

School of Business Administration

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B.A., B.S.—Business Administration
Minor—Advertising (for graphic design majors), Business Administration
Certificate in International Business Studies
Certificate in Food Industry Management—
Undergraduate
Postbaccalaureate Certificate in Accounting
M.B.A.—Master of Business Administration
M.S.—Master of Science in Financial Analysis
M.B.A. Healthcare—Masters of Business Administration Healthcare
M.I.M.—Master of International Management
Ph.D.—Participating school in
Systems Science Doctoral Program

The undergraduate and graduate programs in business administration are accredited by AACSB—Association to Advance Collegiate Schools of Business. In addition, the accounting program has separate accreditation from the AACSB. AACSB sets standards for business education in terms of curricular content, quality of faculty, and adequacy of facilities.

Undergraduate programs

The undergraduate program in business administration adheres to the principle that in a free society the business enterprise must be responsibly and efficiently managed. The undergraduate degree program includes both business and nonbusiness courses. The mission of the undergraduate program is to provide students with a broad understanding of business and to equip them with the dynamic skills required to work successfully in a complex and changing global environment.

Special emphasis options are available within the business administration major

and are designed to prepare students for positions in accounting, advertising, finance, human resource management, management and leadership, marketing, real estate finance, and supply and logistics management. The advertising minor for graphic design majors, business minor, food industry management certificate, and international business studies certificate are also available. The School of Business also offers study abroad opportunities at the undergraduate and graduate levels.

The School of Business offers a Weekend Business Program. Tailored for the returning student who is working full-time, the program allows students to complete their junior and senior years of the business program on Wednesday evenings and Saturdays over six terms. Students enrolled in the Weekend Business Program will complete the full curriculum of standard business courses required for a bachelor's degree in business with an option in Management and Leadership. Admission and requirements for this program are identical to the traditional undergraduate program.

Student advising. Graduate academic and career advisers are located in 540 SBA and undergraduate academic and career advisers are located in 240 SBA. Current information about admission and degree requirements for students in the School of Business Administration is available there. Students should make appointments with the advising center at least once a year to ensure that requirements are being met. For program option planning and career counseling, students may make an appointment with SBA career counselors, PSU career counselors, or a faculty member of their choice.



The School of Business Administration Web site, <http://www.pdx.edu/sba>, contains announcements concerning policies, upcoming activities, scholarships, and other information vital to all business and prebusiness students. Information about student organizations, internships, and career opportunities can also be found there.

Admission requirements

Students may declare business administration as their major field of study at any time after admission to Portland State University. However, students must be admitted formally to the School of Business Administration (SBA) before they are allowed to enroll in all upper-division (300 or 400 level) business administration courses or to graduate with a business administration degree.

If the number of eligible applicants for admission to any business degree program exceeds that for which resources are available, acceptance will be competitive. In the event selective admission becomes necessary, the GPA computed for the required courses for eligibility for program admission will be used. Priority, within reasonable limits, will be given to resident students.

The following requirements must be fulfilled prior to applying for admission to the School of Business Administration:

1. Be formally admitted to Portland State University.
2. Have a grade point average (GPA) of at least 2.90 for each of the following:
 - a. all accepted transfer credits
 - b. all PSU graded credits
 - c. all PSU graded business credits.

Students who do not meet the 2.90 GPA requirements will be considered for admission only if the GPA for their most recent 12 graded credit hours at PSU is 3.00 or higher and the applicant has a minimum 2.50 cumulative PSU GPA and a minimum 2.75 cumulative GPA for all completed business courses at PSU.

3. Have completed each of the pre-business courses with a grade of C- or better. The pre-business courses are:

BA 101—Introduction to Business and World Affairs

BA 205—Business Communications Using Technology

BA 211—Fundamentals of Financial Accounting

BA 213—Decision Making with Accounting Information

†CS 106—Computing Fundamentals II

Ec 201, 202—Principles of Economics

Stat 243, 244—Introduction to Probability and Statistics I and II (for business majors)

Comm 220—Public Speaking

UnSt 101, 102, 103—Freshman Inquiry or

Wr 121—College Writing

† See Undergraduate Programs Office for course substitutes approved by the SBA faculty.

Applications for admission are accepted anytime during the term. Students currently taking classes at PSU or another institution must wait until grades post for the current term before applying for admission.

