



College of Business

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Master of Business Administration

The College of Business (COB) at Idaho State University (ISU) offers a program leading to the degree of Master of Business Administration (MBA) to holders of business and non-business bachelor's degrees. The MBA program is accredited by the American Assembly of Collegiate Schools of Business (AACSB). ISU's MBA program was the first to be accredited by the AACSB in the State of Idaho and we remain committed to the delivery of a high quality, rigorous program.

The MBA program serves Southeast Idaho's need for part-time education and as such is primarily an evening program. The MBA program, accounting option, meets the needs of students who wish to satisfy requirements for certification as public accountants (CPA) or certification as management accountants (CMA). In the interest of a more diverse student body, the college encourages and attracts a small number of full-time students from other parts of the United States and foreign countries.

The Goals of the MBA Program

The goal of the MBA program is to prepare students for leadership roles in all areas of

business requiring skilled and ethical decision-making and analytical abilities. Specific goals are to develop:

- Competency in the functional fields of business of accounting, economics, finance, information systems, and marketing.
- An understanding of human behavior in business situations and the manager's role as a leader in influencing behavior.
- Skill in performing industry and financial analysis in a global context.
- An awareness and understanding of the economic, political, legal and social environments in which business operates.
- An integrative and strategic focus for students in decision making and problem solving.
- Strengthened individual interpersonal, leadership, and communication skills.

The accounting emphasis program produces graduates with the knowledge and skills for successful professional accounting careers. The goal of the accounting emphasis is to provide graduates with the following characteristics:

- Business and accounting knowledge.
- Capability and motivation for continued learning.
- Competence in learning skills (including research of data bases).
- Ability to analyze, critique, and communicate.
- Ability to work effectively with others.
- Rigorous ethical standards.

The MBA Accounting Emphasis program enhances knowledge and skills for rapid advancement in either managerial or public accounting. MBA graduates should be prepared to pass certification examinations for both the Certified Public Accountant (CPA) and Certified Management Accountant (CMA).

The MBA Program

The MBA program consists of seven first-year graduate core courses (MBA I), a core of six second-year courses (MBA II), and four elective courses. Students who select an emphasis in accounting for their program take a series of four advanced accounting courses in place of the four elective courses.

The first-year core courses develop a broad competence in the functional fields of business: Accounting, Economics, Finance, and Marketing. The core also examines behavioral, information system, and industry analysis issues that cut across the functional boundaries and provide a basic educational background. In addition, the core specifically addresses manufacturing competitiveness critical in the global environment.

The second year consists of six required and four elective courses. The required courses, although anchored in traditional functional fields are designed to provide a strong integrative focus building upon the competencies developed in the first year.

Admission

Admission to the program and maintenance of good standing will be in accord with the requirements of the Office of Graduate Studies of Idaho State University and additional College of Business requirements.

Admission to the MBA program is granted only to students showing high promise of success. The College of Business uses various measures of high promise, including the candidate's performance on the Graduate Management Admissions Test (GMAT), upper-division grade-point average, and work experience. Ordinarily such measures, along with other reasonable indications of promise, will be used in combination to arrive at a final judgment.

Normally, the minimum requirement that must be met to be considered for admission is defined by the following:

–The sum of 200 times the grade point average in upper-division course work (4.0 system) plus the total score on the Graduate Management Admission Test must equal at least 1050 points.

Meeting this minimum requirement does not assure admission to the MBA program since many factors are weighed in this decision. The verbal, quantitative, and analytical writing (if available) scores of the GMAT will be reviewed in reaching a decision. A low score on any of these measures may lead to denial of admission unless offsetting indicators are present. Work experience and recommendations may also be considered in the admission decision when useful and appropriate.

Please note that no individual can be fully admitted to the MBA program until the College of Business has received the applicant's official transcripts and official GMAT score. Students may be provisionally admitted in

unclassified or conditional status pending receipt of their GMAT scores if they have a sufficiently high upper-division GPA. Such admissions are normally limited to part-time students who reside in the immediate region.

