

# College of Business

Larry E. Penley, Ph.D.  
Dean

## PURPOSE

The primary objective of the College of Business is to prepare students for positions of responsibility in the business community. The undergraduate and graduate degree curricula are designed to provide

1. a background of general education helpful to informed, thinking citizens;
2. a mastery of basic business tools and skills with a clear understanding of business procedures; and
3. a specialized and professional knowledge of a selected field of business.

To attain these objectives in the undergraduate program, the curriculum has been devised so that the student completes 50% of work in general education and other nonbusiness courses and 45% in courses offered by the College of Business, with the remaining 5% selected from either area by the student in consultation with an advisor.

The college is a member of the American Assembly of Collegiate Schools of Business (AACSB), the official accrediting organization in the field of business. The undergraduate and graduate programs and the School of Accountancy of the College of Business are accredited by this organization.

The college is host to a chapter of Beta Gamma Sigma, a national society that recognizes high academic achievement in AACSB-accredited schools. Selection to Beta Gamma Sigma is the highest scholastic honor a student in business can earn.

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

## ORGANIZATION

The courses offered by the College 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: Accountancy, Business Administration, Decision and Information Systems, Economics, Finance, Management, and Marketing.

The School of Health Administration and Policy offers a master's degree program designed to prepare qualified individuals for management careers in hospitals, group practices, health maintenance organizations, consulting firms, long-term facilities, and other health services organizations. The school also offers a concentration in health services research in the Ph.D. in Business Administration.

## ADMISSION

**The Prebusiness Program.** Each student admitted to the College of Business is designated as a prebusiness student. The student follows the freshman and sophomore sequence of courses listed in the curriculum outline. Students are required to 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 are shown below.

			<i>Semester Hours</i>
ACC	230	Uses of Accounting Information I .....	3
ACC	240	Uses of Accounting Information II .....	3
CIS	200	Computers in Business .....	3
ECN	111	Macroeconomic Principles ....	3
ECN	112	Microeconomic Principles ....	3
ENG	101, 102	First-Year Composition .....	6
		or ENG 105 Advanced First-Year Composition (3)	
MAT	119	Finite Mathematics .....	3
MAT	210	Brief Calculus .....	3
QBA	221	Statistical Analysis .....	3

Completion of lower-division requirements does not assure 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. Admission to the professional program is competitive and limited by available resources. Admission is awarded to those applicants demonstrating the highest promise for professional success.

To be considered for admission to the professional program, students must obtain an application to the professional program in the Undergraduate Programs Office in the College of Business. This application contains complete information concerning academic qualifications for admission to the professional program.

**Nonbusiness Students.** A nonbusiness student is permitted to register for selected 300- and 400-level business courses 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.

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

**Minor.** A business minor is available to nonbusiness students with an interest in this area. To complete the minor, students must obtain the requirements from the Undergraduate Programs Office in the College of Business and complete the specified business courses with a grade of "C" or better. The upper-division courses for the minor are restricted to students with 56 semester hours and in good standing in the university and are not available to students with a major in the College of Business.

**Nondegree Undergraduate Students.** A nondegree undergraduate 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.

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

**Nondegree Graduate Students.** A graduate student not declaring a degree program 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.

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

**ADVISEMENT**

The student should follow the sequence of courses in the curriculum outline below and the recommendations of the academic advisor in completing the prescribed background and skill courses in preparation for the subsequent professional program.

**Curriculum Outlines  
Prebusiness Program**

**First Semester**

	<i>Semester Hours</i>
ENG 101 First-Year Composition .....	3
MAT 119 Finite Mathematics .....	3
S1 course .....	4
PGS or SOC course .....	3
General studies .....	3
	16

**Second Semester**

COM 100 Introduction to Human Communication .....	3
ENG 102 First-Year Composition .....	3
MAT 210 Brief Calculus .....	3
S2 course .....	4
PGS or SOC course .....	3
	16

**Third Semester**

ACC 230 Uses of Accounting Information I .....	3
ECN 111 Macroeconomic Principles .... or ECN 112 (3)	3
QBA 221 Statistical Analysis .....	3
General studies .....	7
	16

**Fourth Semester**

ACC 240 Uses of Accounting Information II .....	3
ECN 112 Microeconomic Principles .... or ECN 111 (3)	3
CIS 200 Computers in Business .....	3
General studies .....	7
	16
Total .....	64

Students who are employed or who wish to take a reduced load may choose to complete the prebusiness program in five semesters. The following outline is recommended for these students.

**Optional Curriculum Outline**

**First Semester**

	<i>Semester Hours</i>
ENG 101 First-Year Composition .....	3
MAT 119 Finite Mathematics .....	3
S1 course .....	4
General studies .....	3
	13

**Second Semester**

COM 100 Introduction to Human Communication .....	3
ENG 102 First-Year Composition .....	3
MAT 210 Brief Calculus .....	3
S2 course .....	4
	13

**Third Semester**

ACC 230 Uses of Accounting Information I .....	3
ECN 111 Macroeconomic Principles .... or ECN 112 (3)	3
PGS or SOC course .....	3
General studies .....	4
	13

**Fourth Semester**

ACC 240 Uses of Accounting Information II .....	3
ECN 112 Microeconomic Principles .... or ECN 111 (3)	3
PGS or SOC course .....	3
General studies .....	4
	13

**Fifth Semester**

CIS 200 Computers in Business .....	3
QBA 221 Statistical Analysis .....	3
General studies .....	6
	12
Total .....	64

**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 and faculty advisor.

**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 three state-supported Arizona universities. These lower-division courses are numbered 100 through 299 at the three Arizona universities. *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 ASU Main. Professional business courses taught in the junior or senior year in the three state universities may not be completed at a two-year college for transfer credit in the business core or major. 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 classes at the community colleges that are not taught in the colleges of business at any one of the three state universities are not accepted for credit toward a bachelor's degree. Courses taught in the upper-division business core at the three 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-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.

The following general pattern of courses is recommended for students completing their first two years of work in an Arizona community college and who plan to transfer to ASU without the loss of credit:

	<i>Semester Hours</i>
Business Courses .....	30
Uses of Accounting Information I and II (business core) (6)	
Business communication (other general studies) (3)	
Computers in business (business core) (3)	
Economics (business core) (6)	
Legal, ethical, and regulatory issues in business (business core) (3)	
Quantitative methods in business (math general studies) (3)	
Statistical analysis (business core) (3)	
Lower-division business courses (electives) (3)	
General studies and	
English proficiency .....	34
Communication	
English	
Global awareness	
Humanities and fine arts	
Laboratory science	
Mathematics	
Social and behavioral sciences	—
Total .....	64

Students should consult with an academic advisor in the Undergraduate Programs Office to plan curriculum requirements.

**DEGREES**

The College of Business awards the Bachelor of Science degree upon successful completion of a four-year curriculum of 126 or 127 semester hours as prescribed. Students may select one of the majors shown in the "College of Business Degrees, Majors, and Concentrations" table, page 185. Each major is administered by the academic unit indicated.

**Master's Degrees**

The Master of Business Administration degree, the Master of Health Services Administration degree, the Master of Accountancy degree, the Master of Science degree with a major in Decision and Information Systems, the Master of Taxation, and the Master of Science degree in Economics are awarded upon successful completion of programs detailed in the *Graduate Catalog*.

**Master of Business Administration.**

The central theme of the M.B.A. program is to build and to strengthen capabilities in three areas: knowledge and analysis of the functional areas of business, basic skills, and managerial abilities. There is a strong team emphasis throughout the ASU curriculum, and the faculty are working with new cooperative learning techniques that emphasize student participation. An important feature is the attention to diversity both in the ability to manage in a diverse environment and in the student body composition.

**Master of Health Services Administration.**

This program is designed to prepare qualified individuals seeking careers as administrators of hospitals and health care organizations and as consultants to health management firms, accounting firms, and policy makers in state and federal agencies. This preparation is carried out by providing the students with selected theories, tools and techniques—the understanding, analysis, and application that are essential for effective health services administration.

The program consists of a minimum of 51 semester hours: 15 hours of business, 27 hours of health services administration, and nine hours of electives. Students serve internships and residencies in major organizations throughout the United States and abroad. During the course of their training, students act as consultants to major health care organizations throughout the United States. This is accomplished through the program's innovative Graduate Technical Assistance Program (GTAP).

**Master of Accountancy.** This program is designed to provide professional competency in a variety of fields in accounting. In addition to a broadly oriented degree program, the student may choose to specialize in accounting information systems/electronic data processing auditing.

**Decision and Information Systems—**

**M.S.** This is a specialized program that stresses the application of decision and information systems to business, economic, governmental, and social issues. It includes substantial familiarization with computer-based systems and quantitative methods to facilitate managerial planning, decision analysis, and control. The program of study consists

### College of Business Degrees, Majors, and Concentrations

Major	Degree	Administered by
<b>Baccalaureate Degrees</b>		
Accountancy	B.S.	School of Accountancy
Computer Information Systems	B.S.	Department of Decision and Information Systems
Economics	B.S.	Department of Economics
Finance	B.S.	Department of Finance
Management	B.S.	Department of Management
Marketing	B.S.	Department of Marketing
Purchasing and Logistics Management	B.S.	Department of Business Administration
Real Estate	B.S.	Department of Business Administration
<b>Graduate Degrees</b>		
Accountancy	M.Acc.	School of Accountancy
Business Administration	M.B.A.	College of Business
Business Administration Concentrations: accountancy, decision and information systems, finance, health services research, management, marketing, purchasing and logistics management	Ph.D.	College of Business
Decision and Information Systems	M.S.	Department of Decision and Information Systems
Economics	M.S., Ph.D.	Department of Economics
Health Services Administration	M.H.S.A., Ph.D.	School of Health Administration and Policy
Statistics	M.S.*	Committee on Statistics
Taxation	M.Tax.	School of Accountancy

\* This program is administered by the Graduate College. See the "Graduate College" section of this catalog.

of a minimum of 30 semester hours with six hours in required study and 24 hours in electives to support an area of specialization. The Department of Decision and Information Systems also participates with the Department of Mathematics to allow students to earn the Master of Science degree with a major in Statistics.

**Economics—M.S.** This is a specialized program for students who desire to teach in community colleges, to prepare for research positions in business and government, or to take additional graduate work in economics. The master's program in Economics requires graduate work in macroeconomic analysis, microeconomic analysis, and quantitative methods.

**Master of Taxation.** This is a specialized program to equip persons with the highly technical and demanding skills required to administer the tax laws in both the private and public sectors of the economy.

#### **Business Administration—Ph.D.**

The Doctor of Philosophy degree (Ph.D.) in Business Administration prepares individuals to teach and conduct scholarly research in a specialized area of concentration in the field of business and prepares individuals for positions in business or government for which the required educational background is doctoral-level study. Prerequisites for the Ph.D. degree program include computer skills and mathematical competence through linear algebra and calculus. The program of study includes graduate study in economics, behavioral sciences, and quantitative/statistical analysis. The advanced program is composed of an area of concentration and supporting course work that best prepares students for conducting scholarly work in their areas of interest. The degree is granted upon the completion of an approved program of graduate study, the successful completion of comprehensive written and oral examinations, and the submission of an acceptable original research project presented in a dissertation.

#### **Economics—Ph.D.**

The Doctor of Philosophy degree in Economics is awarded upon the successful completion of the program as described in the *Graduate Catalog*. Primary objectives of this degree program are to prepare persons for research positions in public agencies and private business organizations and for teaching and research in institutions of higher learning. The degree is granted upon the completion of an approved program of graduate study, the successful completion of comprehensive written and oral examinations, and the submission of an acceptable original research project presented in a dissertation.

#### **GRADUATION REQUIREMENTS**

**B.S.** Students seeking a Bachelor of Science degree in the College of Business must satisfactorily complete a curriculum of 126–127 semester hours as follows:

	<i>Semester Hours</i>
Business core curriculum .....	40
Major .....	18–24
General studies requirements .....	62
Electives .....	0–6
Total .....	126–127

**Business Core Requirements**

To obtain an understanding of the fundamentals of business operation and to develop a broad business background, every student seeking a Bachelor of Science degree in the College of Business must complete the following courses:

**Lower-Division Business Core**

	<i>Semester Hours</i>
ACC 230 Uses of Accounting Information I .....	3
ACC 240 Uses of Accounting Information II .....	3
CIS 200 Computers in Business .....	3
ECN 111 Macroeconomic Principles .....	3
ECN 112 Microeconomic Principles .....	3
QBA 221 Statistical Analysis .....	3
Total lower-division business core .....	18

**Upper-Division Business Core**

The upper-division business core courses consist of a combination of studies in management communication, finance, legal, ethical and regulatory issues in business, management and organizational behavior, strategic management, marketing, and operations and logistics management and a business forum.

