omnibus Courses," page 63.

---

## School of Health Management and Policy

[wpcarey.asu.edu/hmp](http://wpcarey.asu.edu/hmp)

480/965-7778

BA 318

---

**Jeffrey R. Wilson, Director**

**Professors:** Baldwin, Johnson, Kirkman-Liff, Schneller

**Associate Professors:** Reiser, Wilson

**Assistant Professors:** Furukawa, Jehn, Ketcham

**Research Professors:** Patton, Rimsza

**Associate Research Professor:** Schwenke

---

While the School of Health Management and Policy does not offer an undergraduate major, a number of courses at the 200 and 400 levels are available to students who have a strong interest in health care, public health, and health policy. Students may enroll in these courses regardless of their undergraduate major. Registration for courses at the 400 level is with permission of the instructor and subject to seat availability.

## HEALTH SECTOR MANAGEMENT (HSM)

**M HSM Note 1.** In addition to individual course prerequisites, nonbusiness students must have at least a 2.50 ASU cumulative GPA, a 2.50 ASU business GPA, and 56 earned semester hours to register for any upper-division business course unless otherwise noted.

---

### **M HSM 220 Health Care Organizations. (3)**

*fall, spring, summer*

Overview of United States health care delivery systems; financing, health policy, basic principles of budgeting, cost-benefit analysis, and resource management. Cross-listed as HCR 220. Credit is allowed for only HCR 220 or HSM 220.

*General Studies: H*

### **M HSM 498 Pro-Seminar. (1–7)**

*selected semesters*

See HSM Note 1. Topics may include the following:

- Health Care Finance. (3)
- Health Economics. (3)
- Health Service Administration and Policy. (3)
- Legal and Ethical Issues in Healthcare. (3)
- Policy Issues in Health Care. (3)

**Omnibus Courses.** For an explanation of courses offered but not specifically listed in this catalog, see "Omnibus Courses," page 63.

**Graduate-Level Courses.** For information about courses numbered from 500 to 799, see the *Graduate Catalog*, or access [www.asu.edu/aad/catalogs](http://www.asu.edu/aad/catalogs) on the Web. In some situations, undergraduate students may be eligible to take these courses; for more information, see "Graduate-Level Courses," page 62.

---

## Department of Information Systems

[wpcarey.asu.edu/is](http://wpcarey.asu.edu/is)

480/965-3252

BA 223

---

**Robert D. St. Louis, Chair**

**Professors:** Goul, Roy, St. Louis, Steinbart, Vinze

**Associate Professors:** David, Iyer, Keim, Kulkarni, O’Leary, Santanam

**Assistant Professors:** Corral, Demirkan, Ravindran, Roussinov, Shao

**Senior Lecturers:** Birney, Hayes, Shrednick

**Lecturer:** McCarthy

---

### ADMISSION

The Department of Information Systems follows the W. P. Carey School of Business policies and procedures for admission to its undergraduate professional program in Computer Information Systems.

To be considered for admission to the Computer Information Systems major, a student must meet the W. P. Carey School of Business admission requirements and have a grade of “C” (2.00) or higher in an introductory computer science course as specified by the school.

Due to resource limitations, admission to the program is very competitive. Applicants are reviewed using a portfolio approach. Among the factors considered are cumulative GPA, skill course GPA, transfer GPA and institution (if applicable), SAT or ACT scores, work experience, demonstrated community involvement and leadership skills, and responses to questions in the professional program application.

### COMPUTER INFORMATION SYSTEMS—BS

Computer Information Systems (CIS) involves the design, development, and maintenance of information systems that support both business operations and managerial decision-making. Students majoring in Computer Information Systems develop familiarity with software application development, database development, and network deployment. Special emphasis is placed on business process workflows, systems integration, and project management. The focus throughout the program is on using information technology to add value to organizations. Specific skills include Java, Visual Basic, SQL, Oracle, Access, network security, and Web services. Students also acquire problem solving, critical thinking, communication, and team-building skills.

A degree in Computer Information Systems offers a diverse range of job opportunities in a variety of industries, including entertainment, national defense, transportation, education, healthcare, and finance. Information systems is

also a key component in the success of other functional business areas such as accounting, supply chain, finance, and marketing.

Entry-level information systems positions include database administrator, systems analyst, network administrator, project manager, systems administrator, and consultant. Long-term career aspirations for a student with a CIS degree include chief information officer (CIO), chief technology officer (CTO), chief knowledge officer (CKO), chief security officer (CSO), and chief executive officer (CEO). The average beginning salary is in the mid to high \$40,000s.

*U.S. News & World Report* ranks the ASU CIS program among the nation’s top 20 public and private programs.

The major in Computer Information Systems consists of the following courses:

ACC 330 Enterprise Process Analysis and Design .....	3
CIS 340 Object-Oriented Modeling and Programming .....	3
CIS 360 Business Database Concepts.....	3
CIS 425 Electronic Commerce Strategy .....	3
CIS 430 Networks and Distributed Systems .....	3
CIS 440 Systems Design and Electronic Commerce L.....	3
Total .....	18

All Computer Information Systems majors must complete an introductory computer science course as specified by the department, which may be used as a school of business requirement, and CIS 235 Introduction to Information Systems, which is used in the business core.

### MAJOR PROFICIENCY REQUIREMENTS

In addition to school of business and university requirements, Computer Information Systems majors must receive grades of “C” (2.00) or higher in the required upper-division major courses. If a student receives a grade below “C” (2.00) in any required upper-division major course, this course must be repeated before any other upper-division major course can be taken. If a second grade below “C” (2.00) is received in either an upper-division major course already taken or in a different upper-division major course, the student is no longer eligible to take additional upper-division major courses.

### GRADUATION REQUIREMENTS

In addition to fulfilling major requirements, students seeking a degree must meet all university and school requirements. See “University Graduation Requirements,” page 89, and “School Degree Requirements,” page 292.

### COMPUTER INFORMATION SYSTEMS (CIS)

For more CIS courses, see the “Course Prefixes” table, or access [www.asu.edu/aad/catalogs/courses](http://www.asu.edu/aad/catalogs/courses). The campus designation—D

---

L literacy and critical inquiry / MA mathematics / CS computer/statistics/ quantitative applications / HU humanities and fine arts / SB social and behavioral sciences / SG natural science—general core courses / SQ natural science—quantitative / C cultural diversity in the United States / G global / H historical / See “General Studies,” page 93.

## W. P. CAREY SCHOOL OF BUSINESS

(Downtown Phoenix), E (Polytechnic), M (Tempe), or W (West)—may affect how courses may be used to fulfill requirements.