Locations

MBA classes are offered at the Pocatello campus and at Idaho Falls. In some instances students may have to travel to Pocatello or Idaho Falls to obtain a specific class.

MBA Minimum Prerequisites

Mathematics Skills

The minimum level of mathematics required for the MBA program is a basic course in statistics and one other advanced math course (one with college algebra as a prerequisite). If students have not completed this work, they must do so early in their program prior to enrolling in MBA II courses. If all MBA I courses are waived, the student may enroll in MBA II courses provided they are concurrently enrolled in courses to meet the math requirement.

Computer Skills

Computer literacy is an essential skill for success in the MBA program and success in a professional business career. The minimum skills required are the ability to use a word processor, a spreadsheet, DOS, and Windows. Students are required to maintain an account on the ISU network.

Communications Skills

Good communication skills are fundamental for students and managers. Students are expected to have a high degree of proficiency in both oral and written communication skills. Students failing to demonstrate communications proficiency will be required to take remedial work.

MBA I (21 hours)

MBA I courses are the first year courses that form the foundation for advanced study.

MBA 610	Applied Economics (Fall)
MBA 611	Financial Reporting and Managerial Accounting (Fall)
MBA 612	Human Behavior in Organizations (Fall)
MBA 613	Marketing (Spring)
MBA 614	Operations/Information Systems (Fall)
MBA 615	Finance (Spring)
MBA 616	Business Policy (Spring)

Waiver of MBA I Requirements

For students who have a recent degree, courses will be waived where equivalency of content with the ISU MBA core can be established. Students with older business degrees may be required to take refresher courses or they may waive courses by demonstrating current competency by examination. Work experience is not a basis for waiving MBA I coursework; however, students with substantial work experience may demonstrate competence in a particular field through examination.

MBA II (30 hours)

After all MBA I requirements are satisfied, students may enroll in the MBA II core component courses listed below.

MBA 621	The Decision Making Environment (Fall)
MBA 622	Managerial Decision Analysis I (Spring, Summer)
MBA 623	Managerial Decision Analysis II (Fall)
MBA 624	Managerial Decision Analysis III (Fall)
MBA 625	Managerial Information and Control Systems (Spring, Summer)
MBA 626	Business Policy/Strategy in a Global Environment (Fall)

Exceptions to the requirement that all MBA I courses be completed prior to enrolling in MBA II courses may be made when most MBA I courses have been taken and enforcement of this requirement would cause undue hardship for a student (i.e., a delay in his/her program). Exceptions will be granted only where it is reasonable to conclude that the student has sufficient background to perform satisfactorily in the MBA II course.

A request for an exception to the MBA I prerequisite requirement must be made in writing to the MBA Director. This request should document the MBA I courses remaining to be taken in the student's program, when those courses will be taken, and what hardships will be incurred if the exception is not granted.

Electives (12 hours)

Students will complete a minimum of twelve credit hours of graduate work as electives. At least six credit hours must be in courses reserved for graduate students only (600 level courses). Electives must be specified as part of the student's program of study.

Students may select as electives any courses offered by the College of Business at the 600-level with the exception of courses numbered between MBA 600 and MBA

626 inclusive. Elective courses outside the College of Business must be specifically approved by the MBA Director. The electives may include MBA 650 Thesis (6 credit hours), or MBA 639 Paper (3 credit hours).

A maximum of two 500-level courses may be used as electives. Students may not take a 500-level course as an elective if a similar course has been taken at the undergraduate level. MGT 512 may not be used as an elective in the MBA program.

Accounting Emphasis (15 credits)

Students choosing an emphasis in accounting must select 15 hours of electives from the following list. At least 12 hours must be accounting courses with the ACCT prefix, of which 9 hours must be in 600 level accounting courses restricted to graduate students. Appropriate undergraduate prerequisite courses are required. Courses at the 500 level cannot be selected if a comparable undergraduate course has already been taken.