Total upper-division business core .....	22
Total business core .....	40

*Core Proficiency Requirement.* Students must receive grades of “C” or better in upper-division business core courses to graduate. If a student receives a grade below “C” in any of these courses, the course must be repeated. University policy states a course may be repeated only one time.

**Major Requirements**

A major consists of a pattern of 18–24 semester hours in related courses falling primarily within a given subject field. Majors are available in Accountancy, Computer Information Systems, Economics, Finance, Management, Marketing, Purchasing and Logistics Management, and Real Estate.

*Major Proficiency Requirements.* Students must receive grades of “C” or

better in upper-division courses for the major. If a student receives a grade below “C” in any course in the major, this course must be repeated. If a second grade below “C” 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.

**General Studies Requirements**

All students in the College of Business are required to complete a total of 62 hours of general studies course work. By carefully selecting them, students can take courses that also satisfy the university general studies requirement. Courses that meet both the 35-hour university general studies requirement and the total 62-hour general studies requirement of the College of Business are listed in the *General Catalog*. Students must select their general studies courses from these lists. Business courses may not be used in any of the general studies areas.

Specific courses from the following areas must be taken:

	<i>Semester Hours</i>
<b>Humanities and fine arts</b> .....	9
At least one course from HU or SB must be from the upper division. (Any foreign language courses must be nonspeaking courses.)	
<b>Social and behavioral sciences</b> .....	15
This must include one course with a PGS prefix and one course with a SOC prefix. At least one course from HU or SB must be from the upper division.	
<b>Science and mathematics</b> .....	14
This must include two laboratory sciences (eight hours) and MAT 119 and 210 (or a more advanced course).	
<b>Historical awareness or cultural diversity in the United States</b> .....	3
General studies requirements must include one approved H course or one approved C course. This course may be selected to fulfill another general studies area simultaneously.	
<b>Communication</b> .....	9
All students must complete both ENG 101 and 102 or ENG 105 with a grade of “C” or better. See pages 71–72 for details. Also COM 100 or 230 or 259 must be completed.	
<b>Global awareness</b> .....	9
These courses may fulfill another area simultaneously.	

**Other courses**

Additional general courses that provide breadth and cultural background must be taken to bring the student’s total credits up to the 62-hour minimum. These courses may be selected from any of the general studies areas or from the *General Studies Policy Statement* of additional courses accepted by the College of Business. The *General Studies Policy Statement* is available in the Undergraduate Programs Office.

<b>Total</b> .....	62
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**Elective Courses**

Sufficient elective courses are to be selected by the student to complete the total of 126–127 semester hours required for graduation. Free electives by business majors are restricted to a maximum of six semester hours of ASU business courses.

**Pass/Fail**

Business majors may not include among the credits required for graduation any courses taken at this university on a pass/fail basis.

**Additional Graduation Requirements**

In addition to completion of the pattern of courses outlined above, to be eligible for the Bachelor of Science degree in the College of Business, a student must

1. have completed at least 30 semester hours at ASU Main;
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” or better in each course in the business core and each course in the major; and
4. have earned a minimum of 51 semester hours in traditional courses designed primarily for junior or senior students and completed in an accredited, four-year degree-granting institution.

**Exceptions.** Any exception to the above requirements must be approved by the Standards Committee of the College of Business.

**Application for Graduation.** A professional program business student must complete a formal program of study during the semester in which the student completes 87 semester hours.

### ACADEMIC STANDARDS

**Probation.** All students, freshman through senior, must maintain a minimum GPA of 2.00 for all courses completed at ASU. If these standards are not maintained, the student is placed on probation.

**Disqualification.** A student who is on probation becomes disqualified if (1) the student obtains a semester GPA below 2.50 or receives a grade below “C” in one or more courses or if (2) the student has not returned to good standing by the end of two consecutive semesters.

Students who have been academically disqualified are not permitted to enroll in upper-division business courses during summer sessions.

**Reinstatement and Readmission.** Students seeking reinstatement (after disqualification) or readmission (after an absence from the university) should contact the Undergraduate Programs Office regarding procedures and guidance for returning to good standing.

**Academic Dishonesty.** The faculty of the College of Business have adopted a policy on academic dishonesty. A copy of the policy may be obtained in the Office of the Dean, Undergraduate Programs.

**Student Appeal Procedure on Grades.** The faculty of the College of Business have adopted a policy on the student appeal procedure on grades. A copy of the policy may be obtained in the Office of the Dean, Undergraduate Programs.

### SPECIAL PROGRAMS

**Academic Access Program.** The Academic Access Programs (AAP) Office has been established to serve the College of Business in achieving its mission of increasing the ethnic diversity of the student body throughout its academic programs. To that end, AAP is charged with increasing targeted minority student representation and graduation rates through effective development, design, and implementation of programs, projects, and activities that

facilitate and fulfill the student affirmative action goals and objectives of the college. Therefore, efforts of the AAP are programmatically directed to the attainment of objectives evolved from this mission and are compatible with and supportive of the philosophical stance embodied in the mission of the college and university. For more information, contact the AAP Office at 602/965-4066.

**Asian Studies.** Students in the College of Business may pursue a program with emphasis in Asian studies. As part of the Bachelor of Science degree requirements in business, at least 30 upper-division semester hours of the program must be in Asian studies content courses. Reading knowledge of an Asian language is required. The Asian studies content program must be approved by the Center for Asian Studies (see page 90). Fulfillment of the requirements is recognized on the transcript as a bachelor’s degree with a designation of the Asian studies discipline. It is possible to complete the certificate program in International Business Studies and the Asian studies emphasis concurrently.

**Certificate in International Business Studies.** See page 198 for the requirements of this certificate.

**Honors Program.** The Business Honors Program provides opportunities for academically talented business students to interact with other such students and faculty both inside and outside the classroom. The result is a challenging and enriched business education. The program focuses on students in the professional business program. However, freshmen and sophomores are offered honors breakout sections in core courses and are invited to attend selected events, such as seminars and luncheons with top business leaders.

Upon acceptance into the program, an enriched learning experience begins. The honors course work, consisting of at least 18 hours of upper-division honors courses, offers a demanding curriculum taught by highly motivated faculty. Some aspects of the program extend beyond the normal classroom setting in order to broaden the education experience, including special honors scholarships, student/faculty mixers, corporate breakfasts, professional seminars and panel discussions, and “Shadow Day” events with top busi-

ness leaders. An academic advisor is assigned strictly to assist honors students in course selection, to monitor progress toward the honors degree, and to be actively involved in career and educational guidance upon completion of the degree.

To graduate with an honors degree from the College of Business, professional program business students must

1. take at least 18 hours of upper-division honors course work;
2. take the College of Business honors omnibus course, which features lectures by faculty, local, and national leaders and provides preliminary thesis direction;
3. have a minimum of three hours of upper-division honors credit outside the college;
4. complete the honors thesis project;
5. actively participate in the program; and
6. graduate from the University Honors College.

For more information, call 602/965-8710. Interested students should also contact the University Honors College at 602/965-2359.

**Latin American Studies.** Students in the College of Business may pursue a program with emphasis in Latin American area studies. At least 30 upper-division semester hours of the program must be in Latin American content courses, including 15 semester hours of Latin American content courses in the College of Business listed on page 198 under International Business Studies (except ECN 365) and 15 semester hours of Latin American content courses in other disciplines. A reading knowledge of either Spanish or Portuguese is required; a reading knowledge of both is recommended. The Latin American content program must be approved by the Center for Latin American Studies (see page 91). Fulfillment of the requirements is recognized on the transcript as a bachelor’s degree with a designation of the Latin American studies discipline. It is possible to complete the certificate program in International Business Studies and the Latin American emphasis concurrently.

**Pre-law Studies.** Pre-law students may pursue a program of study in the College of Business. Courses in accounting, economics, finance, insurance, labor relations, and statistics are

recommended for any student planning to enter the legal profession.

The admission requirements of colleges of law differ considerably. The student should communicate with the dean of the law school the student hopes to attend to plan a program to meet the requirements of that school. Most law schools, including the ASU College of Law, require a baccalaureate degree for admission, although some permit admission upon completion of three years of college work.

Students who plan to take a bachelor's degree before entering law school may follow any field of specialization in the College of Business. Within the College of Business are faculty members who are lawyers and who serve as advisors for students desiring a pre-law background.

**Certificate in Quality Analysis.** See page 192 for the requirements of this certificate.

### RESEARCH CENTERS

The College of Business houses nine research centers. These centers provide information and assistance to the business community on a wide variety of subjects. Operating under the umbrella of the L. William Seidman Research Institute, these centers are

1. the Arizona Real Estate Center;
2. the Center for Advanced Purchasing Studies;
3. the Center for Business Research;
4. the Center for Financial Systems Research;
5. the Division of Information, Management and Systems Technology;
6. the Economic Outlook Center;
7. the First Interstate Center for Services Marketing;
8. the Joan and David Lincoln Center for Ethics; and
9. the National Science Foundation Center.

The college is the site of the National Science Foundation's Industry/University Cooperative Research Center for Health Management. The center is a collaborative effort with the Western Network for Education in Health Administration. Center university partners are Arizona State University, the University of British Columbia, the University of California at Berkeley, the University of California at Los Angeles, the

University of Colorado at Denver, University of Southern California, the University of Washington, San Diego State University, Northwestern University, Ohio State University, and the University of Michigan.

The industry sponsors are Franciscan Health Group West in Tacoma, Washington; Samaritan Foundation in Phoenix; Hospital of the Good Samaritan in Los Angeles; Intermountain Health Care in Salt Lake City; Mercy Health Services in Farmington Hills, Michigan; Sisters of Charity Health Care Systems in Cincinnati, Ohio; Sisters of Providence in Seattle; St. Joseph Health Systems in Orange, California; Tucson Medical Center in Tucson; and Virginia Mason Medical Center in Seattle.

## School of Accountancy

**Philip M.J. Reckers**  
*Director*  
(BA 267A) 602/965-3631

### PROFESSORS

BOATSMAN, BOYD, FLAHERTY,  
HARIED, JOHNSON, KAPLAN,  
McKENZIE, PANY, RECKERS,  
RENEAU, SCHULTZ, SHRIVER,  
R. SMITH, TIDWELL,  
WILKINSON, WYNDELTS

**ASSOCIATE PROFESSORS**  
CHRISTIAN, GOLEN, KNEER,  
MOECKEL, O'DELL, PEI, REGIER

**ASSISTANT PROFESSORS**  
GRASSO, GUPTA, K. SMITH

**SENIOR LECTURER**  
MAGILL

**LECTURER**  
JONES

**PROFESSORS EMERITI**  
FRITZEMEYER, HUIZINGH,  
HUNTINGTON, IMDIEKE, SANDERS

The major in Accountancy includes the essential academic preparation for

1. those wishing to prepare for professional careers in public accounting;
2. those seeking positions as controllers, heads of accounting divisions, cost accountants or internal auditors;
3. those wishing to serve in accounting positions in federal, state, and local governments; and

4. those planning to operate their own businesses.

The major in Accountancy consists of the following 24 semester hours:

	<i>Semester Hours</i>
ACC 330 Accounting Information Systems .....	4
ACC 340 External Reporting I .....	4
ACC 350 Internal Reporting .....	4
ACC 430 Taxes and Business Decisions .....	4
ACC 440 External Reporting II .....	4
ACC 450 Principles of Auditing .....	4

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

	<i>Semester Hours</i>
ACC 250 Introductory Accounting Lab .....	1
COM 100 Introduction to Human Communication .....	3
or COM 230 Small Group Communication (3)	
COM 259 Communication in Business and the Professions .....	3
ENG 301 Writing for the Professions ....	3
PHI 103 Principles of Sound Reasoning .....	3
PHI 306 Applied Ethics .....	3

**Admission.** To be considered for admission to the Accountancy major, a student must (1) meet the College of Business admission requirements and (2) have received a grade of "B" or better in both ACC 230 and 240 or their equivalents.