---

**M CIS Note 1.** In addition to individual course prerequisites, nonbusiness students must have at least a 2.50 ASU cumulative GPA, a 2.50 ASU business GPA, and 56 earned semester hours to register for any upper-division business course unless otherwise noted.

---

**M CIS 105 Computer Applications and Information Technology. (3)**

*fall, spring, summer*

Introduces business information systems and the uses of business application software with emphasis on database and spreadsheet packages. Fee.

*General Studies: CS*

**M CIS 220 Programming Concepts for Accountancy Majors. (3)**

*fall, spring, summer*

Introduces business computer programming. Uses programming languages such as Visual BASIC to teach proper programming style and practice. Fee. Prerequisite: prebusiness student.

**M CIS 235 Introduction to Information Systems. (3)**

*fall, spring, summer*

Survey course introducing the competitive and strategic uses of information systems, how information systems are transforming organizations and their management, and the issues, difficulties, and opportunities facing the technology professional and business manager today. Fee. Prerequisite: MAT 210 or 211. Prerequisite with a grade of "C" (2.00) or higher: CIS 105.

**M CIS 300 Web Design and Development. (3)**

*fall and spring*

Focuses on Web site development, including target audience, image presentation, page/content topic organization, site navigational functionality, implementation needs, and future needs. Web site design and development practice using business software products. Prerequisites: junior or senior standing; 2.00 ASU GPA.

**M CIS 335 Visual Paradigms for Information Systems Development. (3)**

*selected semesters*

Uses visual programming languages such as Visual BASIC to implement data structures, file structures, and interfaces in business information systems. Fee. See CIS Note 1. Prerequisites: both CSE 100 and professional program business student majoring in Computer Information Systems or both CIS 220 and professional program business student majoring in Accountancy.

**M CIS 340 Object-Oriented Modeling and Programming. (3)**

*fall and spring*

Object-oriented modeling of business information systems. Abstract data types and object-oriented programming using a language such as C#. Fee. See CIS Note 1. Prerequisite: professional program business student majoring in Computer Information Systems. Prerequisites with a grade of "C" (2.00) or higher: CIS 235; CSE 181.

**M CIS 360 Business Database Concepts. (3)**

*fall and spring*

Database theory, design, and application, including the entity-relationship model; the relational, hierarchical, and network database models; and query languages. Fee. See CIS Note 1. Prerequisite: professional program business student majoring in Computer Information Systems or Accountancy. Prerequisite with a grade of "C" (2.00) or higher: ACC 330.

**M CIS 394 Special Topics. (1–4)**

*selected semesters*

See current *Schedule of Classes* for course offerings at Polytechnic campus. See CIS Note 1.

**M CIS 425 Electronic Commerce Strategy. (3)**

*fall and spring*

Key business strategies and technology elements of contemporary electronic commerce. Covers Web design and interactions between Web pages and databases. Fee. See CIS Note 1. Prerequisite: professional program business student majoring in Computer Information Systems or Accountancy. Prerequisite with a grade of "C" (2.00) or higher: CIS 360.

**M CIS 430 Networks and Distributed Systems. (3)**

*fall and spring*

Advanced topics such as communications protocols, distributed systems, network security and client-server systems; applications based on platforms such as .NET and networked UNIX. Fee. See CIS Note 1. Prerequisites with a grade of "C" (2.00) or higher: ACC 330; CIS 340; professional program business student majoring in Computer Information Systems. Pre- or corequisite with a grade of "C" (2.00) or higher: CIS 360.

**M CIS 440 Systems Design and Electronic Commerce. (3)**

*fall and spring*

Systems design for organizational and electronic commerce systems; use of project management and systems analysis and design tools. Fee. See CIS Note 1. Prerequisites with a grade of "C" (2.00) or higher: CIS 360, 430; professional program business student majoring in Computer Information Systems.

*General Studies: L*

**M CIS 494 Special Topics. (1–4)**

*selected semesters*

See CIS Note 1.

**Omnibus Courses.** For an explanation of courses offered but not specifically listed in this catalog, see "Omnibus Courses," page 63.

**Graduate-Level Courses.** For information about courses numbered from 500 to 799, see the *Graduate Catalog*, or access [www.asu.edu/catalog](http://www.asu.edu/catalog) on the Web. In some situations, undergraduate students may be eligible to take these courses; for more information, see "Graduate-Level Courses," page 62.

---

## International Business Studies

[wpcarey.asu.edu/international](http://wpcarey.asu.edu/international)

480/965-0596

BA 109

---

Josef C. Brada, Director

Adela Gasca, Coordinator

---

### Certificate in International Business Studies

The Certificate in International Business Studies is designed to prepare students for positions with multinational firms, banks, government agencies, and international organizations. The certificate is not a substitute for the listed areas of business specialization; rather, the program of study for the certificate enables students to apply business skills in a global environment.

Requirements for the certificate are designed to provide an understanding of international business environments, principles, and operations; to provide an awareness of global social processes and a sensitivity to foreign cultures; and to develop competence in a foreign language. These objectives are met in the following ways: international business principles and operations, global and area studies, foreign language, and GPA proficiency. Students seeking the certificate are strongly encouraged to obtain some international experience through study in a foreign country.

**International Business Principles and Operations.** At least nine semester hours of approved courses in international business are required. Students must take either IBS 300 Principles of International Business or ECN/IBS 306

Survey of International Economics. Other international business courses from which the remaining hours are selected include

ECN 306	Survey of International Economics <i>SB, G*</i> .....	3
	or IBS 306 Survey of International Economics <i>SB, G*</i> (3)	
ECN 331	Alternative Economic Systems <i>SB, G*</i> .....	3
ECN 360	Economic Development <i>SB, G*</i> .....	3
ECN 365	Economics of Russia and Eastern Europe <i>SB, G*</i> .....	3
ECN 436	International Trade Theory <i>SB, G*</i> .....	3
ECN 438	International Monetary Economics <i>SB, G*</i> .....	3
FIN 456	International Financial Management <i>G*</i> .....	3
IBS 300	Principles of International Business <i>G*</i> .....	3
IBS 394	ST: Economics of Latin America .....	3
IBS 394	ST: Regional Business Environment of Southeast Asia .....	3
	or IBS 494 ST: Regional Business Environment of Southeast Asia (3)	
IBS 400	Cultural Factors in International Business <i>C, G*</i> .....	3
	or MGT 400: Cultural Factors in International Business <i>C, G</i> (3)	
IBS 459	International Management <i>G</i> .....	3
	or MGT 459 International Management <i>G</i> (3)	
IBS 484	International Business Internship .....	3
IBS 493	International Honors Thesis <i>L*</i> .....	3
IBS 494	ST: Economics of the European Union .....	3
IBS 499	Individualized Instruction of International Business .....	3
MGT 459	International Management <i>G</i> .....	3
	or IBS 459: International Management <i>G</i> (3)	
MGT 494	ST: Applied International Management .....	3
MKT 394	ST: Global Markets .....	3
MKT 435	International Marketing .....	3
MKT 494	ST: Applied International Marketing .....	3
SCM 463	Global Supply Chain Management .....	3

\* W. P. Carey School of Business students may not use this course to fulfill the 60 semester hours in school degree requirements.