ACCT 631	Accounting Theory
ACCT 632	Advanced Auditing
ACCT 634	Seminar in Accounting
ACCT 635	Strategic Cost Management
MBA 676	Legal Environment of Accounting
ACCT 531	Advanced Tax Concepts
ACCT 560	Governmental and not-for-Profit Accounting
ACCT 561	Advanced Accounting
ACCT 570	Contemporary Issues in Managerial Accounting
ACCT 580	Comparative International Accounting
ACCT 593	Internship
CIS 580	Data Base Management Systems
CIS 582	Advanced Systems Analysis and Design
CIS 590	Management of Information Systems

Program of Study

All MBA students are required to meet with the MBA Director or the Idaho Falls MBA advisor prior to or during their initial term in the program in order to develop an approved program of study. Students will be blocked from registering their next term until this program of study is approved.

Examination Requirements

The MBA program requires the satisfactory completion of an oral examination in the final term of the student's program.

Academic Requirements

Any student who, after admission to the College of Business graduate program, falls below a 3.0 GPA or receives two C grades or a grade of D or F in the MBA program (MBA I, MBA II, and elective courses) is

deemed to be doing unsatisfactory work and is subject to review by the College of Business MBA Committee and to dismissal from the program. A student dismissed for academic reasons may apply for re-admission to the MBA program no earlier than four months following his/her dismissal. Requests for re-admission will be denied unless the student can demonstrate that the reasons for the previous unsatisfactory work have been rectified and he/she shows evidence of ability to perform satisfactorily in the MBA program.

Courses in which a grade of D or F has been earned will not be counted toward fulfillment of MBA I or MBA II program requirements. Students may not use more than two courses with a grade of C to satisfy graduation requirements.

MBA and Pharm D Joint Degree Program

Students enrolled in the Pharm D Program at Idaho State University may combine that degree program with an MBA degree with approximately one year of additional effort. The program follows the Pharm D program with the following changes and requirements:

–In the two years in pre-pharmacy the student takes ECON 201 (Macro Economics), ECON 202 (Micro Economics), ACCT 201 (Financial Accounting), and ACCT 202 (Managerial Accounting). ECON 202 and the accounting courses satisfy four hours of the 18 hours of electives required in the first two years.

–Students are admitted to the MBA program at the end of the second professional year.

–During the third professional year and summer preceding that year the student takes MBA 613 (Marketing), MBA 614 (Information Systems), MBA 615 (Finance), MBA 616 (Manufacturing Competitiveness and Industrial Analysis). This satisfies four hours of electives specified in spring semester of the third professional year of the pharmacy program. MBA 612 (Human Behavior in Organizations) substitutes for PPRA 418 (Pharmacy Management).

–In the fourth professional year the student takes six hours of clerkship to satisfy six elective hours in the MBA program.

–Following the fourth professional year the student would take the second year MBA program including MBA 621, MBA 622,

MBA 623, MBA 624, MBA 625, MBA 626, and six hours of 600-level electives in the College of Business.

Award of the MBA degree requires successful completion of the Pharm D degree or some other bachelor's degree at Idaho State University.

Admission

Admission to the MBA program will normally take place at the end of the second professional year. Pharm D students must meet the regular admission requirements of the MBA program except they are required to only have completed the equivalent of an undergraduate degree at the time of admission. Applicants must request the School of Pharmacy to certify to the Graduate School that the student has completed 128 hours and that those 128 hours are equivalent to an undergraduate degree.

Accounting Graduate Courses

ACCT g331 Principles of Taxation 3 credits. Study of federal income taxation and its application to individual taxpayers and business enterprises. Practical problems in making and filing returns. PREREQ: ACCT 202 OR ACCT 241.

ACCT g332 Advanced Tax Concepts 3 credits. Study of specialized federal tax concepts for individuals, businesses, estates, and trusts. PREREQ: ACCT g331.