**Academic Progress.** In addition to college and university requirements, Accountancy majors must receive grades of "C" or better in the required upper-division Accounting courses. If an Accountancy major receives a grade below "C" in any required upper-division accounting course, this course must be repeated before any other upper-division accounting course can be taken. If a second grade below "C" is received in either an upper-division accounting course already taken or in a different upper-division accounting course, the student is no longer eligible to take additional upper-division accounting courses.

**Major Proficiency Requirements.** Students must receive grades of "C" or better in upper-division courses for the major.

## ACCOUNTANCY

### ACC 230 Uses of Accounting Information I. (3) F, S, SS

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

### 240 Uses of Accounting Information II. (3) F, S, SS

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

### 250 Introductory Accounting Lab. (1) F, S, SS

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

### 315 Financial Accounting and Reporting. (3) F, S

Accounting theory and practice related to uses of financial statements by external decision makers. Prerequisites: ACC 240; non-Accountancy major.

### 316 Management Uses of Accounting. (3) F, S

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

### 330 Accounting Information Systems. (4) F, S, SS

Knowledge related to accounting information systems, emphasizing managerial decision-making and support, transaction processing, controls, computer technology, and systems development. 3 hours lecture, 3 hours lab. Prerequisites: CIS 200; professional program business student majoring in Accountancy.

### 340 External Reporting I. (4) F, S, SS

Financial accounting theory and practice related to external reporting. 3 hours lecture, 3 hours lab. Prerequisites: ACC 250, 330 (grade of "C" or higher); professional program business student majoring in Accountancy.

### 350 Internal Reporting. (4) F, S, SS

Internal reporting systems for planning, control, and decision making. 3 hours lecture, 3 hours lab. Prerequisites: ACC 250, 330 (grade of "C" or higher); OPM 301; professional program business student majoring in Accountancy.

### 430 Taxes and Business Decisions. (4) F, S, SS

Federal income taxation of sole proprietors, partnerships, corporations, fiduciaries, and individuals with an emphasis on tax consequences of business and investment decisions. 3 hours lecture, 3 hours lab. Prerequisites: ACC 340 (grade of "C" or higher); LES 305; professional program business student majoring in Accountancy.

### 432 Problems in Managerial Accounting. (3) N

Cases and computer applications in decision-making, planning and control, and capital budgeting. Prerequisites: ACC 331 (grade of "C" or higher); professional program business student majoring in Accountancy.

### 440 External Reporting II. (4) F, S, SS

Continuation of ACC 340 External Reporting I with emphasis on the recognition, research, and resolution of financial reporting issues. 3 hours lecture, 3 hours lab. Prerequisites: ACC 340 with a grade of "C" or higher; professional program business student majoring in Accountancy.

### 450 Principles of Auditing. (4) F, S

Standards and procedures in auditing. Planning, evidence gathering and accumulation, and reporting. Ethical and legal considerations. 3 hours lecture, 3 hours lab. Prerequisites: ACC 440 (grade of "C" or higher); PHI 306; professional program business student majoring in Accountancy.

### 452 Advanced Taxation. (3) F, S

Advanced problems in business and fiduciary income tax, estate and gift tax, planning, and research. Prerequisites: ACC 351 (grade of "C" or higher); professional program business student majoring in Accountancy.

### 467 Management Advisory Services. (3) N

Concepts and methods of providing advisory services with respect to accounting information systems and financial analysis. Administration of consulting practices. Prerequisites: ACC 347 (grade of "C" or higher); professional program business student majoring in Accountancy.

### 475 Accounting in Public-Sector Organizations. (3) N

Principles of accounting and reporting, and budgeting and financial control systems applied in governmental units and other non-business organizations. Prerequisites: ACC 316 or 331 (grade of "C" or higher); professional program business student majoring in Accountancy.

### 483 Advanced Accounting. (3) F, S

Accounting theory related to business combinations, consolidated financial statements, foreign operations, partnerships, and non-business organizations. Prerequisites: ACC 322 (grade of "C" or higher); professional program business student majoring in Accountancy.

### 495 Contemporary Accounting Theory. (3) F, S

Theory of financial accounting and reporting requirements for profit-oriented enterprises. Prerequisites: ACC 483 (grade of "C" or higher); professional program business student majoring in Accountancy.

### 502 Financial Accounting. (3) F, S

Financial accounting concepts and procedures for external reporting. Prerequisites: calculus; computer literacy; graduate degree program student.

### 503 Managerial Accounting. (3) F, S

Managerial accounting concepts and procedures for internal reporting. Prerequisites: ACC 502; ECN 502; QBA 502.

### 511 Taxes and Business Strategy. (3) F

Economic implications of selected management decisions involving application of federal income tax laws. Recognition of tax hazards and tax savings. Prerequisite: ACC 502 or equivalent.

### 515 Professional Practice Seminar. (3) F, S

History, structure, environment, regulation, and emerging issues of the accounting profession.

### 521 Tax Research. (3) F, S

Tax research source materials and techniques. Application to business and investment decisions. Prerequisite: ACC 351.

### 533 EDP Auditing. (3) S

Analysis of EDP audit techniques and evaluation methods. Emphasis on current topics such as distributed processing and microcomputers. Prerequisite: ACC 481.

### 541 Managerial Accounting Controls. (3) F

Impact of internal reporting systems on organizational decisions and human behavior. Design, implementation, and evaluation problems. Prerequisite: ACC 331 or 503.

### 551 Advanced Accounting Theory. (3) N

Accounting measurement theories, income determination, and financial reporting alternatives.

### 557 Microcomputers in Accounting Information Systems. (3) A

Development of conceptual understanding of microcomputer technology and business applications from strategic planning and managerial control perspectives. Prerequisite: ACC 330.

### 567 Financial Models in Accounting Systems. (3) S

Development and application of financial models by accountants. Analysis of decision support systems as financial modeling environments. Prerequisite: ACC 330.

### 571 Taxation of Corporations and Shareholders. (3) F, S

Tax aspects of the formation, operation, reorganization, and liquidation of corporations and the impact on shareholders. Prerequisite: ACC 351.

### 573 Taxation of Partners and Partnerships. (3) A

Tax aspects of the definition, formation, operation, liquidation, and termination of a partnership. Tax planning is emphasized. Prerequisite: ACC 351.

### 575 Estate and Gift Taxation. (3) A

Tax treatment of wealth transfers at death and during life time, with emphasis on tax planning. Prerequisite: ACC 351.

### 577 Taxation of Real Estate Transactions. (3) A

Income tax aspects of acquisition, operation, and disposal of real estate, syndications, installment sales, exchanges, dealer-investor issues, alternative financing, and planning. Prerequisite: ACC 521 or instructor approval.

### 579 Multinational Taxation. (3) N

Taxation of multinational businesses, foreign individuals subject to U.S. income tax, and U.S. citizens with foreign residency.

### 582 Auditing Theory and Practice. (3) N

Function and responsibility of the auditor in modern society. Advanced topics in auditing theory and methods. Contemporary issues in auditing. Prerequisite: ACC 481.

### 586 Problems in Financial Accounting. (3) F

Accounting theory and practice for external reporting. Prerequisite: ACC 503.

### 587 Computerized Accounting Systems. (3) F

Design and evaluation of computer-based accounting information system. Development of computer-based financial models for planning and control. Prerequisite: ACC 347.

**Omnibus Courses:** See page 44 for omnibus courses that may be offered.



## Business Administration

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 MURRANKA, MYLER, PEARSON

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FLYNN

### REGENTS' PROFESSOR EMERITUS

FARRIS

### PROFESSORS EMERITI

BATY, BOGGS, FEARON,  
 HENNINGTON, JACKS, LEWIS,  
 REUTER, A. SMITH, C. SMITH,  
 TATE, WIGGINS

The Department of Business Administration offers courses in four separate areas: legal and ethical studies, management communication, purchasing and logistics management, and real estate.

### 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.

### Management Communication

The management communication faculty serve the College of Business by teaching the Bachelor of Science core requirement BUS 301 Fundamentals of Management Communication. In addition, the faculty teach BUS 502 Managerial Communication, a core course in the Master of Business Administration degree, as well as other management communication courses.

### Real Estate

The Real Estate program is designed for students with a professional interest in real estate. Academic preparation can lead to careers in land development, investment analysis and counseling, appraisal, property management, sales, and finance.

The Real Estate major consists of a minimum of 18 semester hours with at least 15 hours in real estate courses. LES 411 and REA 300 must be completed before taking other real estate courses. REA 251 is not open to Real Estate majors.

The following 12 hours must be included:

	<i>Semester Hours</i>
LES 411 Real Estate Law .....	3
REA 300 Real Estate Analysis .....	3
REA 331 Real Estate Finance .....	3
REA 401 Real Estate Appraisal .....	3

To complete the major, the student must select one additional upper-division course approved by the Department of Business Administration faculty and one of the following:

	<i>Semester Hours</i>
REA 441 Real Estate Land Development .....	3
REA 456 Real Estate Investments .....	3
REA 461 Current Real Estate Topics ....	3

### Purchasing and Logistics Management

The major in Purchasing and Logistics Management includes the functions of planning, organizing, and controlling the flow of purchased materials into and out of the organization. Attention is given to analyzing and selecting vendors, price determination, value analysis, and disposal of scrap and surplus materials. Emphasis is also on the efficient use of transportation services by business management within a framework of logistics systems, government transportation policy relative to freight and passengers transportation, and the management of transportation shipper and carrier organizations. Graduates are employed by industrial firms, carriers, and governmental agencies.

The major in Purchasing and Logistics Management consists of the following 18 semester hours:

	<i>Semester Hours</i>
PLM 345 Traffic and Logistics Management .....	3
PLM 355 Purchasing and Supplier Management .....	3
PLM 432 Materials Management .....	3
PLM 455 Purchasing Research and Negotiation .....	3
PLM 463 International Transportation and Logistics .....	3
PLM 479 Purchasing and Logistics Strategy .....	3

### Major Proficiency Requirements.

Students must receive grades of "C" or better in upper-division courses for the major. If a student receives a grade below "C" in any course in the major, this course must be repeated. If a second grade below "C" 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.

### LEGAL AND ETHICAL STUDIES

#### LES 305 Legal, Ethical, and Regulatory Issues in Business. (3) F, S

Legal theories, ethical issues, and regulatory climate affecting business policies and decisions.

#### 306 Business Law. (3) A

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

#### 307 Business Law. (3) A

Legal and ethical aspects of agency, partnerships, corporations, bankruptcy, antitrust, securities, and other regulations of businesses.

#### 308 Business and Legal Issues in Professional Sports. (3) N

The economic structure of professional sports and application of contract, antitrust, arbitration, and labor laws in the industry.

#### 411 Real Estate Law. (3) A

Legal and ethical aspects of land ownerships, interests, transfer, finance development and regulations of the real estate industry.

#### 412 Insurance Law. (3) N

Legal concepts and doctrines applicable to the field of insurance. Prerequisite: professional program business student.

#### 579 Legal, Political, and Ethical Issues for Business. (3) N

Study of legal, ethical, and political components of business decisions; self-regulation and social responsibility as regulatory and political strategies. Prerequisites: ACC 503; FIN 502; MGT 502; MKT 502.

**Omnibus Courses:** See page 44 for omnibus courses that may be offered.

**BUSINESS ADMINISTRATION**

**BUS 233 Business Communication.** (3) N  
Written and oral reporting. Organization, analysis, and presentation of business information, using electronic and other media. Prerequisites: ENG 102; sophomore standing.

**301 Fundamentals of Management Communication.** (3) F, S, SS  
Intrapersonal, interpersonal, and administrative communication within management contexts. Prerequisites: CIS 200; ENG 102 with a grade of "C" or higher. *General studies: L1.*

**431 Business Report Writing.** (3) N  
Organization and preparation of reports incorporating electronic databases, word processing, and graphics. Prerequisite: BUS 301.

**451 Business Research Methods.** (3) N  
Methods of collecting information pertinent to business problem solving, including design, collection, analysis, interpretation, and presentation of primary and secondary data.

**502 Managerial Communication.** (3) F, S, SS  
Analysis of various business problems, situations, and development of appropriate communication strategies. Prerequisite: MGT 502.

**504 Professional Report Writing.** (3) A  
Preparation and presentation of professional reports.

**507 Business Research Methods.** (3) N  
Techniques for gathering information for business decision making. Selection, design, and completion of a business-oriented research project.