Honors students who select an international business topic for their thesis may use that as part of the 9 hours of international business course work for the certificate.

**Global and Area Studies.** The global and areas studies requirement can be satisfied either by means of course work or through participation in programs the W. P. Carey School of Business has with foreign schools of business, or by some combination of the two. The course work option requires at least nine semester hours of approved credits in international and area studies.

The W. P. Carey School of Business has academic agreements with universities throughout Europe, Latin America, and Asia. Students who participate and are successful in one of these approved programs abroad for one semester are deemed to have fulfilled the global and area studies requirements of the Certificate in International Business. Students who participate in an approved W. P. Carey School of Business program may satisfy some of the nine semester hours of international and area studies credit.

The requirements for the international business studies concentration in the Bachelor of Interdisciplinary Studies degree are slightly different from those for the certificate. For more information, call 480/965-0596.

**Foreign Language.** Evidence of competency in a foreign language equivalent to one year of college study is required.

**Additional Requirements.** Applicants for the Certificate in International Business must earn a “C” (2.00) or higher in each of the courses selected for the certificate, have at least a 2.50 GPA for all course work applied to the certificate, and have completed all of the business course work at the Tempe campus.

**Advising.** When planning and selecting courses to meet the requirements for the certificate and to take advantage of opportunities for participation in exchanges with foreign schools of business, students should consult with an international business faculty advisor or the coordinator of international programs, in BA 109. For more information, call 480/965-0596, or access the Web site at [wpcarey.asu.edu/international](http://wpcarey.asu.edu/international).

## BIS CONCENTRATION

A concentration in international business studies is available under the Bachelor of Interdisciplinary Studies (BIS) degree, a program intended for the student who has academic interests that might not be satisfied with existing majors. Building on two academic concentrations (or one double concentration) and an interdisciplinary core, students in the BIS program take active roles in creating their educational plans and defining their career goals. For more information, see “School of Interdisciplinary Studies,” page 139.

## INTERNATIONAL BUSINESS STUDIES (IBS)

**M IBS Note 1.** In addition to individual course prerequisites, nonbusiness students must have at least a 2.50 ASU cumulative GPA, a 2.50 ASU business GPA, and 56 earned semester hours to register for any upper-division business course unless otherwise noted.

**M IBS Note 2.** MAT 211 or 272 with a grade of “C” (2.00) or higher is a prerequisite for all upper-division economics courses except ECN 382 and 384.

### M IBS 300 Principles of International Business. (3)

*fall, spring, summer*

Multidisciplinary analysis of international economic and financial environment. Operations of multinational firms and their interaction with home and host societies. See IBS Note 1. Prerequisite: ECN 212. *General Studies: G*

### M IBS 306 Survey of International Economics. (3)

*fall, spring, summer*

Survey of international trade issues, commercial policy, trade theory, customs unions, and international monetary topics. Cross-listed as ECN 306. Credit is allowed for only ECN 306 or IBS 306. See IBS Notes 1, 2. Prerequisites: ECN 211, 212. *General Studies: SB, G*

### M IBS 394 Special Topics. (1–4)

*fall and spring*

See IBS Note 1. Topics may include the following:

- Economics of Latin America. (3)
- Regional Business Environment of Southeast Asia. (3)

Prerequisites: 2.00 ASU GPA; junior standing.

### M IBS 400 Cultural Factors in International Business. (3)

*fall and spring*

Cultural role in international business relations; applied principles of cross-cultural communications, negotiations, and management;

**L** literacy and critical inquiry / **MA** mathematics / **CS** computer/statistics/quantitative applications / **HU** humanities and fine arts / **SB** social and behavioral sciences / **SG** natural science—general core courses / **SQ** natural science—quantitative / **C** cultural diversity in the United States / **G** global / **H** historical / See “General Studies,” page 93.

## W. P. CAREY SCHOOL OF BUSINESS

regional approaches to business relations. Cross-listed as MGT 400. Credit is allowed for only IBS 400 or MGT 400. See IBS Note 1. Prerequisites: IBS 300, 306 (or ECN 306); MGT 300 (or 320).  
*General Studies: C, G*

### **M IBS 459 International Management. (3)**

*fall and spring*

Concepts and practices of multinational and foreign firms. Objectives, strategies, policies, and organizational structures for operating in various environments. Cross-listed as MGT 459. Credit is allowed for only IBS 459 or MGT 459. See IBS Note 1. Prerequisites: IBS 300, 306 (or ECN 306); MGT 300 (or 320 or 380).  
*General Studies: G*

### **M IBS 484 International Business Internship. (3)**

*selected semesters*

Academic credit for professional work organized through the internship/international program. See IBS Note 1. Prerequisites: IBS 300 or 306 (or ECN 306); professional program business student; senior; minimum cumulative ASU 3.40 GPA; minimum ASU business 3.40 GPA.

### **M IBS 493 International Honors Thesis. (3)**

*fall and spring*

See IBS Note 1.

*General Studies: L*

### **M IBS 494 Special Topics. (1–4)**

*fall and spring*

See IBS Note 1. Topics may include the following:

- Economics of the European Union. (3)
- Regional Business Environment of Southeast Asia. (3)

### **M IBS 499 Individualized Instruction of International Business. (3)**

*fall and spring*

See IBS Note 1.

**Omnibus Courses.** For an explanation of courses offered but not specifically listed in this catalog, see "Omnibus Courses," page 63.

---

## Department of Management

[wpcarey.asu.edu/mgt](http://wpcarey.asu.edu/mgt)

480/965-3431

BA 323

---

**Regents' Professor:** Gomez-Mejia

**Professors:** Ashforth, Cannella, Cardy, Hershauer, Hom, Hoskisson, Keim, Kinicki, Mittelstaedt, Roberson, Tsui

**Associate Professors:** Boyd, Hillman, Keats, Moorhead, Olivas, Van Hook

**Assistant Professors:** Corley, Koka, Lee

**Lecturers:** Beer, Davila

---

Faculty in the ASU Department of Management are widely recognized for their work in the areas of organizational behavior, human resource management, and strategic management. The faculty's research and instruction emphasize corporate governance, high-tech management, knowledge management, quality, process and project management, strategic alliances, value chain analysis, global supply operations, globalization, diversity, small business and entrepreneurship, change management, organizational iden-

tity, and human resource management practices in their research, consulting, and teaching.