Application forms and deadline dates are available online at <http://www.pdx.edu/sba/>.

Retention policy. A minimum Portland State University cumulative GPA of 2.50 and a minimum GPA of 2.50 in business administration courses taken at Portland State University are required to remain in good standing as an admitted business administration student and for graduation with a degree in business administration.

In addition, students are expected to make satisfactory progress toward graduation by completing a minimum of 9 credits during each academic year.

Failure to maintain a 2.50 PSU cumulative GPA and a 2.50 PSU business GPA will place a student on probation. The probationary period is defined as three terms in which the student takes classes. In no instance will the period of probation extend beyond three consecutive terms beginning with the first term the student is placed on probation. In the first term of probation the student must show progress by raising the deficient GPA(s). By the end of the third term of probation, the student must raise the deficient GPA(s) to the required minimum.

Students who are disqualified must reapply for admission if they desire to complete degree requirements for programs in the School of Business Administration.

Disqualified students must wait at least one academic term before applying for readmission. Students applying for readmission must meet the admission requirements in force at the time of reapplication. Business students are limited to only one readmission to the School of Business Administration.

Academic disqualification. If a student who has been admitted to the School of Business Administration is academically disqualified by the University, that student will automatically lose School of Business Administration admitted status. If a student who has lost admitted status desires to complete degree requirements for programs in the School of Business Administration, that student must reapply. At the time of reapplication the student must: (1) be admitted by and in good standing with the University, (2) have completed 24 credits following disqualification (these credits must be 300 and 400 level courses), (3) have a cumulative GPA of 2.75, and (4) have a business GPA of 2.75.

Degree requirements

Requirements for major. In addition to meeting the general University requirements, the student in business administration must take at least 82 credits in business administration courses of which at least 41 must be taken at PSU. This total will include the business core (48 credit hours if taken at Portland State), at least one option area (20-36 credits, depending on option chosen), and enough business electives to meet the minimum of 82 credits in business. Each student in business must also take at least 90 credits outside the School of Business Administration. A minimum of 180 credits is required for graduation.

Prerequisite policy. Before enrolling in any business course students should read the course description and complete any prerequisites that are listed. If a student completes a course before completing the prerequisite and later completes the prerequisite, credit for the prerequisite will not count toward 82 credits required in business. The instructor and/or SBA Administration have the authority to administratively drop any student who has not completed the prerequisites. Students must successfully complete the course with a C- or better.

Second Degree Students. You will need to meet the requirements for your major. In addition, you should meet with your academic adviser in the School of Business to determine if you have met the Bachelor of Arts or Bachelor of Science requirements. You may also want to meet with an adviser to determine if any of your previous course work counts towards the business major requirements.

Business administration students must complete the following courses with a C- or better:

	Credits
Core courses	
BA 101 Introduction to Business and World Affairs	4
BA 205 Business Communications Using Technology	4
BA 211 Fundamentals of Financial Accounting ..	4
BA 213 Decision Making with Accounting Information	4
BA 301 Research and Analysis of Business Problems	4
BA 302 Organizational Behavior	4
BA 303 Business Finance	4
BA 311 Marketing Management	4
BA 325 Competing with Information Technology	4
BA 339 Operations and Quality Management ...	4
BA 385 Business Environment	4
BA 495 Business Strategy	4
Sub-total	48
Business specialization options (see descriptions below)	20-36

Business options

The School of Business Administration offers options for those students seeking specialization in a subject area. Each student

must select one of these options and complete the required courses with a C- or better. Option requirements are satisfied by taking 20 to 36 upper-division credits beyond the required business core. The courses specified to satisfy the option requirements are:

Accounting

Objective: to enable students to acquire the necessary technical and professional skills for successful careers in public, management, or governmental accounting.

Actg 335 Accounting Information Systems	4
Actg 360 Management Accounting.....	4
Actg 381, 382, 383 Financial Accounting and Reporting.....	12
Actg 421 Introduction to Taxation	4
Actg 430 Governmental and Not-for-Profit.....	1
Actg 492 Auditing Concepts and Practices	4
Actg 495 Integrated Accounting Issues.....	4
One upper-division accounting course to be chosen from Actg 422, 460, 476, 485, 490, 493 ..	3
Total	36

Students electing accounting as an option will also be required to take: Phl 308 Elementary Ethics or Phl 309 Business Ethics; PS 101 United States Government and PS 102 United States Politics; and 3 or more credits in anthropology, psychology, or sociology.