**591 Seminar.** (3) N  
Selected managerial communication topics.

**594 Study Conference or Workshop.** (3) N

**700 Research Methods.** (3) N

**Omnibus Courses:** See page 44 for omnibus courses that may be offered.

**PURCHASING AND LOGISTICS MANAGEMENT**

**PLM 301 Purchasing/Materials and Logistics Management.** (3) F, S, SS  
Examines the purchasing, materials, and logistics management areas. Techniques for acquiring, storing, processing, and moving material inventory are presented. Prerequisite: professional business program.

**345 Traffic and Logistics Management.** (3) A  
Managing logistics activities with emphasis on integrating transportation needs with inventory, warehousing facility location, customer service, packaging, and materials handling. Prerequisites: OPM 301; professional program business student.

**355 Purchasing and Supplier Management.** (3) A  
Management of the purchasing function, including organization, procedures, supplier selection, quality, inventory decisions, and price determination. Prerequisites: OPM 301; professional program business student.

**405 Urban Transportation.** (3) N  
Economic, social, political, and business aspects of passenger transportation. Public policy and government aid to urban transportation development. Prerequisite: upper-division standing or instructor approval.

**432 Materials Management.** (3) A  
Study of managing the productive flow of materials in organizations, including MRP/II, JIT, quality, facility planning, and job design. Prerequisites: OPM 301; professional program business student.

**440 Productivity and Quality Management.** (3) A  
Productivity concepts at the national, organizational, and individual levels. Quality management and its relationship to productivity in all organizations. Prerequisite: professional program business student.

**455 Purchasing Research and Negotiation.** (3) A  
Current philosophy, methods, and techniques used to conduct both strategic and operations purchasing research and negotiation. Includes negotiation simulations. Prerequisites: OPM 301; PLM 355 (grade of "C" or higher), 432; professional program business student.

**460 Carrier Management.** (3) N  
Analysis of carrier economics, regulation, management, and rate-making practice; evaluation of public policy issues related to carrier transportation. Prerequisite: upper-division standing or instructor approval.

**463 International Transportation and Logistics.** (3) A  
Logistics activities in international business with special emphasis on transportation, global sourcing, customs issues, and facility location in international environment. Prerequisite: PLM 345 or instructor approval.

**479 Purchasing and Logistics Strategy.** (3) A  
Synthesis of purchasing, production, transportation to provide a systems perspective of materials management. Development of strategies. Prerequisites: PLM 345, 355 (grade of "C" or higher), 432; professional program business student.

**532 Materials and Purchasing Management.** (3) A  
Analysis of the incoming flow of materials and the economic environment in which the materials acquisition and allocation functions operate.

**541 Global Sourcing and Logistics Management.** (3) S  
Concepts, strategies, and techniques required to increase organizational effectiveness in global environment; ways in which sourcing and logistics can contribute. Prerequisite: PLM 532 or instructor approval.

**545 Business Logistics.** (3) S  
Systems management concepts approach to logistics requirements of the business enterprise; analysis of goods and information flows and coordinating activities. Seminar.

**591 Seminar.** (3) N  
Topics such as the following are offered:  
(a) Purchasing  
(b) Logistics and Transportation

**791 Doctoral Seminar.** (3) A  
Topics may be selected from the following:  
(a) Logistics, Transportation, and Physical Distribution Management.  
(b) Purchasing and Materials Management.

**Omnibus Courses:** See page 44 for omnibus courses that may be offered.

**REAL ESTATE**

**REA 251 Real Estate Principles.** (3) N  
Regulation, practices, legal aspects, and professional opportunities of the real estate industry. Cannot be applied to Real Estate major.

**300 Real Estate Analysis.** (3) A  
Application of economic theory and analytical techniques to real estate markets. Topics include law, finance, appraisal, market analysis, investments, development. Prerequisite: professional program business student.

**331 Real Estate Finance.** (3) A  
Legal, market, and institutional factors related to financing proposed and existing properties. Emphasis on current financing techniques and quantitative methods. Prerequisites: FIN 300; professional program business student.

**401 Real Estate Appraisal.** (3) A  
Factors affecting the value of real estate. Theory and practice of appraising and preparation of the appraisal report. Appraisal techniques. Prerequisites: REA 300; professional program business student.

**402 Income Property Appraisal.** (3) N  
Valuation of net income streams for various types of income producing properties. Prerequisites: REA 401; professional program business students.

**441 Real Estate Land Development.** (3) A  
Neighborhood and city growth. Municipal planning and zoning. Development of residential, commercial, industrial, and special purpose properties. Prerequisites: REA 300; professional program business student.

**456 Real Estate Investments.** (3) A  
Analysis of investment decisions for various property types. Cash flow and rate of return analysis. Prerequisites: FIN 300; professional program business student.

**461 Current Real Estate Topics.** (3) N  
Current real estate topics of interest are discussed and analyzed. Prerequisites: REA 300; professional program business student.

**591 Seminar in Selected Real Estate Topics.** (3) N

- Topics may be selected from the following:
- (a) Real Estate Market Analysis.  
Analytical techniques used in performing market research to assess the feasibility of proposed residential, retail, office, and other developments.
  - (b) Real Estate Finance and Investments.  
Basic techniques for analyzing the financial feasibility of real estate investments. Includes cash flow, yield and risk analysis; taxation, form of ownership, and management.
  - (c) Real Estate Development.  
Development process covering feasibility, site selection, planning, design, financing, and construction. Relationship of land use controls and regulations to the private sector.
  - (d) Real Estate Research.  
Reviews current research in areas such as market studies, mortgage securitization, valuation, development, investments, and government regulation.

**Omnibus Courses:** See page 44 for omnibus courses that may be offered.

## Decision and Information Systems

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### ASSISTANT PROFESSORS

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REISER, SIFERD

### PROFESSORS EMERITI

HUSTON, McCREADY

The major in Computer Information Systems prepares students for professional careers involving the analysis, configuration, programming, and database aspects of the design and implementation of computerized business information systems. The course work prepares the student for a career in business computer information systems and for admission to graduate programs in computer information systems or management information systems.

The major in Computer Information Systems consists of a minimum of 18 semester hours. The following 15 hours must be included:

			<i>Semester Hours</i>
CIS	235	Computer Information Systems I .....	3
CIS	330	Data and File Structures .....	3
CIS	335	Computer Information Systems II .....	3
CIS	420	Business Database Concepts .....	3
CIS	440	Systems Analysis and Design .....	3

To complete the major, the student selects three or more hours of upper-division credit approved in advance by the student's faculty advisor.

All Computer Information Systems majors must complete CSE 100 Introduction to Computer Science I or equivalent, which may be counted in the business core in place of CIS 200.

**Admission.** To be admitted to the Computer Information Systems major, a student must have completed the following courses with a minimum GPA in these courses of 2.50: CSE 100; MAT 119, 210 (or higher level); QBA 221.

### Major Proficiency Requirements.

Students must receive grades of "C" or better in upper-division courses for the major. If a student receives a grade below "C" in any course in the major, this course must be repeated. If a second grade below "C" 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.

### 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 the Bachelor of Science degree from any of the major fields in business at ASU and to complete a minimum of 15 semester hours of approved course work, including the following nine hours:

			<i>Semester Hours</i>
QBA	321	Applied Quality Analysis I ....	3
QBA	421	Applied Quality Analysis II .....	3
QBA	450	Operations and Process 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 following courses with a minimum GPA of 2.50: CIS 200; MAT 119, 210 (or 270); QBA 221; and the 15 hours of course work selected for the certificate.

CSE 100 may be counted in the business core in place of CIS 200.

Courses taken as part of an approved program of study for the certificate do not count against the college restriction on business free electives.

## COMPUTER INFORMATION SYSTEMS

**CIS 200 Computers in Business.** (3) F, S Introduction to business information systems and the use of business application software. Prerequisite: MAT 117 or higher. *General studies: N3.*

**235 Computer Information Systems I.** (3) F, S Development of information systems using file-oriented languages like COBOL. Introduction to business information technologies and system analysis. Prerequisites: CSE 100; MAT 119 or 210 or 270; QBA 221.

**300 Computers in Business II.** (3) N Introduction to information systems in business. Use of computers for business problem solving. Prerequisites: CIS 200; FIN 300; professional program business student.

**307 Systems Modeling.** (3) N Procedures for investigating and analyzing decision systems. Use of special languages as tools of analysis and simulation. Prerequisites: CSE 100; MAT 119, 210 or 270; professional program business student.

**330 Data and File Structures.** (3) F, S Algorithms, data and file structures for business information systems using a high-level programming language such as C. Prerequisite: CIS 235.

**335 Computer Information Systems II.** (3) F, S Advanced business applications using a high-level language such as COBOL. Business application systems and recent information technology developments. Prerequisites: ACC 240; CIS 235.

**420 Business Database Concepts.** (3) F, S Relational, hierarchical, and network database management systems such as IMS, IDMS, and INGRES. Emphasis on relational concepts and query languages. Prerequisite: CIS 330. Pre- or corequisite: CIS 335.

**430 Advanced Topics in Information Systems.** (3) N Advanced topics such as data communications, distributed systems, decision support systems, and artificial intelligence. Prerequisites: professional program business student; instructor approval.

**440 Systems Analysis and Design.** (3) F, S Development of business application systems using structured and object-oriented analysis and design. Use and evaluation of CASE or other tools. Prerequisite: CIS 420.

**502 Management Information and Decision Support Systems.** (3) F, S Fundamentals of computer-based management information and decision support systems. Prerequisites: completion of all first-year MBA courses; QBA 502.

**505 Technical Foundations of Data Management.** (3) A Data and file structures for business data management; information processing using techniques supported by languages such as C. Prerequisites: CIS 335 and a computational programming language or instructor approval.

**506 Business Database Systems.** (3) A Hierarchical, network, relational, and other recent data models for database systems. Processing issues such as concurrency control, query optimization, and distributed processing. Prerequisites: CIS 505 or equivalent; MAT 210.

**510 Systems Models and Simulation.** (3) N Design of computer-based decision systems. Simulation as a research and decision-making tool. Prerequisites: MAT 210; QBA 502; a computational programming language.

**512 Decision Support Systems.** (3) A Definition, description, construction, and evaluation of computer-based decision systems. Prerequisites: CIS 502 or 505 or QBA 505; MAT 210.

**515 Management Information Systems.** (3) A Systems theory concepts applied to the collection, retention, and dissemination of information for management decision making. Prerequisite: CIS 335 or 502.

**520 Systems Design and Evaluation.** (3) A Methodologies of systems analysis and design. Issues include project management, interface, organizational requirements, constraints, documentation, implementation, control, and performance evaluation. Prerequisite: CIS 505 or equivalent.

**525 Artificial Intelligence in Business.** (3) A Development and application of artificial intelligence approaches to business problem solving. Prerequisite: CIS 505 or equivalent.

**530 Information Systems Development.** (3) A Object-oriented and inter-process communication and control concepts for information systems; applications based on languages such as C++ and platforms such as networked unix. Prerequisite: CIS 505.

**535 Distributed Information Systems.** (3) A Introduction to distributed systems and their impact on information systems in business. Prerequisite: ACC 587 or CIS 505.

**591 Seminar in Selected CIS Topics.** (3) A Topics such as the following will be offered:  
(a) Advanced Data and Knowledge Base Systems  
(b) Distributed Artificial Intelligence  
(c) Integrated Modeling Environments  
(d) Organizational Support Systems

**Omnibus Courses:** See page 44 for omnibus courses that may be offered.

### QUANTITATIVE BUSINESS ANALYSIS

**QBA 221 Statistical Analysis.** (3) F, S Methods of statistical description. Application of probability theory and statistical inference in business. Prerequisites: MAT 119, 210. *General studies:* N2.

**321 Applied Quality Analysis I.** (3) N Applications of statistical tools employed in empirical studies related to quality analysis. Applications focus on service processes. Prerequisite: QBA 221.

**391 Management Science.** (3) A Study of mathematical models and solution techniques which can be used to aid decision makers. Prerequisites: MAT 119, 210, 242; QBA 221; professional program business student. *General studies:* N2.

**410 Applied Business Forecasting.** (3) N Application of forecasting techniques in business and institutional environments. Prerequisite: QBA 321.

**421 Applied Quality Analysis II.** (3) N Applications of statistical tools employed in manufacturing and experimental research. Applications focus on design and improvement of processes. Prerequisite: QBA 321.