ACCT g400 Managerial Tax Planning 3 credits. For prospective business managers, owners, or investors interested in important tax consequences of alternative financial transactions. PREREQ: FIN 315.

ACCT g456 Auditing 3 credits. Concepts and practices of independent and internal auditing. Professional responsibilities, risk assessment, audit planning and reporting. PREREQ: ACCT 324, ACCT 350 AND CIS 382.

ACCT g460 Governmental and Not-For-Profit Accounting 3 credits. Accounting and reporting principles, standards and procedures applicable to governmental units and not-for-profit institutions, i.e. universities, hospitals. Special consideration to financial management problems peculiar to the not-for-profit sector. PREREQ: ACCT 324.

ACCT g461 Advanced Accounting 3 credits. Study of accounting problems arising in connection with partnerships, corporate affiliation; institutional, social, and fiduciary accounting; consignments; installment sales; and foreign exchange. PREREQ: ACCT 324.

ACCT g470 Contemporary Issues in Managerial Accounting 3 credits. Study of contemporary topics and emerging issues in managerial accounting. This field is rapidly evolving to meet the needs of enterprises competing in a dynamic global environment. PREREQ: ACCT 342.

ACCT g480 Comparative International Accounting 3 credits. Study of systems that have proven to be problems in an international accounting context, particularly for corporate financial reporting. Also, the progress toward international harmonization of financial reporting and taxation. PREREQ: ACCT 324.

ACCT g492 Special Problems in Accounting 1-3 credits. Research and reports on selected problems or topics in accounting. Restricted to senior and graduate students in business who have the consent of the Dean. May be repeated under a different title for a maximum of 9 credits with the permission of the major advisor and the Dean.

ACCT g493 Accounting Internship 1-3 credits. A program of significant business experience coordinated by the faculty to provide a broad exposure to issues. Can be repeated up to a total of 3 credits.

ACCT 631 Accounting Theory 3 credits. Study of accounting conceptual framework and accounting principles. Case discussions and research into contemporary accounting literature. PREREQ: ACCT 324.

ACCT 632 Advanced Auditing 3 credits. Integration of auditing concepts in case discussions. Research into contemporary auditing literature and data bases. PREREQ: ACCT g456.

ACCT 634 Seminar in Accounting 3 credits. Capstone course integrating special problems of financial, managerial, and tax accounting. Emphasis on analytical and communication skills. PREREQ: ACCT g332 AND ACCT g461.

ACCT 635 Strategic Cost Management 3 credits. Critical examination of various cost management issues and techniques with emphasis on strategic, behavioral, and cultural issues. PREREQ: MBA 611, MBA 615, AND MBA 616.

Computer Graduate Courses

CIS g418 Information Security and Privacy 3 credits. Focuses on information security, integrity, and privacy techniques. Comparison of standards. Implications for electronic commerce and international trade are discussed. PRE-OR COREQ: CIS g480 OR PERMISSION OF INSTRUCTOR.

CIS g420 Survey of Computer Languages 3 credits. Study of the language syntax, advantages, disadvantages and requirements of major programming languages and their associated operating systems. PREREQ: CIS 221 OR CS 182.

CIS g421 Multimedia in Business 3 credits. Application of multimedia (audio, video, animation, data, graphics, Internet, etc.) to business and industry. Focuses on learning development techniques in a Window environment by comparing authoring software and environments. PREREQ: PROGRAMMING KNOWLEDGE AND SKILLS.

CIS g424 Decision Support Systems 3 credits. Study of the design and implementation of decisions support tools and techniques used in programming languages and skills. PREREQ: CIS 382, FIN 315, MGT 217.

CIS g480 Data Base Management Systems 3 credits. Study of concepts of logical and physical data structures; introduces types of data base languages including design and implementation of actual DBMS using modern languages. PREREQ: CIS 382.

CIS g482 Advanced Systems Analysis and Design 3 credits. Provides the knowledge and tools necessary to develop a physical design and an operational computerized system. Also includes study of interactive systems and distributed processing. PREREQ: CIS 382 AND CIS g480.