The W. P. Carey School of Business management major ranks 24th in the nation by *U.S. News and World Report* (September 2003). Nominated by deans and senior faculty of business schools around the country, the W. P. Carey BS degree in Management is recognized as one of the best programs in this specialty area.

Students at the undergraduate and graduate levels gain the most current and relevant knowledge of management practice and theory from esteemed faculty who are excellent scholars and teachers. ASU faculty rank first place internationally in the number of leading textbooks in all areas of management. In a recent update of a study originally published in the *Academy of Management Journal* (Dennis, et al., 2001), the ASU Department of Management climbed to third place internationally in research performance in top journals, up from 21st place. The department is also ranked third place internationally in the number of most cited management scholars. Faculty members have also won numerous local and international teaching awards, including citations in the prestigious *Business Week's* listing of the best MBA professors. For more information, access the department's Web site at [wpcarey.asu.edu/mgt](http://wpcarey.asu.edu/mgt).

Department of Management faculty take great pride in their teaching excellence and have been very active in continuing to improve collaborative teaching techniques. Eleven management faculty members and teaching assistants have won recent school, university, and international awards for their excellence in teaching effectiveness.

Department of Management faculty excel at developing the latest materials to facilitate student learning. Teaching awards and student evaluations place faculty among the elite at ASU. Faculty members also have the distinction of publishing more leading textbooks on management topics than faculty at any other university worldwide.

## MANAGEMENT—BS

Business in the 21st century calls for managers who are dynamic leaders and effective team builders. The leaders of companies that are succeeding in the new marketplace possess excellent written and oral communication skills and extensive experience in guiding collaborative teams. After analyzing surveys of students, graduates, and their employers and after many insightful discussions with executives and recruiters, the department concluded that the Management major should have a strong emphasis on collaboration, leadership, communication, team building, and major group projects with the community in not-for-profit and for-profit business settings. The newly revised curriculum begins with the global supply operations course—an immersion in the fundamentals of the global economy, the world of e-business, and collaborative teams. Students are encouraged to concurrently enroll in the introductory courses on collaborative team skills and managing people in organizations during their first semester. Throughout the program, understanding of theory and concepts of management are enhanced by experiencing and testing these concepts in skill-based exercises, case discussions, and team-based project work in the classroom and in the community.

The Management major prepares men and women for managerial leadership in a world characterized by the fast pace of e-business; demands for continuous process improvements to enhance the value chain; growing technological sophistication; racial, cultural, and gender diversity in the workforce; and the need for skills in communicating and working with people, managing projects, and managing change. Graduates with these skills are likely to be recruited by management consulting firms, high-tech firms, service and manufacturing firms, for-profit and not-for-profit organizations, and large and small organizations. These employers recruit Management graduates for challenging trainee positions or entry-level management positions and immediately benefit from their preparation.

**Program Requirements**

The major in Management consists of the following courses:

MGT 320 Managing People in Organizations .....	3
MGT 410 Responsible Leadership .....	3
MGT 420 Performance Management .....	3
MGT 450 Changing Business Processes <i>L</i> .....	3
MGT 460 Strategic Leadership <i>L</i> .....	3
Management electives* .....	6
<b>Total</b> .....	<b>21</b>

\* Management electives must be selected from the approved list.

All Management majors must complete the following specific courses that fulfill other pre-business or professional program requirements:

ENG 301 Writing for the Professions <i>L</i> .....	3
COM 225 Public Speaking <i>L</i> .....	3
or COM 259 Communication in Business and the Professions <sup>1</sup> (3)	
IBS 300 Principles of International Business <sup>2</sup> <i>G</i> .....	3
MGT 310 Collaborative Team Skills <sup>3</sup> .....	3
<b>Total</b> .....	<b>12</b>

<sup>1</sup> COM 225 is recommended over COM 259. Either is counted in the school communication requirement.

<sup>2</sup> IBS 300 is counted in the business core in place of the international business course.

<sup>3</sup> MGT 310 is counted in place of MGT 300 in the business core.

**Approved Electives for Management.** The following electives have been approved for the management major.

ACC 316 Management Uses of Accounting .....	3
MGT 400 Cultural Factors in International Business <i>C, G</i> .....	3
MGT 440 Small Business and Entrepreneurship .....	3
MGT 445 Business Plan Development .....	3
MGT 459 International Management <i>G</i> .....	3
MGT 484 Management Internship .....	3
MGT 494 Special Topics .....	3
MKT 302 Fundamentals of Marketing Management <i>L</i> .....	3

**Undergraduate Internships in Management.** The Department of Management strongly supports the concept of student internships, believing all students can benefit from the experience. Undergraduate internships in management provide an opportunity for students to gain on-the-job work experience related to their academic preparation and

to increase their employment potential at graduation. For more information about the management internship program and the application process, access the department internship Web site at [www.wpcarey.asu.edu/mgt/internships.cfm](http://www.wpcarey.asu.edu/mgt/internships.cfm). Management majors may use a maximum of three semester hours of MGT 484 for the major. Any additional internship credits may be used for nonmanagement electives.

**Certificates.** The Department of Management also strongly supports certification in key areas that strengthen the Management degree and help to differentiate individual students for recruiters. The certificates allow students to gain particular analytical skills related to their education and to increase their employment prospects. These certificates are particularly relevant to students majoring in Management:

1. the Certificate for Automotive Entrepreneurs and Leaders (see [wpcarey.asu.edu/up/certificates/cael.cfm](http://wpcarey.asu.edu/up/certificates/cael.cfm));
2. the International Business Certificate (see [wpcarey.asu.edu/up/ipo/ibc.cfm](http://wpcarey.asu.edu/up/ipo/ibc.cfm));
3. the Certificate in Quality Analysis (see [wpcarey.asu.edu/up/qa\\_certificate.cfm](http://wpcarey.asu.edu/up/qa_certificate.cfm)); and
4. the Certificate in Small Business and Entrepreneurship (see [wpcarey.asu.edu/up/smallbusiness.cfm](http://wpcarey.asu.edu/up/smallbusiness.cfm)).

**Major in Management.** More information, links to courses and faculty, and any updates on the undergraduate major in Management can be found on the Web at [wpcarey.asu.edu/mgt](http://wpcarey.asu.edu/mgt).

**Major Proficiency Requirements**

Students must receive grades of “C” (2.00) or better in upper-division courses for the major. If a student receives a grade below “C” (2.00) in any course in the major, the course must be repeated. If a second grade below “C” (2.00) is received in either an upper-division course in the major already taken or in a different upper-division course in the major, the student is no longer eligible to take additional upper-division courses in that major.