**450 Operations and Process Analysis.** (3) N Implementation of quantitative techniques for the analysis of quality problems related to operations and process analysis. Prerequisites: OPM 301; QBA 221.

**502 Managerial Decision Analysis.** (3) F, S Fundamentals of quantitative analysis to aid management decision making under uncertainty. Prerequisites: MAT 210; computer literacy; graduate degree program student.

**505 Management Science.** (3) A Quantitative approaches to decision making, including linear programming and simulation, with an emphasis on business applications. Prerequisites: MAT 210; QBA 502.

**510 Managerial Statistics.** (3) A Statistical methods used in decision making, including analysis of variance and simple and multiple linear regression. Prerequisites: MAT 210; QBA 502 or an introductory statistics course.

**511 Sampling Techniques in Business.** (3) N Planning, execution and analysis of surveys in business research. Prerequisite: QBA 502.

**525 Applied Regression Models.** (3) A Simple linear regression, multiple regression, indicator variables, and logistic regression. Emphasis on business and economic applications. Prerequisites: MAT 210; QBA 510.

**527 Categorical Data Analysis.** (3) N Discrete data analysis in business research. Multidimensional contingency tables and other discrete models. Prerequisite: QBA 525.

**528 Exploratory Data Analysis.** (3) N Introduces student to principles and methods of exploratory data analysis. Prerequisite: QBA 502.

**530 Experimental Design.** (3) A Experimental designs used in business research. Balanced and unbalanced factorial designs, repeated measures designs, and multivariate analysis of variance. Prerequisite: QBA 525 or equivalent.

**535 Multivariate Methods.** (3) A Advanced statistical methods used in business research. Multivariate analysis of association and interdependence. Prerequisite: QBA 525.

**540 Forecasting.** (3) N Foundation of statistical forecasts and forecast intervals; application of classical and computer-assisted forecasting methods to business forecasting problems. Prerequisites: MAT 210; QBA 502.

**550 Intermediate Decision Analysis.** (3) A Quantitative decision analysis methods for business decision making under uncertainty, including decision diagrams, subjective probabilities, and preference assessment. Prerequisites: MAT 210; QBA 502.

**552 Statistical Decision Theory.** (3) N Statistical decision methods for business decision making under uncertainty, including Bayesian inference, optimal statistical decisions, and value of information assessment. Prerequisites: MAT 210; QBA 510 or 550.

**560 Probabilistic Models.** (3) N Development and application of probabilistic models for quantitative business analysis. Prerequisites: MAT 210; QBA 502.

**561 Mathematical Programming.** (3) N Techniques for solving mathematical programming models of business problems. Prerequisites: MAT 210, 242.

**562 Network Flow Models.** (3) N Introduction to network structure, applications, and algorithms; development of data structures for network algorithms applied to business problems. Prerequisites: QBA 561 or MAT 242 and QBA 505.

**564 Nonlinear Optimization.** (3) N Basic properties of solutions and algorithms for constrained and unconstrained minimization, basic descent methods, and barrier methods. Prerequisites: QBA 561 or MAT 242 and QBA 505.

**Omnibus Courses:** See page 44 for omnibus courses that may be offered.

### OPERATIONS AND PRODUCTION MANAGEMENT

**OPM 301 Operations and Logistics Management.** (3) F, S Identification and integration of major components of operations and logistics management and their impact on organizational productivity and performance.

**502 Operations and Logistics Management.** (3) F, S Conceptual foundations for the total operations and logistics functions for all types of organizations. Application of analytical methods to production problems. Prerequisites: ECN 502; QBA 502.

**540 Quality and Productivity Management.** (3) A Organizational factors influencing quality and productivity in the production of goods and services. Quality and productivity strategies, improvement programs, and measurement systems. Prerequisite: OPM 502 or instructor approval.

**581 Production and Inventory Management.** (3) A Planning and control of production and inventories in manufacturing and service systems. Includes strategic implications, decision-making models, and applications. Prerequisite: OPM 502 or instructor approval.

**582 Capacity Management and Scheduling.** (3) A Capacity and scheduling decisions entailing the acquisition and allocation of a firm's resources, including work force, equipment, and facilities. Prerequisites: OPM 581; QBA 561.

**585 Facilities Design and Management of Technology.** (3) A Decisions regarding management of facilities and technology for manufacturing and service firms. Facilities location, layout, process design, and selection. Prerequisites: OPM 581; QBA 561.

**587 Project Management.** (3) A  
Planning, scheduling and controlling of projects in R & D, manufacturing, construction and services. Project selection, financial considerations, and resource management. Prerequisite: QBA 502.

**791 Seminar.** (3) A  
Topics such as the following are offered:  
(a) Doctoral Seminar in Production/Operations Management  
(b) Doctoral Seminar in Logistics Systems

**Omnibus Courses:** See page 44 for omnibus courses that may be offered.

## Economics

**Paul L. Burgess**  
*Chair*  
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### PROFESSORS

BLAKEMORE, BOYES, BRADA,  
BURGESS, FAITH, GOODING,  
HAPPEL, HOFFMAN, HOGAN,  
KINGSTON, KNOX, LOW, McDOWELL,  
McPHETERS, MELVIN, MÉNDEZ,  
ORMISTON, SCHLAGENHAUF

**ASSOCIATE PROFESSORS**  
DeSERPA, SMITH, WINKELMAN

**ASSISTANT PROFESSORS**  
AHN, SCHLEE

**LECTURER**  
ROBERTS

**PROFESSORS EMERITI**  
COCHRAN, JACKSON,  
LOWE, PLANTZ

The study of economics affords an opportunity for the student to acquire a general knowledge of the methods by which goods and services are allocated and incomes are generated and why prices, employment, money, and financial markets behave as they do. Some knowledge of economics is crucial not only for those intending to participate in the business world, but for those intending to pursue graduate educations in law or other business fields or to work in the world of journalism and communications.

Economists obtain positions at universities and in government, financial institutions, brokerage houses, private nonfinancial corporations, and international organizations such as International Monetary Fund and the World

Bank and as financial journalists and as marketing and management specialists in domestic and international firms.

Economics majors are required to earn a minimum grade of "C" in MAT 210 Brief Calculus before taking upper-division courses in economics. While MAT 210 meets the minimum mathematics requirement to major in Economics, all Economics majors who anticipate going on to graduate school in economics or in business or to law school are encouraged to take MAT 270 Calculus with Analytic Geometry I, for four semester hours, in sections taught via the "reform calculus" method. The relevant section line numbers are available from the Department of Mathematics. Majors are encouraged to pursue further course work in mathematics. MAT 270 may be taken in lieu of MAT 210 in the science and mathematics area of the requirements described in the *Advising Guide*.

The major in Economics consists of 18 semester hours of upper-division courses in economics. The following six hours must be included:

	<i>Semester Hours</i>
ECN 313 Intermediate Macroeconomic Theory .....	3
ECN 314 Intermediate Microeconomic Theory .....	3

ECN 313 and 314 should be taken before other upper-division courses in economics. Students must earn a minimum grade of "C" in ECN 313 and 314. Concurrent enrollment in ECN 313 and 314 is permitted. Concurrent enrollment in ECN 313 or 314 and other upper-division courses in economics is subject to the approval of the faculty advisor.

### Major Proficiency Requirements.

Students must receive grades of "C" or better in upper-division courses for the major. If a student receives a grade below "C" in any course in the major, this course must be repeated. If a second grade below "C" 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.

## ECONOMICS

**ECN 111 Macroeconomic Principles.** (3) F, S, SS

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

**112 Microeconomic Principles.** (3) F, S  
Basic microeconomic analysis. Theory of exchange and production, including the theory of the firm. *General studies: SB.*

**304 Current Issues in Economics and Politics.** (3) A

Application of basic economic principles to contemporary issues such as crime, the environment, discrimination, health care, and the national debt. Not for Economics majors. Lecture, student projects, discussion. Prerequisites: ECN 111 or 112; 2.0 ASU GPA; junior standing.

**306 Survey of International Economics.** (3) A

Survey of international trade issues, commercial policy, trade theory, customs unions, and international monetary topics. Not for Economics majors. Lecture, discussion. Cross-listed as IBS 306. Prerequisites: ECN 111 or 112; 2.0 ASU GPA; junior standing.

**313 Intermediate Macroeconomic Theory.** (3) F, S

Determinants of aggregate levels of employment, output, and income of an economy. Prerequisites: ECN 111, 112; MAT 210 (grade of "C" or higher). *General studies: SB.*

**314 Intermediate Microeconomic Theory.** (3) F, S

Role of the price system in organizing economic activity under varying degrees of competition. Prerequisites: ECN 111, 112; MAT 210 (grade of "C" or higher). *General studies: SB.*

**315 Money and Banking.** (3) SS

Functions of money. Monetary systems, credit functions, banking practices, and central banking policy. This course cannot be applied to the Economics major. Prerequisite: ECN 111.

**331 Comparative Economic Systems.** (3) N  
Alternative institutions, past and present, for organizing the social division of labor. Property rights, information, and incentives in industrial societies. Prerequisite: ECN 111 or 112. *General studies: SB, G.*

**360 Economic Development.** (3) N

Theories of economic growth and development. Role of capital formation, technological innovation, population, and resource development in economic growth. Prerequisite: ECN 111 or 112. *General studies: SB, G.*

**365 Economics of Russia and Eastern Europe.** (3) A

Origins and analysis of contemporary institutions. Comparative development and differentiation in the 20th century. Prerequisite: ECN 111 or 112. *General studies: SB, G.*

**394 Special Topics.** (3) SS

Current topics of interest in economics, i.e., managerial economics, and microeconomic policy issues. Prerequisite: ECN 111 or 112.

**404 History of Economic Thought.** (3) N  
Development of economic doctrines, theories of mercantilism, physiocracy, classicism, neoclassicism, Marxism, and contemporary economics. Prerequisite: ECN 314 or instructor approval. *General studies:* SB.

**421 Labor Economics.** (3) A  
Origins of labor movement, analysis of labor unions, labor markets, collective bargaining, and current policy issues. Prerequisite: ECN 314 or instructor approval. *General studies:* SB.

**436 International Trade Theory.** (3) A  
The comparative-advantage doctrine, including practices under varying commercial policy approaches. The economic impact of international disequilibrium. Prerequisite: ECN 314 or instructor approval. *General studies:* SB, G.

**438 International Monetary Economics.** (3) A  
History, theory, and policy of international monetary economics. Balance of payments and exchange rates. International financial markets including Eurocurrency markets. Prerequisite: ECN 313 or instructor approval. *General studies:* SB, G.

**441 Public Finance.** (3) A  
Public goods, externalities, voting models, public expenditures, taxation, and budget formation with emphasis on the federal government. Prerequisite: ECN 314 or instructor approval. *General studies:* SB.

**450 Law and Economics.** (3) A  
Economics of the legal system including analysis of property, contracts, torts, commercial law, and other topics. Discussion, analysis. Prerequisite: ECN 314.

**453 Government and Business.** (3) A  
Development of public policies toward business. Antitrust activity. Economic effects of government policies. Prerequisite: ECN 314 or instructor approval.

**480 Introduction to Econometrics.** (3) A  
Elements of regression analysis: estimation, hypothesis tests, prediction. Emphasis is on use of econometric results in assessment of economic theories. Prerequisite: instructor approval. *General studies:* N2.

**484 Economics Internship.** (3) F, S, SS  
Academic credit for professional work organized through the Internship Program. Prerequisites: ECN 313, 314; outstanding academic record.

**485 Mathematical Economics.** (3) A  
Integration of economic analysis and mathematical methods into a comprehensive body of knowledge within contemporary economic theory. Prerequisite: instructor approval. *General studies:* N2.

**494 Special Topics.** (3) N  
Current topics of interest in economics, i.e., managerial economics, and microeconomic policy issues. Prerequisites: ECN 313 and 314 or instructor approval.

**498 Pro-Seminar.** (3) A  
Chosen from selected topics, e.g., money, development, urban economics, economic regulation, and area studies. Prerequisites: ECN 313 and 314 or instructor approval.

**502 Managerial Economics.** (3) F, S  
Application of economic analysis to managerial decision-making in areas of demand, production, cost, and pricing. Evaluation of competitive strategies. Prerequisites: calculus; computer literacy; graduate degree program student.