CIS g484 Expert Systems in Business 3 credits. Applications of artificial intelligence to business and industry. Includes design and analysis of the knowledge-based approach to problem solving and information systems. PRE- OR COREQ: CIS g480.

CIS g485 Network and Communication Systems 3 credits. Study of the implementation and development of network information systems. Protocols and techniques will be compared. PREREQ: CIS 382, AND EITHER CIS 220 OR CS 181.

CIS g486 Business System Simulation 3 credits. Study, construction, and operation of computer simulations as aids for management and administrative decisions. PREREQ: MGT 217, CIS 220 OR PERMISSION OF INSTRUCTOR.

CIS g487 Software Systems Study of the Software Implementation Process 3 credits. In addition to system optimization techniques, management strategies will be discussed. PREREQ: CIS g480 AND CIS g482, OR PERMISSION OF INSTRUCTOR.

CIS g490 Management of Information Systems 3 credits. Study of the problems associated with the organization, management and operation of information processing systems. PRE- OR COREQ: CIS g480.

CIS g491 Seminar in Computer Information Systems 3 credits. Reading, discussion, and reporting on selected topics. Restricted to senior/graduate students in business with consent of the instructor. May be repeated with the instructor's permission for up to 6 credits.

CIS g492 Special Problems in Computer Information Systems 1-3 credits. Research and reports on topics in computer science. Restricted to senior/graduate students in business with consent of Dean. May be repeated under a different title for maximum of 9 credits.

CIS g493 Computer Information Systems Internship 1-3 credits. Significant business experience coordinated by the faculty to provide broad exposure to issues. My be repeated up to a total of 3 credits. Does not fulfill major or minor requirements.

Finance Graduate Courses

FIN g431 Financial Modeling 3 credits. Survey of integrative modeling with special applications of computer models. Includes topics from

cash flow forecasting, mergers and acquisition, financial structure, and capital budgeting.

FIN g445 Real Estate Finance 3 credits. Principles and methods of valuing business and residential land and improvements; analysis of sources and methods used in the financing of construction and development. PREREQ: FIN 310 AND FIN 315.

FIN g448 Financial Management of Depository Institutions 3 credits. An analysis of the managerial issues which affect the financial performance of depository institutions such as capital adequacy, liquidity and asset/liability management techniques, profitability analysis, funding and investment decisions. PREREQ: FIN 310 AND FIN 315.

FIN g475 International Corporate Finance 3 credits. Study of financing investment projects abroad including the tapping of overseas capital markets, financing export transactions, hedging foreign exchange risks, and the control alternatives of international business. PREREQ: FIN 310 AND FIN 315.

FIN g478 Investments 3 credits. Fundamental principles in the risk-return valuation of financial instruments (stocks, bonds, mortgages, options). Includes both the institutional framework in which securities are traded and the application of the capital asset pricing model to portfolio management. PREREQ: FIN 310 AND FIN 315.

FIN g491 Seminar in Finance 3 credits. Reading, discussion and preparation of reports on selected topics. Restricted to senior and graduate students in business who have the consent of the instructor. May be repeated with instructor's permission for up to 6 credits.

FIN g492 Special Problems in Finance 2-3 credits. Research and reports on selected problems or topics in finance. Restricted to senior and graduate students in business who have the consent of the Dean. May be repeated under different title for a maximum of 9 credits with the permission of the major advisor and the Dean.

Management Graduate Courses

MGT g312 Individual and Organizational Behavior 3 credits. Study of internal structure and function of organizations and management practices. Provides theoretical and conceptual bases for analyzing relationships among individual, group, and total system behavior in achievement of organizational objectives within larger organizational environments. MGT 512 not open to graduate students in business.

MGT g410 Entrepreneurship 3 credits. Developing new business ideas, initiating a new enterprise, bringing new technology to the market; applying sound business practices involving management, marketing, accounting, finance and CIS to accommodate changing market opportunities. PREREQ: NON-BUSINESS MAJORS BY PERMISSION.