**Graduation Requirements**

In addition to fulfilling major requirements, students seeking a degree must meet all university and school requirements. See “University Graduation Requirements,” page 89, and “School Degree Requirements,” page 292.

**GRADUATE PROGRAMS**

The Department of Management participates actively in several master’s and PhD programs, particularly the technology MBA and executive MBA. For a detailed description of these programs, see the *Graduate Catalog*.

The Department of Management has adopted a modular approach to PhD education to improve our ability to deliver focused, high-quality seminars, give students more flexibility in defining their areas of expertise, increase their rate of quality publications, and enhance the quality of PhD placements.

*L* literacy and critical inquiry / *MA* mathematics / *CS* computer/statistics/quantitative applications / *HU* humanities and fine arts / *SB* social and behavioral sciences / *SG* natural science—general core courses / *SQ* natural science—quantitative / *C* cultural diversity in the United States / *G* global / *H* historical / See “General Studies,” page 93.

## W. P. CAREY SCHOOL OF BUSINESS

**Graduate Programs.** For additional information, links to courses and faculty, and general information about ASU MBA programs, access the Web at [wpcarey.asu.edu/mba](http://wpcarey.asu.edu/mba).

More information, application procedures, links to faculty, and any updates on the PhD program in Management can be found on the Web at [wpcarey.asu.edu/mgt/degree/phd-program-description.cfm](http://wpcarey.asu.edu/mgt/degree/phd-program-description.cfm).

### MANAGEMENT (MGT)

For more MGT courses, see the "Course Prefixes" table, or access [www.asu.edu/aad/catalogs/courses](http://www.asu.edu/aad/catalogs/courses). The campus designation—D (Downtown Phoenix), E (Polytechnic), M (Tempe), or W (West)—may affect how courses may be used to fulfill requirements.

**M MGT Note 1.** In addition to individual course prerequisites, nonbusiness students must have at least a 2.50 ASU cumulative GPA, a 2.50 ASU business GPA, and 56 earned semester hours to register for any upper-division business course unless otherwise noted.

#### M MGT 300 Organizational Management and Leadership. (3)

*fall, spring, summer*

Analyzes strategic, behavioral, and human resource management perspectives, including principles of strategic management and leadership of human resources. Fee. See MGT Note 1. Prerequisites: a course in psychology (social and behavioral) and a course in sociology. Pre- or corequisite: SCM 300.

#### M MGT 310 Collaborative Team Skills. (3)

*fall, spring, summer*

Development of skills in managing and working in collaborative environments. Theories and applications in small group dynamics and team facilitation. Interactive, learner-centered. See MGT Note 1. Prerequisite: professional program business student majoring in Management. Prerequisite for nonmajors: instructor approval. Pre- or corequisites: MGT 320; SCM 300 (recommended as corequisites).

#### M MGT 320 Managing People in Organizations. (3)

*fall, spring, summer*

Management processes, fundamentals of business-level strategy, individual difference issues, motivation and leadership of people in organizations. Lecture, discussion, interactive, learner-centered. See MGT Note 1. Prerequisite: professional program business student majoring in Management. Prerequisite for nonmajors: instructor approval. Pre- or corequisites: MGT 310; SCM 300 (recommended as corequisites).

#### M MGT 350 Seminar in International Business. (3)

*summer*

Broad exposure to global business; cross-cultural differences across business disciplines; European Union history and future; impact of exchange rates. Lecture, discussion, on- and off-campus business visits. Cross-listed as MKT 350. Credit is allowed for only MGT 350 or MKT 350. See MGT Note 1. Prerequisites for business majors: SCM 300; professional program admission. Prerequisites for nonmajors: MGT 380; completion of at least 56 hours with at least 2.00 GPA.

#### M MGT 380 Management and Strategy for Nonmajors. (3)

*fall, spring, summer*

Introduces the functions and applications of management in organizations, including controlling, decision making, leadership, motivation, planning, and social responsibility. Not open to business majors. Prerequisites: 2.00 ASU GPA; junior standing.

#### M MGT 394 Special Topics. (3)

*selected semesters*

See MGT Note 1.

#### M MGT 400 Cultural Factors in International Business. (3)

*fall and spring*

Cultural role in international business relations; applied principles of cross-cultural communications, negotiations, and management; regional approaches to business relations. Cross-listed as IBS 400. Credit is allowed for only IBS 400 or MGT 400. See MGT Note 1. Prerequisites: IBS 300, 306 (or ECN 306); MGT 300 (or 320).

*General Studies: C, G*

#### M MGT 410 Responsible Leadership. (3)

*fall, spring, summer*

Values, core beliefs, legal and ethical mandates and cultural norms as they apply to the conduct of organizations; application through a Service Learning project. Interactive, learner-centered. See MGT Note 1. Prerequisites: MGT 310, 320.

#### M MGT 420 Performance Management. (3)

*fall, spring, summer*

Development of skills and knowledge to lead associates effectively: hiring, developing, evaluating, retaining, and rewarding employees. Preparation for leadership roles. Lecture, discussion, interactive, learner-centered. See MGT Note 1. Prerequisites: MGT 310, 320.

#### M MGT 440 Small Business and Entrepreneurship. (3)

*fall and spring*

Opportunities, risks, and problems associated with small business development and operation. See MGT Note 1.

#### M MGT 445 Business Plan Development. (3)

*fall and spring*

Develops a complete strategic business plan emphasizing the planning process undertaken by successful small business owners and entrepreneurs. Lecture, discussion, experiential exercise. See MGT Note 1. Prerequisite: MGT 440.

#### M MGT 450 Changing Business Processes. (3)

*fall and spring*

Describes and analyzes business processes. Generates and evaluates alternatives. Creates improvement and implementation plans. Fee. See MGT Note 1. Prerequisite: completion of 100 hours, including all business administration core requirements. Pre- or corequisite: FIN 461 or MGT 460 or MKT 460 or SCM 479 or any other recommended business integrative course.

*General Studies: L*

#### M MGT 459 International Management. (3)

*fall and spring*

Concepts and practices of multinational and foreign firms. Objectives, strategies, policies, and organizational structures for operating in various environments. Cross-listed as IBS 459. Credit is allowed for only IBS 459 or MGT 459. See MGT Note 1. Prerequisites: IBS 300, 306 (or ECN 306); MGT 300 (or 320 or 380).

*General Studies: G*

#### M MGT 460 Strategic Leadership. (3)

*fall, spring, summer*

Systems theory of organizations, strategy formulation and administration in organizations, creating organizational cohesiveness, and leading change within organizations. Lecture, cases, exercises. See MGT Note 1. Prerequisites: MGT 410, 420; completion of 100 hours, including all business administration core requirements. Pre- or corequisite: MGT 450 (recommended as corequisite).