**504 Development of Economic Analysis.** (3) A  
Historical development of economic theory. Emphasis on the development of economic analysis from preclassical economics through Keynes.

**509 Macroeconomic Theory and Applications.** (3) N  
Theory of income, output, employment, and price level. Influence on business and economic environment. Prerequisite: ECN 111.

**510 Microeconomic Theory and Applications.** (3) A  
Theory of exchange, production, and pricing in a market economy. Influence on business and economic environment. Prerequisite: ECN 112.

**511 Macroeconomic Analysis I.** (3) A  
The nation's income, output, employment, and general price level. Examination of current theoretical and empirical research and policy problems. Prerequisite: ECN 313.

**512 Microeconomic Analysis I.** (3) A  
Theory of exchange, production, resource use, and pricing in capitalistic and mixed systems. Prerequisite: ECN 314.

**513 Macroeconomic Analysis II.** (3) A  
Advanced topics in macroeconomics. Emphasis on applied macroeconomic models. Prerequisite: ECN 511.

**514 Microeconomic Analysis II.** (3) A  
Advanced topics in microeconomics. Emphasis on general equilibrium, welfare economics, and production and capital theory. Prerequisite: ECN 512.

**516 Monetary Theory.** (3) N  
Traditional and post-Keynesian monetary theory, interest rate determination, the demand and supply of money. Prerequisite: ECN 511.

**517 Monetary Policy.** (3) N  
Determinants of the money supply and interest rate levels. Federal Reserve policy and its effectiveness. Prerequisite: ECN 516.

**521 Labor Economics I.** (3) N  
Development of basic theoretical models for analyzing labor market issues. Prerequisite: ECN 512.

**522 Labor Economics II.** (3) N  
Extensions/criticisms of labor market theories. Applications to a variety of policy issues. Prerequisite: ECN 521.

**531 Economic Systems and Organizations.** (3) N  
Philosophical foundations of major economic systems and of properties of principal system models. Comparison of alternative institutions and system components of contemporary economies. Prerequisites: ECN 511, 512.

**536 International Trade Theory.** (3) A  
Theories of comparative advantage and their empirical verification. Theory and political economy of commercial policy. Resource transfers and the role of the Multinational Corporation. Prerequisites: ECN 511, 512.

**538 International Monetary Theory and Policy.** (3) A  
The foreign exchange market, balance of payments, and international financial institutions and arrangements; theory and applications. Prerequisites: ECN 511, 512.

**543 Public Sector Economics.** (3) N  
Economics of collective action, public spending, and taxation. Impact of central governmental activity on resource allocation and income distribution. Prerequisite: ECN 512.

**553 Industrial Organization.** (3) N  
Analysis of structure, conduct, and performance in industrial markets and recent developments in antitrust policies. Prerequisite: ECN 512.

**561 Economics of Developing Nations.** (3) N  
Economic problems, issues, and policy decisions facing the lesser-developed nations of the world. Prerequisites: ECN 511, 512.

**572 Regional Economics.** (3) N  
Introduction to export-base, input-output, linear programming, simulation, and econometric modeling as tools of regional analysis. Prerequisite: ECN 512.

**580 Econometrics I.** (3) A  
Application of mathematical and statistical techniques to problems of economic theory. Problems in the formulation of econometric models. Prerequisite: 6 hours of statistics.

**581 Econometrics II.** (3) A  
Advanced topics in econometrics. Emphasis on extending the simple linear model and on simultaneous relationships. Prerequisite: ECN 580.

**584 Economics Internship.** (1-3) SS  
Academic credit for professional work organized through the Internship Program. Prerequisites: ECN 511, 512.

**594 Conference and Workshop in Economics.** (1-2) F, S  
Working papers by department faculty and outside speakers are presented and discussed. Economics ABDs will also present their thesis proposals. Prerequisite: instructor approval.

**Omnibus Courses:** See page 44 for omnibus courses that may be offered.

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## Finance

Herbert M. Kaufman  
Chair  
(BAC 519) 602/965-3131

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### PROFESSORS

JOEHNK, KAUFMAN, POE,  
SMITH, SUSHKA

### ASSOCIATE PROFESSORS

BOOTH, CESTA, HOFFMEISTER,  
MARTIN, WILT

### ASSISTANT PROFESSORS

BESSEMBINDER, CHAN,  
GALLINGER, HERTZEL

### PROFESSORS EMERITI

ANDERSON, DAUTEN, NELSON,  
OLNEY, STEVENSON, TENNEY

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 18 semester hours. The following courses must be included in the major:

	<i>Semester Hours</i>
FIN 331 Financial Markets and Institutions .....	3
FIN 361 Managerial Finance .....	3
FIN 421 Security Analysis and Portfolio Management .....	3
Two additional 400-level FIN courses .....	6
One additional upper-division course .....	3

All students must complete ACC 315 Financial Accounting and Reporting before taking 400-level FIN courses. In addition, ACC 316 Management Uses of Accounting must be taken.

Students have the option of including one of the ACC courses as part of the major or as free electives. If the ACC courses are chosen as free electives, the upper-division courses used to complete the major must be approved in advance by the Department of Finance.

### Major Proficiency Requirements.

Students must receive grades of "C" or better in upper-division courses for the major. If a student receives a grade below "C" in any course in the major, this course must be repeated. If a second grade below "C" 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.

## FINANCE

### FIN 251 Principles of Personal Investments. (3) N

Investment concepts for individual investors, fundamentals of investment techniques, and principles of sound investment. For nonmajors. Course may be used only for elective credit by College of Business students.

**300 Fundamentals of Finance.** (3) F, S, SS Theory and problems in financial management of business enterprises. Prerequisites: ACC 240; ECN 112; QBA 221.

### 331 Financial Markets and Institutions. (3) F, S

Analysis of financial markets and intermediaries. Theory of financial intermediation, interest rate theory, money and capital market instruments, and government regulation. Prerequisite: FIN 300.

### 361 Managerial Finance. (3) F, S

Theories and problems in resource allocation, cost of capital, CAPM and capital budgeting, asset valuation, capital structure, and financing policy. Prerequisite: FIN 300.

### 421 Security Analysis and Portfolio Management. (3) F, S

Security analysis theory and practice. Selection and management of financial asset portfolios. Securities markets and portfolio risk-return analysis. Prerequisites: ACC 315 or 321; FIN 331, 361; professional program business student.

### 427 Speculative Securities. (3) A

Study of stock options, index options, convertible securities, financial futures, warrants, subscription rights, and arbitrage pricing theory. Prerequisites: FIN 421; professional program business student.

### 431 Management of Financial Institutions. (3) A

Asset/liability and capital management in financial institutions. Influence of market factors and regulatory agencies. Emphasis on commercial banks. Prerequisites: ACC 315 or 321; FIN 331; professional program business student.

### 451 Working Capital Management. (3) N

Analysis of short-term profitability and liquidity. Emphasis on managing cash, accounts receivable, inventory, and current liabilities. Prerequisites: ACC 315 or 321; FIN 300; professional program business student.

**461 Financial Cases and Modeling.** (3) A Case-oriented capstone course in managerial finance. Contemporary issues of liquidity management, capital budgeting, capital structure, and financial strategy. Prerequisites: ACC 315 or 321; FIN 361; professional program business student.

### 471 Risk Financing. (3) N

Identification, measurement, and treatment of risk financing. Control, retention, and transfer as alternate approaches to the risk of loss. Prerequisites: FIN 300; professional program business student.

### 481 Theory of Finance. (3) N

Advanced course in financial theory for honors students and selected senior Finance majors. Honors student or senior Finance major with minimum GPA of 3.40.

### 502 Managerial Finance. (3) A

Theory and practice of financial decision making, including risk analysis, valuation, capital budgeting, cost of capital, and working capital management. Prerequisites: ACC 502; ECN 502; QBA 502.

### 521 Investment Management. (3) A

Valuation of equities, fixed incomes, and options/financial futures in an individual security and portfolio context; mathematical asset allocation approaches. Not open to students with credit in FIN 421. Prerequisite: FIN 502.

**531 Capital Markets and Institutions.** (3) A Recent theoretical and operational developments in economic sectors affecting capital markets and institutions. Not open to students with credit in FIN 431. Prerequisite: FIN 502.

### 561 Financial Management Cases. (3) N

Case theory to management issues. Acquisition, allocation, and management of funds within the business enterprise. Working capital management, capital budgeting, capital structure, and financial strategy. Not open to students with credit in FIN 461. Prerequisite: FIN 502.

### 581 Theory of Financial Decisions. (3) A

Theories and applications of managerial finance and investments. Capital budgeting, capital structure, dividend theory, and valuation. Prerequisite: FIN 502.

### 781 Theory of Finance. (3) A

Central paradigms of finance theory. Individual and society allocation of scarce resources through a pricing system with valuation of risky assets. Prerequisites: FIN 502, 521, 531.

### 791 Doctoral Seminar in Finance. (3) A

- (a) Investments.  
Investments and market theory; efficient markets hypothesis; option and commodity markets. Prerequisite: FIN 581.
- (b) Financial Institutions and Markets.  
Economic and monetary theory applied to financial markets and institutions; implications of financial structure for market performance and efficiency. Prerequisite: FIN 581.
- (c) Financial Management.  
Financial theory pertaining to capital structure, dividend policy, valuation, cost of capital, and capital budgeting. Prerequisite: FIN 581.

**Omnibus Courses:** See page 44 for omnibus courses that may be offered.

## INSURANCE

### INS 251 Principles of Insurance. (3) N

Coverages available, buying methods, regulation, claims, insurance institutions, and career opportunities.

### 321 Life and Health Insurance. (3) N

Types and uses of life and health policies, industry organization, regulations, underwriting, and other company operations. Prerequisite: professional program business student.

### 331 Property Insurance Principles and Coverage. (3) N

Principles of property and liability insurance, industry organization, types and forms of coverages, and commercial coverage fundamentals. Prerequisites: INS 251 or instructor approval; professional program business student.

### 461 Estate Planning. (3) N

Use of life insurance with wills, trusts and buy-sell agreements, and tax aspects. Needs approach to estate planning. Prerequisite: professional program business student.

**Omnibus Courses:** See page 44 for omnibus courses that may be offered.

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## School of Health Administration and Policy

(BA 397) 602/965-7778

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### PROFESSORS

FORSYTH, JOHNSON, KIRKMAN-LIFF,  
KRONENFELD, SCHNELLER,  
WILLIAMS, ZUCKERMAN

ASSISTANT PROFESSOR  
JONES

PROFESSOR EMERITUS  
EVELAND

### The Graduate Program in Health Services Administration

The School of Health Administration and Policy offers the Master of Health Services Administration (M.H.S.A.). Students enrolled in the school may earn the concurrent M.H.S.A./M.B.A. degrees. The school also collaborates with the College of Law to allow students to earn concurrently the M.H.S.A./J.D. degrees and the College of Nursing to allow students to earn concurrently the M.H.S.A. degree and the M.S. degree in Nursing with a concentration in nursing administration. The program also offers a concentration in health services research in the Ph.D. in Business Administration.

The M.H.S.A. program is designed to prepare students for entry-level management positions in health services delivery, planning/policy, and consulting organizations. Although most program graduates have aspired to and successfully found employment in hospitals, the curriculum and research efforts within the school do not focus on one categorical setting. Students are able to study the characteristics of vertically integrated systems and may choose from courses focused on ambulatory settings, long-term care, and other components of the continually evolving health care system. Since so many of the features of the environment of health services are subject to periodic change (e.g., reimbursement and information systems), substantial emphasis

is on building the basic skills and analytic perspectives necessary to encounter and react to change through innovation and action.

The program has a special commitment to provide students with an understanding of the competitive nature of the health care system. Since so many of the features of the environment of health services are subject to periodic change, substantial emphasis is placed on building basic skills to understand and scan environments and to encounter and react to change through innovative action. Program students are educated to think independently and to recognize the strengths and weaknesses of group processes in decision making.

The mission of the M.H.S.A. program is to develop in its students a pattern for skill acquisition, ideology, and style that is necessary for entry into the job market and for pursuing careers as chief executive officers in target organizations. To accomplish this mission, the curriculum provides

1. the skills of understanding, analysis, and application that are essential to effective health care administration;
2. internship, residency, and project experiences that bridge the gap between theory and practice; and
3. opportunities to interact with practitioners, both in the classroom and in structured field experiences.