MGT g430 Advanced Operations/Production Management 3 credits. Study of problems on line management in organizations. Major sections include strategy, process analysis, manpower planning, inventories, scheduling, and control of operations. Emphasizes both behavioral and technical aspects of problem solving in the area of operations management. PREREQ: MGT 329, MGT g312.

MGT g441 Organizational Behavior 3 credits. Case study approach designed to encourage independent thought in the application of behavioral theories and concepts of organizational problems. Emphasis on integrating theoretical concepts with patterns of organizational direction, control, communications and decision-making. PREREQ: MGT g312 OR PERMISSION OF INSTRUCTOR.

MGT g450 Manufacturing Strategy 3 credits. Study of the various production alternatives as critical factors in a company's competitive strategies. PREREQ: MGT 329, MGT g312.

MGT g457 Organizational Development 3 credits. Integration and utilization of behavioral science knowledge and organization theory in the development of planned organizational theory in the development of planned organizational change and adaptive techniques to compensate for rapidly changing business environments. PREREQ: MGT g312.

MGT g462 Issues in Business and Society 3 credits. Seminar course designed to focus thinking on critical issues facing managers in making decision choices regarding employees and other stakeholder groups, the community, and the environment. PREREQ: SENIOR STANDING OR PERMISSION OF INSTRUCTOR.

MGT g465 International Business 3 credits. Special emphasis on managerial functions and critical elements of the management process in a firm operating under foreign economic, technological, political, social and cultural environments. PREREQ: ECON 201 AND FIN 310.

MGT g473 Human Resource Management 3 credits. Introduction to the methodology of employee selection, employment and development; personnel supervision and management; financial compensation; job analysis; behavioral tools and techniques employed to deal with personnel problems and contemporary problems of manpower management. PREREQ: MGT 261 AND MGT 312.

MGT g474 Advanced Human Resource Management 3 credits. In-depth study of selected personnel/human resources management topics, including employee selection, performance evaluation, and compensation administration. PREREQ: MGT 216 AND MGT g373.

MGT g480 Labor and Employment Law 3 credits. Study of state and federal laws, domestic and foreign, governing employment relationships, including labor-management relations, discrimination and employee rights, work place safety, compensation and benefits, and related topics. PREREQ: MGT 261.

MGT g483 Industrial Relations 3 credits. Integrated study of principles and practices of collective bargaining and industrial relations. Discussion of methods and techniques in dealing with labor-management problems arising out of contract negotiations and administrations. PREREQ: MGT 312.

MGT g491 Seminar in Management and Organization 3 credits. Reading, discussion, and preparation of reports on selected topics. Restricted to senior and graduate students in business who have the consent of the instructor. May be repeated with instructor's permission for up to 6 credits.

MGT g492 Special Problems in Management and Organization 2-3 credits. Research and reports on selected problems or topics in management and organization. Restricted to senior and graduate students in business who have the consent of the Dean. May be repeated under a different title for a maximum of 9 credits with the permission of the major advisor and the Dean.

MGT g493 Management Internship 1-3 credits. Significant business experience coordinated by the faculty to provide broad exposure to issues. May be repeated up to a total of 3 credits. Does not fulfill major or minor requirements.

MGT 675 Environmental Management 3 credits. The study of environmental issues in managerial decision making. Total cost/benefit analysis, political ramifications, publicity, ethical considerations, global issues. Analysis of various business functions and their impact on short- and long-term concerns.

Marketing Graduate Courses

MKTG g405 Sales Force Management 3 credits. Determination of the amount and allocation of personal sales effort to be applied to the market and methods of organization, evaluating, and controlling this effort. PREREQ: MKTG 325 OR MKTG 353.

MKTG g426 Marketing Research 3 credits. Evaluation and study of providing relevant marketing information to management. Emphasizes problem formulation, consideration of data sources, means of acquiring information, sampling, interpretation of results. PREREQ: MGT 216-MGT 217, MKTG 325.