*General Studies: L*

#### M MGT 464 Collaborative Design Development I. (5)

*fall*

Team-based product development course featuring applied projects. Open to senior students from business, engineering, design, and other disciplines. Cross listed as IND 464. Credit is allowed for only IND 464 or MGT 464. Lecture, lab. See MGT Note 1. Prerequisites: instructor approval; application process ([www.innovationspace.org](http://www.innovationspace.org)).

#### M MGT 465 Collaborative Design Development II. (5)

*spring*

Team-based product development course featuring applied projects. Open to senior students from business, engineering, design, and other disciplines. Cross listed as IND 465. Credit is allowed for only IND 465 or MGT 465. Lecture, lab. See MGT Note 1. Prerequisites: instructor approval; application process ([www.innovationspace.org](http://www.innovationspace.org)).

#### M MGT 484 Management Internship. (3)

*fall and spring*

Internships are strongly recommended to improve employment potential. The Department of Management internship coordinator must approve all internships to receive credit. See MGT Note 1.

#### M MGT 494 Special Topics. (1–4)

*selected semesters*

Current topics in management, primarily designed for business majors. See the *Schedule of Classes* for current offerings of courses. Topics may include the following:

- Applied International Management. (3)
- Cultural Factors in International Business. (3)

- Prerequisite: IBS 300 (or 459) or MGT 300 (or 459).  
 • Dealership Management. (3)  
 • Strategic Management. (3)

**M MGT 499 Individualized Instruction. (1–3)**  
*selected semesters*

**Omnibus Courses.** For an explanation of courses offered but not specifically listed in this catalog, see “Omnibus Courses,” page 63.

**Graduate-Level Courses.** For information about courses numbered from 500 to 799, see the *Graduate Catalog*, or access [www.asu.edu/catalog](http://www.asu.edu/catalog) on the Web. In some situations, undergraduate students may be eligible to take these courses; for more information, see “Graduate-Level Courses,” page 62.

---

## Department of Marketing

[wpcarey.asu.edu/mkt](http://wpcarey.asu.edu/mkt)

480/965-3621

BAC 460

---

**Michael P. Mokwa, Chair**

**Professors:** Bitner, Bolton, Brown, Hutt, Jackson, Kumar, Lastovicka, Mokwa, Nowlis, L. Ostrom, Reingen, Walker, Ward

**Associate Professors:** Blasko, A. Ostrom, Sinha, Stephens

**Assistant Professors:** Jarvis, Mandel, Morales

**Clinical Assistant Professor:** Peloso

**Senior Lecturer:** Spiers

---

Study in the field of marketing involves analysis of how organizations plan, organize, deploy, and control their resources to achieve market objectives. Focus is placed on market forces, growth, and the deployment of firms in competitive markets and on the marketing strategy and tactics of the firm. Through the proper selection of courses, a student may prepare for a career in

1. selling and sales management;
2. services and retail marketing;
3. promotion and advertising management;
4. business to business marketing;
5. international marketing;
6. market research and planning;
7. general marketing management; or
8. retail management.

### MARKETING—BS

The major in Marketing consists of 18 semester hours. The following courses must be included:

MKT 302 Fundamentals of Marketing Management <i>L</i> .....	3
MKT 304 Consumer Behavior .....	3
MKT 351 Marketing Research <i>L</i> .....	3
MKT 460 Strategic Marketing.....	3
Total .....	12

To complete the major, students, in consultation with their faculty advisors, select six additional hours from among the following list of courses:

MKT 301 Principles of Advertising.....	3
MKT 310 Principles of Selling.....	3
MKT 411 Sales Management .....	3
MKT 412 Promotion Management.....	3
MKT 424 Retail Management .....	3
MKT 430 Marketing for Service Industries .....	3
MKT 434 Business-to-Business Marketing.....	3
MKT 435 International Marketing .....	3
MKT 484 Internship .....	3
MKT 494 Special Topics .....	1–4
MKT 499 Individualized Instruction .....	1–3

### Major Proficiency Requirements

Students must receive grades of “C” (2.00) or higher in upper-division courses for the major. If a student receives a grade below “C” (2.00) in any course in the major, this course must be repeated. If a second grade below “C” (2.00) is received in either an upper-division course in the major already taken or in a different upper-division course in the major, the student is no longer eligible to take additional upper-division courses in the major.

### GRADUATION REQUIREMENTS

In addition to fulfilling major requirements, students seeking a degree must meet all university and school requirements. See “University Graduation Requirements,” page 89, and “School Degree Requirements,” page 292.

### GRADUATE PROGRAMS

The department offers a distinctive MBA curriculum in services marketing and management. For more information, see the *Graduate Catalog*.

### MARKETING (MKT)

*For more MKT courses, see the “Course Prefixes” table, or access [www.asu.edu/aad/catalogs/courses](http://www.asu.edu/aad/catalogs/courses). The campus designation—D (Downtown Phoenix), E (Polytechnic), M (Tempe), or W (West)—may affect how courses may be used to fulfill requirements.*

---

**M MKT Note 1.** In addition to individual course prerequisites, nonbusiness students must have at least a 2.50 ASU cumulative GPA, a 2.50 ASU business GPA, and 56 earned semester hours to register for any upper-division business course unless otherwise noted.

---

#### M MKT 300 Principles of Marketing. (3)

*fall, spring, summer*

Role and process of marketing within the society, economy, and business organization. See MKT Note 1. Prerequisite: ECN 212. Pre- or corequisite: SCM 300.

#### M MKT 301 Principles of Advertising. (3)

*fall, spring, summer*

Advertising as a communications tool in marketing and business management. Survey of market segmentation, creative strategy, media, and effectiveness measures. See MKT Note 1. Prerequisite: MKT 300.

---

**L** literacy and critical inquiry / **MA** mathematics / **CS** computer/statistics/ quantitative applications / **HU** humanities and fine arts / **SB** social and behavioral sciences / **SG** natural science—general core courses / **SQ** natural science—quantitative / **C** cultural diversity in the United States / **G** global / **H** historical / See “General Studies,” page 93.

## W. P. CAREY SCHOOL OF BUSINESS

### **M MKT 302 Fundamentals of Marketing Management. (3)**

*fall, spring, summer*

Marketing planning, implementation, and control by organizations, with special emphasis on identifying market opportunities and developing marketing programs. See MKT Note 1. Prerequisites: MKT 300; professional program Marketing major.

*General Studies: L*

### **M MKT 304 Consumer Behavior. (3)**

*fall, spring, summer*

Applies behavioral concepts in the analysis of consumer behavior and the use of behavioral analysis in marketing strategy formulation. See MKT Note 1. Prerequisite: MKT 300.