### HEALTH SERVICES ADMINISTRATION

#### HSA 473 Comparative Health Systems. (3)

F Comparison of health care financing and delivery in industrialized countries; covers insurance, hospital management and physician payment. Lecture, discussion. Cross-listed as HSA 573.

#### 494 Special Topics in Health Administration. (3) A

Seminar topics, including comparative health care systems, ambulatory care administration, behavioral health, long term care, and health economics. Prerequisite: instructor approval.

#### 502 Health Care Organization. (3) F

Concepts, structures, functions, and values which characterize contemporary health care systems in the United States.

#### 505 Community Health Care Perspectives. (3) S

Epidemiological, sociological and political perspectives, and techniques for analyzing health problems and responding to health care needs in communities. Prerequisite: HSA 502.

#### 512 Health Care Economics. (3) S

Economics of production and distribution of health care services, with special emphasis on the impact of regulation, competition, and economic incentives. Prerequisite: HSA 502.

#### 520 Health Care Organizational Structure and Policy. (3) F

Functional relationships among managerial elements of health care institutions with major focus on hospital governance and policy dynamics. Prerequisite: HSA 502.

#### 522 Health Care Management Systems. (3) F

Systems concepts, quantitative methods, and information systems applied to management problems in health institutions and community health planning. Prerequisites: HSA 505; QBA 502.

#### 532 Financial Management of Health Services. (3) F

Acquisition, allocation, and management of financial resources within the health care enterprise. Budgeting, cost analysis, financial planning, and internal controls. Prerequisites: ACC 503; FIN 502; HSA 502.

#### 542 Health Care Jurisprudence. (3) S

Legal aspects of health care delivery for hospital and health services administration. Legal responsibilities of the hospital administrator and staff. Prerequisites: HSA 505, 520.

#### 571 Ambulatory Care Management. (3) A

The evolution, planning, and management of multispecialty group practices, health maintenance organizations, and other alternative delivery systems. Prerequisite: HSA 502.

#### 573 Comparative Health Systems (3) F

Comparison of health care financing and delivery in industrialized countries; covers insurance, hospital management and physician payment. Lecture, discussion. Cross-listed as HSA 473.

#### 589 Integrative Seminar. (3) S

Capstone assessment of current policies, problems, and controversies across the broad spectrum of health services administration. Prerequisites: HSA 505, 520, 522, 532.

#### 591 Seminar. (3) A

Seminar topics such as the following may be offered:

- (a) Comparative Health Care Systems
- (b) Cost Containment and Quality Assurance
- (c) Behavioral Health
- (d) Long-Term Care
- (e) Health Care Economics
- (f) Health Care Labor Law
- (g) Topics in Health Services Research
- (h) Managing Physicians
- (i) Multihospital Systems

#### 593 Applied Project. (3) F, S, SS

Optional on-site experience in advanced development of managerial skills in health services administration and policy. Minimum of 10 weeks. Prerequisites: 18 hours of credit toward program of study; director approval.

**Omnibus Courses:** See page 44 for omnibus courses that may be offered.



## International Business Studies

### Certificate in International Business Studies

The program of study leading to the Certificate in International Business Studies is designed to prepare students for positions with multinational firms, banks, government agencies, and international organizations. This program is not a substitute for the listed areas of business specialization; rather, the courses required for the certificate add an international dimension to the student's chosen major.

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:

1. International business principles and operations. At least 15 semester hours of approved courses in international business are required. Students must take either IBS 300 Principles of International Business or ECN 306 Survey of International Economics and the international course in their major. Other international business courses available as electives are:

	<i>Semester Hours</i>
ECN 331 Comparative Economic Systems .....	3
ECN 360 Economic Development .....	3
ECN 365 Economics of Russia and Eastern Europe .....	3
ECN 436 International Trade Theory ....	3
ECN 438 International Monetary Economics .....	3
ECN 494 ST: Multinational Firm in the World Economy .....	3
IBS 400 Cultural Factors in International Business .....	3
MGT 459 International Management .....	3
MGT 494 ST: International Management .....	3
MKT 435 International Marketing .....	3
MKT 494 ST: International Marketing ..	3
PLM 463 International Transportation and Logistics .....	3

2. Global and Area Studies. This requirement can be satisfied either by means of course work or through participation in approved College of Business exchange programs with foreign schools of business, or by some combination of the two. The course work option requires at least 15 semester hours of approved electives in international and area studies. A minimum of six semester hours must be in courses that provide a cross-cultural perspective from the global point of view of one or more disciplines. A minimum of nine semester hours must be in courses that provide an understanding of one region of the world.

Students who participate for two semesters in an approved College of Business exchange program with a foreign business school are deemed to have fulfilled the global and area studies requirements of the Certificate in International Business upon the successful completion of this exchange program. Students who participate in such an exchange program for one semester are deemed to have satisfied the required nine hours of area studies courses, and students who participate in such an exchange program in the summer need only complete six hours of area studies courses to meet the requirements of the certificate for area studies courses.

3. Evidence of competence in a foreign language equivalent to one year of college study is required.

Since the careful planning and selection of courses are necessary to meet the requirements for the certificate without exceeding the minimum number of hours required for graduation and to take advantage of opportunities for participation in exchanges with foreign schools of business, interested students are urged to consult with an international business faculty advisor as early as possible.

### INTERNATIONAL BUSINESS STUDIES

**IBS 300 Principles of International Business.** (3) A  
Multidisciplinary analysis of international economic and financial environment. Operations of multinational firms and their interaction with home and host societies. Prerequisite: ECN 112. *General studies:* G.

### **306 Survey of International Economics.** (3) A

Survey of international trade issues, commercial policy, trade theory, customs unions, and international monetary topics. Not for Economics majors. Lecture, discussion. Cross-listed as ECN 306. Prerequisites: ECN 111 or 112; 2.0 ASU GPA; junior standing.

### **400 Cultural Factors in International Business.** (3) S

Anthropological perspectives on international business relations; applied principles of cross-cultural communication and management; regional approaches to culture and business. Cross-listed as ASB 400.

**Omnibus Courses:** See page 44 for omnibus courses that may be offered.

## Management

**Luis R. Gomez-Mejia**  
*Chair*  
**(BA 323) 602/965-3431**

### PROFESSORS

BOHLANDER, GOMEZ-MEJIA,  
PASTIN, PENLEY, REIF

### ASSOCIATE PROFESSORS

BASSFORD, BRENNENSTUHL, CARDY,  
COOK, HOM, KEATS, KELLER,  
KINICKI, MANZ, MOORHEAD,  
OLIVAS, ROBERSON, VAN HOOK

### ASSISTANT PROFESSORS

BLANCERO, GOODING, JACOBSON,  
REGER, WISEMAN

### SENIOR LECTURERS

KREITNER, LEA

### PROFESSORS EMERITI

COCHRAN, DAVIS, GROSSMAN,  
HEIER, INSKEEP,  
SCHABACKER, WHITE

Management includes the functions of planning, organizing, staffing, motivating, and controlling in the business setting; yet management is more than mere administration. Good managers make things happen through their actions within an organization and through responsible contributions to society. Good managers also understand the implications of their actions in an international environment. The Department of Management offers international business seminars for its students, and it provides students opportunities to specialize their studies in management systems or human resources management.

**Management Systems**

The purpose of management is to maximize desirable organizational outputs and minimize undesirable organizational outputs, given realistic constraints. Many tools and systems are used to achieve these ends. These tools and systems are the focus of the management systems track. The following courses must be taken to complete this track:

	<i>Semester Hours</i>
MGT 311 Personnel Management .....	3
MGT 352 Human Behavior in Organizations .....	3
Three of the following five courses:	
MGT 433 Management Decision Analysis .....	3
MGT 434 Social Responsibility of Management .....	3
MGT 440 Entrepreneurship .....	3
MGT 459 International Management .....	3
MGT 468 Management Systems .....	3

In addition, students must take one MGT elective subject to approval by a management advisor.

All Management majors are required to take six hours of upper-division general studies approved by a management advisor.

**Human Resource Management**

Effective organizational management depends upon creating an internal organization that is designed to accomplish the organizational mission. The human resource management track introduces the student to issues surrounding the human component of organizations. The curriculum encompasses planning, staffing, motivating, training and development, compensation, performance appraisal, labor relations, and labor law. The courses are designed to provide knowledge and skills that will promote achievement of human resource goals. The following courses must be taken to complete the human resource management track:

	<i>Semester Hours</i>
MGT 311 Personnel Management .....	3
MGT 352 Human Behavior in Organizations .....	3
MGT 413 Wage and Salary Management .....	3
MGT 423 Industrial Relations and Collective Bargaining .....	3

In addition, students must take two MGT electives in human resource management subject to approval by a management advisor.

All Management majors are required to take six hours of upper-division general studies approved by a management advisor.

**Major Proficiency Requirements.**

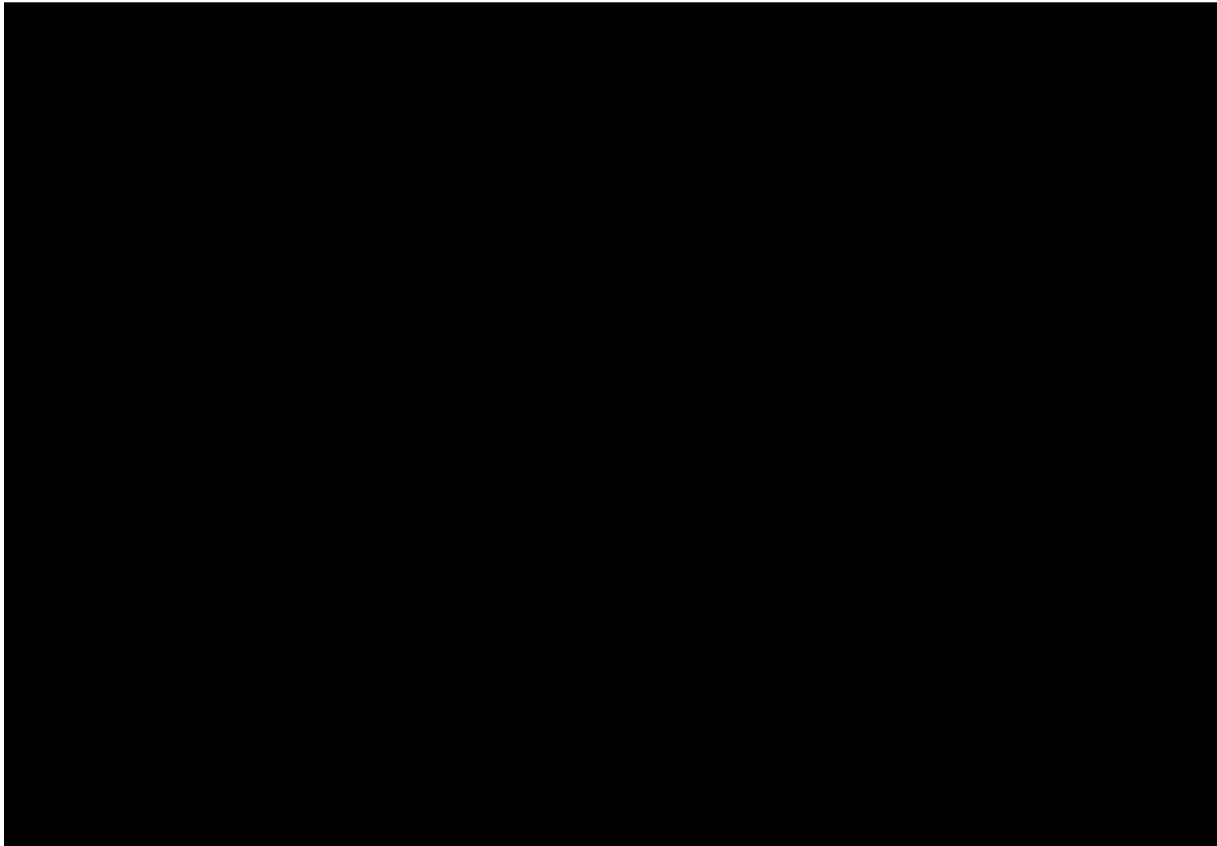
Students must receive grades of "C" or better in upper-division courses for the major. If a student receives a grade below "C" in any course in the major, this course must be repeated. If a second grade below "C" is received in either an upper-division course in the major already taken or in a different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

**MANAGEMENT**

**MGT 301 Management and Organization Behavior.** (3) F, S, SS

Administrative, organizational, and behavioral theories and functions of management, contributing to the effective and efficient accomplishment of organizational objectives. Prerequisites: 1 psychology (social and behavioral) course and 1 sociology course.