MKTG g428 Marketing Communications 3 credits. Introduction to the promotion process of business enterprises and other types or organizations. Emphasizes the management and implementation of advertising and sales promotion. Includes organizing and operating a sales force, control, sales planning, demand stimulation, advertising campaigns, selection of media, agency relations, analyses of advertising results. PREREQ: MKTG 325, MKTG g326, MKTG g327 OR PERMISSION OF INSTRUCTOR.

MKTG g431 Purchasing Materials Management 3 credits. Introduction to purchasing for consumption or conversion by organizational buyers. Analysis of purchasing's role in the firm. Emphasis placed on the interdependence

between purchasing and other functional areas of the firm. PREREQ: MKTG 325, MGT 329.

MKTG g452 Marketing Channels and Logistics 3 credits. Analysis of the structure and operations of the channels of distribution from the manufacturer's viewpoint. Includes study of the physical distribution system and the business logistics process. Areas of emphasis are transportation, storage, order processing, location analysis, and the operations of functional middlemen. PREREQ: MKTG 325.

MKTG g465 International Marketing 3 credits. Comparative marketing arrangements are examined. Covers factors which need to be recognized by international marketing managers in analyzing markets, covering foreign operations, and in assessing economic, cultural, and political aspects of international markets. PREREQ: MKTG 325.

MKTG g491 Seminar in Marketing 3 credits. Reading discussion, and preparation of reports on selected topics. Restricted to senior and graduate students in business who have the consent of the instructor. May be repeated with instructor's permission for up to 6 credits.

MKTG g492 Special Problems in Marketing 2-3 credits. Research and reports on selected problems or topics in marketing. Restricted to senior and graduate students in business who have the consent of the Dean. May be repeated under a different title for a maximum of 9 credits with the permission of the major advisor and the Dean.

MBA Graduate Courses

MBA 610 Applied Economics 3 credits. Applied principles and techniques of analysis in micro and macro economics. Cross-listed with ECON 610.

MBA 611 Financial Reporting and Managerial Accounting 3 credits. Integrates study of accounting concepts with understanding of financial reports. Use of accounting information in managerial decision making and control.

MBA 612 Human Behavior in Organizations 3 credits. Study of human behavior in organizations. Decision making and problem solving, interpersonal relations and communications, and negotiations.

MBA 613 Marketing 3 credits. Analysis of forces producing changes in general business conditions. Principles of market driven decision making. Application to marketing management decisions and marketing strategy.

MBA 614 Operations/Information Systems 3 credits. Decision making techniques for analysis of operational systems. Topics include operations/production planning and control, process analysis, and quality control. Introduction to management information systems; a framework for analyzing information systems in organizations.

MBA 615 Finance 3 credits. Study of the allocation of scarce resources, domestic and international financial management.

MBA 616 Business Policy 3 credits. Study of strategic decision making in a firm and its relation to the functional area of a business. Techniques of industry analysis. Study of ethics/social responsibility in the business organization.

MBA 621 The Decision Making Environment 3 credits. Study of the environment in which managerial decision are made. Includes issues of leadership, values, regulation, corporate culture and process, and organizational diversity.

MBA 622 Managerial Decision Analysis I 3 credits. Integrated analysis of a firm's decisions with emphasis on the financial aspects of these decisions.

MBA 623 Managerial Decision Analysis II 3 credits. Integrated analysis of a firm's decisions with emphasis on the marketing and distribution aspects of these decisions over time. Analysis of decisions involving product development and market strategy.

MBA 624 Managerial Decision Analysis III 3 credits. Integrated analysis of a firm's decisions, with emphasis on the operations and logistic function of the firm.

MBA 625 Managerial Information and Control Systems 3 credits. The managerial and strategic use of information systems. The impact of information systems on organizational behavior and decision making.