### **M MKT 310 Principles of Selling. (3)**

*once a year*

Basic principles underlying the selling process and their practical application in the sale of industrial goods, consumer goods, and intangibles. See MKT Note 1. Prerequisite: MKT 300.

### **M MKT 350 Seminar in International Business. (3)**

*summer*

Broad exposure to global business; cross-cultural differences across business disciplines; European Union history and future; impact of exchange rates. Lecture, discussion, on- and off-campus business visits. Cross-listed as MGT 350. Credit is allowed for only MKT 350 or MGT 350. See MKT Note 1. Prerequisites for business majors: SCM 300; professional program admission. Prerequisites for nonmajors: MGT 380; completion of at least 56 hours with at least 2.00 GPA.

### **M MKT 351 Marketing Research. (3)**

*fall, spring, summer*

Integrated treatment of methods of market research and analysis of market factors affecting decisions in the organization. Fee. See MKT Note 1. Prerequisite with a grade of "C" (2.00) or higher: QBA 221. Pre- or corequisite: MKT 302.

*General Studies: L*

### **M MKT 382 Advertising and Marketing Communication. (3)**

*fall and spring*

Introduction for nonbusiness majors to the communication process within marketing and advertising. Creation and presentation of an ad campaign. Not open to business majors. Prerequisites: junior or senior standing; 2.00 ASU GPA.

### **M MKT 394 Special Topics. (1–4)**

*fall*

Not open to Marketing majors. See MKT Note 1. Topics may include the following:

- Applied International Marketing. (1–3)
- Global Markets. (3)
- Marketing and Selling. (3)

### **M MKT 411 Sales Management. (3)**

*once a year*

Applies management concepts to the administration of the sales operation. See MKT Note 1. Prerequisite: MKT 302.

### **M MKT 412 Promotion Management. (3)**

*once a year*

Integrates the promotional activities of the firm, including advertising, personal selling, public relations, and sales promotion. See MKT Note 1. Prerequisite: MKT 302.

### **M MKT 424 Retail Management. (3)**

*selected semesters*

Role of retailing in marketing. Problems and functions of retail managers within various retail institutions. See MKT Note 1. Prerequisite: MKT 300.

### **M MKT 430 Marketing for Service Industries. (3)**

*once a year*

Concepts and strategies for addressing distinctive marketing problems and opportunities in service industries. Current issues and trends in the service sector. See MKT Note 1. Prerequisites: MKT 300, professional program business student.

### **M MKT 434 Business-to-Business Marketing. (3)**

*once a year*

Strategies for marketing products and services to commercial, institutional, and governmental markets. Changing industry and market structures. See MKT Note 1. Prerequisite: MKT 302 or instructor approval.

### **M MKT 435 International Marketing. (3)**

*once a year*

Analyzes marketing strategies developed by international firms to enter foreign markets and to adapt to changing international environments. See MKT Note 1. Prerequisites: MKT 302 (or instructor approval); professional program business student.

### **M MKT 460 Strategic Marketing. (3)**

*fall, spring, summer*

Policy formulation and decision making by the marketing executive. Integrates marketing programs and considers contemporary marketing issues. Prerequisite: professional program business student. See MKT Note 1. Prerequisites with a grade of "C" (2.00) or higher: MKT 302, 304, 351.

### **M MKT 484 Internship. (3)**

*fall, spring, summer*

See MKT Note 1. Prerequisite with a grade of "B" (3.00) or higher: MKT 302.

### **M MKT 494 Special Topics. (1–4)**

*fall, spring, summer*

Chosen from topics in the marketing and international marketing arenas to include seminars in international marketing in Europe and Asia. See MKT Note 1. Topics may include the following:

- Applied International Marketing
- Dealership Management

### **M MKT 499 Individualized Instruction. (1–3)**

*fall, spring, summer*

Topics of special interest chosen by students and agreed to by the departments to do independent studies with a professor acting as a guide. See MKT Note 1.

**Omnibus Courses.** For an explanation of courses offered but not specifically listed in this catalog, see "Omnibus Courses," page 63.

**Graduate-Level Courses.** For information about courses numbered from 500 to 799, see the *Graduate Catalog*, or access [www.asu.edu/catalog](http://www.asu.edu/catalog) on the Web. In some situations, undergraduate students may be eligible to take these courses; for more information, see "Graduate-Level Courses," page 62.

**Department of Supply Chain Management**

[wpcarey.asu.edu/scm](http://wpcarey.asu.edu/scm)

480/965-6044

BA 446

**Joseph R. Carter, Chair**

**Professors:** J. Carter, P. Carter, Choi, Dooley, Ellram, Jennings, Kirkwood, Pearson, Roth, V. Smith-Daniels

**Associate Professors:** Brooks, Callarman, Keefer, Krause, Maltz, Rungtusanatham, Siferd, D. Smith-Daniels, Verdini

**Assistant Professors:** Barratt, Rabinovich

**Clinical Assistant Professor:** Pfund

**Research Professor:** Monczka

**Senior Lecturers:** Brown, Koretz

The faculty in the Department of Supply Chain Management offer courses in two separate areas: legal and ethical studies and supply chain management.

**Legal and Ethical Studies**

The legal and ethical studies faculty offer the undergraduate and the Master of Business Administration core requirements in legal and ethical studies. In addition, the faculty offer specialized courses in law and ethics relating to health care, insurance, real estate, and professional sports.

**SUPPLY CHAIN MANAGEMENT – BS**

A “supply chain” consists of all of the entities necessary to transform ideas into delivered products and services. Supply chain management directs and transforms a firm’s resources in order to design, purchase, produce, and deliver high-quality goods and services. As goods and services flow from supplier to producer to customer to final user, supply chain management is particularly concerned with the interfaces between organizations. One way to view supply chain management is as managing linkages between organizations.

The competitive and global nature of today’s business environment dictates that this direction and transformation take place in a way that is as efficient and effective as possible. Continuing emphases on time, cost, and quality improvements have sharpened the need to coordinate and cooperate with trading partners around the world to achieve results that allow customers to be successful. Supply chain management focuses on the integration of activities across several companies to manage the flow of products, services, people, equipment, facilities, and other resources. Supply chain management is also concerned with recycling, reuse, and final disposal of products.

The major in Supply Chain Management consists of the following courses:

SCM 345 Logistics Management .....	3
SCM 355 Supply Management .....	3
SCM 432 Planning and Control Systems for Supply Chain Management L .....	3
SCM 440 Quality Management and Measurement .....	3
SCM 455 Research and Negotiation .....	3
SCM 479 Supply Chain Strategy .....	3
Total .....	18

**MAJOR PROFICIENCY REQUIREMENTS**

Students must receive grades of “C” (2.00) or higher in upper-division courses for the major. If a student receives a grade below “C” (2.00) in any course in the major, this course must be repeated. If a second grade below “C” (2.00) is received in either an upper-division course in the major already taken or in a different upper-division course in the major, the student is no longer eligible to take additional upper-division courses in that major.