**311 Personnel Management.** (3) F, S, SS  
Manpower planning, staffing, training and development, compensation, appraisal, and labor relations. Prerequisite: MGT 301.



**352 Human Behavior in Organizations.** (3) F, S, SS

Human aspects of business as distinguished from economic and technical aspects and how they influence efficiency, morale, and management practice. Prerequisite: MGT 301.

**413 Wage and Salary Management.** (3) A

Installation and administration of a complete wage and salary program. Includes objectives, policies, organization, control, job evaluation, and wage surveys. Prerequisites: MGT 311; professional program business student.

**422 Training and Development.** (3) N

Learning theory, orientation and basic level training, management development, resource materials and methods. Prerequisites: MGT 311; professional program business student.

**423 Industrial Relations and Collective Bargaining.** (3) F, S

Processes and procedures of collective bargaining. Scope and negotiation of union contracts.

**424 Employee Selection and Appraisal.** (3) F, S

Concepts and methods of personnel selection and performance appraisal. Includes job analysis, measurement, and legal issues. Experiential exercises emphasized. Prerequisite: MGT 311.

**433 Management Decision Analysis.** (3) F, S

Decision-making concepts and methods in the private and public sectors and their application to organizational problems. Understanding of individual and group decision making. Prerequisites: MGT 301; professional program business student.

**434 Social Responsibility of Management.** (3) F, S

Relationship of business to the social system and its environment. Criteria for appraising management decisions. Managers as change agents. Prerequisites: MGT 301; professional program business student.

**440 Entrepreneurship.** (3) A

Opportunities, risks, and problems associated with small business development and operation.

**441 Venture Design and Development.** (3) N

Analysis, design, and development of a business plan for a new venture. Prerequisite: ACC 240.

**442 Small Business Management.** (3) N

Students, acting as management consultants, apply business principles and make recommendations to small businesses while learning to manage small firms. Prerequisite: business core except MGT 463.

**447 Management and the Impact of Technology.** (3) N

The impact of technology on strategic planning and human resources management in business organizations.

**448 Management and the Impact of Technology: Research.** (3) N

Development of research strategies and cases for studying the impact of technology on management theory and practice in business organizations. Prerequisite: MGT 447.

**452 Organizational Behavior Applications.** (3) A

The complex set of behavioral forces and relationships that influence organizational effectiveness. Intervention strategies and application skills. Prerequisites: MGT 352; professional program business student.

**459 International Management.** (3) A

Concepts and practices of multinational and foreign firms. Objectives, strategies, policies, and organizational structures for operating in various environments. Prerequisite: MGT 301.

**463 Strategic Management.** (3) F, S, SS

Strategic formulation and administration of the total organization, including integrative analysis and strategic planning. To be taken last semester of senior year. Prerequisites: completion of 108 hours, including all other business administration core requirements; professional program business student. *General studies: L2.*

**468 Management Systems.** (3) F, S

Systems theory and practice applied to organization process and research. Organizations seen as open systems interacting with changing environments. Prerequisite: MGT 301.

**494 Special Topics.** (3) N

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

**502 Organization Theory and Behavior.** (3) F, S

Important concepts and applications in management including motivation, leadership, group dynamics, organization design, decision-making, communication, and organization change. Prerequisites: calculus; computer literacy; graduate degree program student.

**503 Complex Organizations.** (3) N

Concepts and applications in macro organization theory. Topics include organization structure, strategic choice, culture, boundary spanning, effectiveness, and different perspectives of interorganizational relations.

**504 Competitive Strategy.** (3) N

Industry, competitor, and firm strategic positioning analysis aimed at gaining sustainable competitive advantage. Lecture, discussion. Prerequisites: ECN 502, FIN 502, MGT 502, MKT 502.

**520 Problems in Personnel Management.** (3) A

Selecting, developing, maintaining, and utilizing a competent labor force. Case studies of personnel problems. Preparation of a written personnel program.

**522 Labor Relations and Public Policy.** (3) A

State and federal legislation. Recent decisions of courts and labor boards. Legal rights and duties of employers, unions, and the public.

**559 International Comparative Management.** (3) A

Analysis of comparative management practices, problems, and issues. Management strategies for the multinational organization. Impact of national and cultural environments.

**589 Strategic Management.** (3) F, S

Formulation of strategy and policy in the organization, emphasizing the integration of decisions in the functional areas. Prerequisites: ACC 503; BUS 502; CIS 502; ECN 502; FIN 502; MGT 502; MKT 502; OPM 502; QBA 502; completion of at least 36 hours of program of study credits.

**591 Seminar.** (3) N

Topics such as the following will be offered:

- (a) Competitive Strategy
- (b) Ethics
- (c) Human Resources Systems
- (d) Managerial Planning and Control

**598 Special Topics.** (3) N

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

**791 Seminar: Doctoral Seminar in Management.** (3) A

Topics such as the following will be offered:

- (a) Compensation
- (b) Human Resource Management
- (c) Organizational Behavior
- (d) Organizational Theory
- (e) Research Design and Methodology
- (f) Strategic Management

**Omnibus Courses:** See page 44 for omnibus courses that may be offered.

## Marketing

**Michael P. Mokwa**  
*Chair*

(BAC 462) 602/965-3621

### PROFESSORS

BROWN, CROSBY, GWINNER, HUTT,  
JACKSON, LASTOVICKA, MOKWA,  
OSTROM, REINGEN, SCHLACTER

### ASSOCIATE PROFESSORS

BELTRAMINI, BITNER,  
BLASKO, GOURLEY, KUMAR,  
STEPHENS, WARD

### ASSISTANT PROFESSORS

R. KLEINE, S. KLEINE,  
SINHA, WALKER

### SENIOR LECTURER

SPIERS

### PROFESSORS EMERITI

BESSOM, OVERMAN, ROWE,  
SCHMIDT, ZACHER

Study in the field of marketing involves analysis of how businesses plan, organize, administer, and control their resources to achieve marketing objectives. Focus is placed on market forces, growth and the survival 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. advertising;
2. general marketing management;
3. industrial marketing;

4. international marketing;
5. market research and planning;
6. promotion management;
7. retail merchandising and management;
8. selling and sales management; or
9. services marketing

The major in Marketing consists of 18 semester hours. The following 12 hours must be included:

	<i>Semester Hours</i>
MKT 302 Fundamentals of Marketing Management .....	3
MKT 304 Consumer Behavior .....	3
MKT 351 Marketing Intelligence .....	3
MKT 460 Strategic Marketing .....	3

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

	<i>Semester Hours</i>
ADV 301 Advertising Principles .....	3
ADV 311 Advertising Creative Strategy .....	3
ADV 371 Advertising Media .....	3
ADV 461 Advertising Management .....	3
MKT 310 Principles of Selling .....	3
MKT 325 Public Relations in Business .....	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 Industrial Marketing .....	3
MKT 435 International Marketing .....	3
MKT 444 Marketing Channels .....	3
MKT 484 Internship .....	3

In addition, all Marketing majors are required to take six hours from a list of communications, behavioral science, and global awareness courses approved by the Department of Marketing. The list of approved courses is contained in the *Marketing Field of Specialization Student Curriculum Guide*, a copy of which can be obtained from the department office.

**Major Proficiency Requirements.**

Students must receive grades of “C” or better in upper-division courses for the major. If a student receives a grade below “C” in any course in the major, this course must be repeated. If a second grade below “C” 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.

**ADVERTISING**

**ADV 301 Advertising Principles.** (3) F, S, SS  
Advertising as a communications tool in marketing and business management. Survey of market segmentation, creative strategy, media, and effectiveness measures. Prerequisite: MKT 300.

**311 Advertising Creative Strategy.** (3) A  
Application of communication theory to advertising. Evaluation of strategies and executions. Creation of a portfolio containing print and broadcast advertisements. Prerequisites: ADV 301; non-business majors must obtain department approval.

**371 Advertising Media.** (3) A  
Media strategy as an extension of marketing strategy; conceptual aspects of media planning; quantitative and qualitative analysis of media. Prerequisites: ADV 301; non-business majors must obtain departmental approval.

**461 Advertising Management.** (3) N  
A capstone course in advertising dealing with the management of advertising from both the client and agency perspectives. Prerequisites: ADV 301 and MKT 302 (with grades of “C” or better).

**Omnibus Courses:** See page 44 for omnibus courses that may be offered.

**MARKETING**

**MKT 300 Principles of Marketing.** (3) F, S, SS  
Role and process of marketing within the society, economy, and business organization. Prerequisite: ECN 112.

**302 Fundamentals of Marketing Management.** (3) F, S, SS  
Marketing planning, implementation, and control by organizations, with special emphasis on identifying market opportunities and developing marketing programs. Prerequisite: MKT 300.

**304 Consumer Behavior.** (3) F, S, SS  
Application of behavioral concepts in the analysis of consumer behavior and the use of behavioral analysis in marketing strategy formulation. Prerequisite: MKT 300.

**310 Principles of Selling.** (3) A  
Basic principles underlying the selling process and their practical application in the sale of industrial goods, consumer goods, and intangibles. Prerequisite: MKT 300.

**325 Public Relations in Business.** (3) N  
Role of public relations in business, government, and social institutions, emphasizing policy formulation from a managerial perspective. Prerequisite: MKT 300.

**351 Marketing Intelligence.** (3) F, S, SS  
Integrated treatment of the traditional approaches to marketing research and analysis of environmental factors affecting marketing decisions in the firm. Prerequisites: MKT 302 and QBA 221 (with grades of “C” or higher).

**411 Sales Management.** (3) A  
Application of management concepts to the administration of the sales operation. Prerequisite: MKT 302.

**412 Promotion Management.** (3) A  
Integration of the promotional activities of the firm including advertising, personal selling, public relations, and sales promotion. Prerequisite: MKT 302.

**424 Retail Management.** (3) A  
Role of retailing in marketing. Problems and functions of retail managers within various retail institutions. Prerequisite: MKT 300.

**430 Marketing For Service Industries.** (3) F, S  
Concepts and strategies for addressing distinctive marketing problems and opportunities in service industries. Current issues and trends in the service sector. Prerequisites: MKT 300, professional program business student.

**434 Industrial Marketing.** (3) A  
Strategies for marketing products and services to industrial, commercial, and governmental markets. Changing industry and market structures. Prerequisite: MKT 302 or instructor approval.

**435 International Marketing.** (3) N  
Analysis of marketing strategies developed by international firms to enter foreign markets and to adapt to changing international environments. Prerequisites: MKT 302 or instructor approval; professional program business student.

**444 Marketing Channels.** (3) N  
Distribution channels used by firms engaged in marketing and manufacturing. Strategies for marketing-channels management. Relationships among marketing intermediaries. Prerequisites: MKT 302; professional program business student.

**460 Strategic Marketing.** (3) F, S, SS  
Policy formulation and decision making by the marketing executive. Integration of marketing programs and consideration of contemporary marketing issues. Prerequisites: MKT 302, 304, 351 (with grades of “C” or higher); professional program business student.

**502 Marketing Management.** (3) F, S  
Managing the marketing function; market and environmental analysis; marketing planning, strategy, and control concepts. Development and management of marketing programs. Prerequisite: ECN 502.

**520 Strategic Perspectives of Buyer Behavior.** (3) N  
Concepts and theories from the behavioral sciences as they relate to marketing strategy formulation. Prerequisite: MKT 502 or equivalent or instructor approval.

**522 Marketing Information.** (3) A  
Marketing research, marketing information systems, and modern statistical techniques in marketing decision making. Prerequisite: MKT 502.

**524 Services Marketing.** (3) F, S  
Strategies for marketing services emphasizing the distinctive challenges and approaches that make marketing of services different from marketing manufactured goods. Prerequisite: MKT 502 or equivalent.

**563 Marketing Strategy.** (3) A  
Planning and control concepts and methods for developing and evaluating strategic policy from a marketing perspective. Prerequisite: MKT 502.

**591 Seminar.** (3) A  
Topics such as the following will be offered:  
(a) Product Strategy  
(b) Channel Strategy  
(c) Promotion Strategy  
(d) Marketing in International Operations  
(e) Advertising Strategy

**Omnibus Courses:** See page 44 for omnibus courses that may be offered.