MBA 626 Business Policy/Strategy in a Global Environment 3 credits. Strategic management of the firm, with emphasis on cultural diversity, industry analysis and strategy formulation in a global environment.

MBA 633 Legal Environment of Accounting 3 credits. Study of legal issues facing accountants, including business law, forms of organizations, and regulatory requirements. PREREQ: ACCT g456.

MBA 639 MBA Paper 3 credits.

MBA 641 Advanced Financial Modeling 3 credits. Modeling of the major financial decisions including financial structure, capital investments, mergers and acquisitions, leasing, and other related topics. PREREQ: MBA 615 OR FIN 315.

MBA 642 Security Analysis and Portfolio Management 3 credits. Exposure to investment environment, functioning of financial markets, security valuation, and proper diversification procedures covered in the context of traditional and modern portfolio management. PREREQ: FIN 315 OR MBA 615.

MBA 650 Thesis 6 credits.

MBA 651 New Product Development 3 credits. Examines the successful origination, development, implementation, and diffusion of product and process innovations in industry and government. Management of the technological change process in new ventures. PREREQ: MBA 613 OR MKTG 325.

MBA 660 Group and Decision Support Systems 3 credits. Examines the technological and organizational changes necessary to support teamwork and decision-making activities in an organization. PREREQ: CIS 381 OR MBA 614.

MBA 661 Artificial Intelligence and Expert Systems 3 credits. Introduction to the field of artificial intelligence, including knowledge representation, knowledge engineering, and heuristic problem solving. Includes discussion of ethical and social issues of AI. PREREQ: CIS 381 OR MBA 614.

MBA 670 Multinational Corporations in Europe 3 credits. Study of policy implications for multinational corporations operating in the changing economic, political, legal, and social environment emerging in central Europe and within the European Union. PREREQ: MGT 460 OR MBA 616.

MBA 671 Business Models 3 credits. The application of formal quantitative techniques to modeling problems for the purpose of business decision making. Techniques include Linear Programming, Waiting Line Theory, and Simulation. PREREQ: MGT 216.

MBA 672 Statistical Models for Business Decision Making 3 credits. The application of statistical techniques to the process of modeling business decision problems. Techniques include Regression, Design of Experiments, Quality Control Models, and multi-variate techniques. PREREQ: MGT 216.

MBA 673 Seminar in Human Resource Management 3 credits. Human resource issues including personnel recruitment, selection, orientation, training, development, appraisal, compensation, union-management relations, and equal employment opportunity laws and regulations. PREREQ: MBA 612 OR MGT g312.

MBA 674 Government Regulation of Business 3 credits. Study of various statutes, regulations and court decisions affecting business. Topics vary depending upon student interests. Course includes computerized legal research. PREREQ: ONE PRIOR LEGAL STUDIES COURSE.

MBA 676 Business Ethics 3 credits. Focus on ethical and social issues that managers must deal with in fulfilling their fiduciary and personal responsibilities. The object is to help the student think through the ethical complexities and ambiguities of leadership.

MBA 681 Innovation and Technology Management 3 credits. Managing the development of distinctive competencies and competitive advantages through technological advances, rapid product or process development and commercialization. PREREQ: MBA 616 OR MGT 460.

MBA 682 Project Management 3 credits. The theory and practical tools to select and manage projects from both a qualitative and quantitative perspective. The role of the project manager, including planning, pricing and estimating, cost control, tracking and analysis.

MBA 683 Entrepreneurship 3 credits. Study of the process of forming a new venture. Emphasis is on the preparation of realistic action-oriented business plans to launch a new enterprise.

MBA 691 Graduate Seminar in Contemporary Issues in Business Administration 3 credits. May be repeated for up to 9 credits under different titles. PREREQ: PERMISSION OF INSTRUCTOR.

MBA 692 Special Problems in Business Administration 2-3 credits. Research readings or reports on selected problems and topics. May be repeated under a different title for a maximum of 6 hours credit. Requires the consent of the instructor.