**GRADUATION REQUIREMENTS**

In addition to fulfilling major requirements, students seeking a degree must meet all university and school requirements. See “University Graduation Requirements,” page 89, and “School Degree Requirements,” page 292.

**LEGAL AND ETHICAL STUDIES (LES)**

For more LES courses, see the “Course Prefixes” table, or access [www.asu.edu/aad/catalogs/courses](http://www.asu.edu/aad/catalogs/courses). The campus designation—D (Downtown Phoenix), E (Polytechnic), M (Tempe), or W (West)—may affect how courses may be used to fulfill requirements.

**M LES Note 1.** In addition to individual course prerequisites, nonbusiness students must have at least a 2.50 ASU cumulative GPA, a 2.50 ASU business GPA, and 56 earned semester hours to register for any upper-division business course unless otherwise noted.

**M LES 305 Legal, Ethical, and Regulatory Issues in Business. (3)**  
*fall, spring, summer*

Legal theories, ethical issues, and regulatory climate affecting business policies and decisions. Lecture, Web-based delivery. See LES Note 1.

**M LES 380 Consumer Perspective of Business Law. (3)**  
*fall and spring*

Role of law as it affects society. Uses case studies to present principles that govern business and consumers. Lecture, television. See LES Note 1. Prerequisites: 2.00 GPA; junior standing.

**M LES 411 Real Estate Law. (3)**

*once a year*  
Legal and ethical aspects of land ownerships, interests, transfer, finance development, and regulations of the real estate industry. See LES Note 1.

**Omnibus Courses.** For an explanation of courses offered but not specifically listed in this catalog, see “Omnibus Courses,” page 63.

**Graduate-Level Courses.** For information about courses numbered from 500 to 799, see the *Graduate Catalog*, or access [www.asu.edu/catalog](http://www.asu.edu/catalog) on the Web. In some situations, undergraduate students may be eligible to take these courses; for more information, see “Graduate-Level Courses,” page 62.

L literacy and critical inquiry / MA mathematics / CS computer/statistics/ quantitative applications / HU humanities and fine arts / SB social and behavioral sciences / SG natural science—general core courses / SQ natural science—quantitative / C cultural diversity in the United States / G global / H historical / See “General Studies,” page 93.



Students on the plaza outside the Business Administration building

Tim Trumble photo

## SUPPLY CHAIN MANAGEMENT (SCM)

**M SCM Note 1.** In addition to individual course prerequisites, nonbusiness students must have at least a 2.50 ASU cumulative GPA, a 2.50 ASU business GPA, and 56 earned semester hours to register for any upper-division business course unless otherwise noted.

### **M SCM 300 Global Supply Operations. (3)**

*fall, spring, summer*

Resources and information to create and deliver products globally. Interfirm systems and industry supply chains. Customer, producer, and employee perspectives. Lecture, discussion. Fee. See SCM Note 1. Prerequisites: ACC 240; CIS 105; QBA 221.

### **M SCM 301 Supply Chain Management. (3)**

*selected semesters*

Examines the purchasing, materials, and logistics management areas. Presents techniques for acquiring, storing, processing, and moving material inventory. See SCM Note 1. Prerequisite: professional program business student.

### **M SCM 345 Logistics Management. (3)**

*fall and spring*

Logistics and supply chain activities emphasizing integration of transportation, inventory, warehousing, facility location, customer service, packaging, and materials handling. See SCM Note 1.

Prerequisite: professional program business student majoring in Supply Chain Management. Pre- or corequisite: SCM 300.

### **M SCM 355 Supply Management. (3)**

*fall and spring*

Management of the supply function, including organization, procedures, supplier selection, quality, inventory decisions, and price determination. See SCM Note 1. Prerequisites: SCM 300; professional program business student majoring in Supply Chain Management.

### **M SCM 405 Urban Transportation. (3)**

*selected semesters*

Economic, social, political, and business aspects of passenger transportation. Public policy and government aid to urban transportation development. See SCM Note 1. Prerequisites: both SCM 345 and upper-division standing or only instructor approval.

### **M SCM 432 Planning and Control Systems for Supply Chain Management. (3)**

*fall and spring*

Planning and control systems for product and service flows in supply chain: production planning, master scheduling, MRP, ERP, inventory management. Lab. Fee. See SCM Note 1. Prerequisites: SCM 300, 345; professional program business student majoring in Supply Chain Management. Pre- or corequisite: SCM 355.

*General Studies: L*

### **M SCM 440 Quality Management and Measurement. (3)**

*fall and spring*

Quality management and measurement, relationships with suppliers and customers, quality awards, certifications, programs, tools for process improvement and cost analyses. See SCM Note 1.

Prerequisites: SCM 300; professional program business student majoring in Supply Chain Management. Pre- or corequisites: SCM 345, 355.

### **M SCM 455 Research and Negotiation. (3)**

*fall and spring*

Current philosophy, methods, techniques for conducting strategic and tactical supply chain research and negotiations. Includes supplier price and cost analysis. See SCM Note 1. Prerequisite: professional program business student majoring in Supply Chain Management. Prerequisite with a grade of "C" (2.00) or higher: SCM 355.

### **M SCM 460 Carrier Management. (3)**

*selected semesters*

Analyzes carrier economics, regulation, management, and rate-making practice; evaluates public policy issues related to carrier transportation. See SCM Note 1. Prerequisites: both SCM 345 and upper-division standing or only instructor approval.

### **M SCM 463 Global Supply Chain Management. (3)**

*once a year*

Supply chain activities in international business with special emphasis on management of transportation, global sourcing, customs issues, and facility location in a global environment. See SCM Note 1.

Prerequisite: upper-division standing.

### **M SCM 479 Supply Chain Strategy. (3)**

*fall and spring*

Integrated supply chain strategies synthesizing supply management, production, logistics, and enterprise systems. Provides a comprehensive perspective of supply chain management. Fee. See SCM Note 1. Prerequisite: professional program business student majoring in Supply Chain Management. Prerequisites with a grade of "C" (2.00) or higher: SCM 345, 355, 432.

**Omnibus Courses.** For an explanation of courses offered but not specifically listed in this catalog, see "Omnibus Courses," page 63.

**Graduate-Level Courses.** For information about courses numbered from 500 to 799, see the *Graduate Catalog*, or access [www.asu.edu/aad/catalogs](http://www.asu.edu/aad/catalogs) on the Web. In some situations, undergraduate students may be eligible to take these courses; for more information, see "Graduate-Level Courses," page 62.