Advertising management

Objective: to provide the knowledge and skills necessary for students to create and execute advertising strategy within the broader context of the marketing function.

	Credits
Mktg 340 Advertising	4
Mktg 363 Consumer Behavior and Customer Satisfaction	4
Mktg 441 Media Strategy	4
Mktg 442 Creative Strategy	4
Mktg 443 Advertising Campaigns or NSAC (4)*	4
Mktg 460 Marketing Research	4
Total	24

* Note: Advertising Management Students may contact the Undergraduate Programs Office at (503) 725-3712 for a referral to the professor in charge of the National Student Advertising Competition (NSAC).

Finance

Objective: to provide undergraduate students with the educational foundation and exposure to the broad field of finance, enabling them to develop their financial decision making skills so that they can be successful as finance professionals in their chosen financial career path.

Actg 381 Financial Accounting and Reporting I .4	
Fin 319 Intermediate Financial Management	4
Fin 441 Fundamentals of Derivative Securities...4	
Fin 449 Valuation	4
Fin 452 Investments	4
Fin 456 International Financial Management....4	
Fin 465 Finance Topics and Cases.....	4
Total	28

Human resource management

Objective: to provide a conceptual framework, as well as the necessary knowledge, skills, and abilities, that allows students to understand what is required to more effectively manage human resources within an organization.

	Credits
Mgmt 351 Human Resource Management	4
Mgmt 461 Reward Systems and Performance Management	4
Mgmt 471 Staffing and Employee Selection	4
Mgmt 493 Human Resource Policies	4
Upper-division management courses	4
Total	20

Note: Students who wish to do a double option in general management and human resource man-

agement cannot apply more than eight common credits to each option.

Management and Leadership

Objective: to provide requisite knowledge and skills which enable the student to meet the challenges of leadership and managerial responsibilities.

	Credits
Mgmt 351 Human Resource Management	4
Mgmt 445 Organizational Design and Change	4
Mgmt 448 Team Processes.....	4
Mgmt 464 Contemporary Leadership Issues	4
Electives	8

Of the 8 credits of electives, four credits must be taken within the management area at the 400 level.

The final four credits can be either:
a. within the management area at the 400 level, or
b. from an approved list of courses, some of which will be within the SBA and some outside the SBA.

Total 24

Note: Students who wish to do a double option in management and leadership and human resource management cannot apply more than eight common credits to each option.

Marketing

Objective: to provide educational opportunities for those who are interested in developing expertise in marketing strategy and management, marketing information and technology, food and consumer packaged goods marketing and global marketing management.

	Credits
Mktg 363 Consumer Behavior and Customer Satisfaction.....	4
Mktg 460 Marketing Research.....	4
Mktg 464 Marketing Strategy and Management	4
Track required courses:	8

Students must complete eight credits from one of the following three tracks:

Marketing information and technology track	
Mktg 450 Product Innovation and Management (4)	
Mktg 461 E-marketing and Relationship Management or Mktg 462 Customer Information (4)	
Food and consumer package goods marketing track	
Mktg 375 Retailing (4)	
Mktg 435 Consumer Package Goods Marketing (4)	
Global marketing management track	
Mktg 376 International Business and Trade Practices (4)	
Mktg 466 International Marketing (4)	
Upper-division marketing elective(s)	8
Total	28

Real Estate Finance

Objective: to provide an understanding of the impact of the real estate industry on the local economy and the dynamics that exist between the various components of the industry. A depth of knowledge will be developed in financial accounting, financial instruments, real estate law, market analysis, appraisal, and investment.

Fin 319 Intermediate Corporate Finance	4
Fin 333 Foundations of Real Estate Analysis.....	3
Fin 360 Real Estate Finance I.....	3
USP 423 Real Estate Development and Finance .4	
USP 438 Real Estate Law	3
Fin 439 Real Estate Valuation I	3
Fin 440 Real Estate Valuation II	4
USP 448 Real Estate Market Analysis	3
Total	27

Supply and logistics management

Objective: to provide students with an interdisciplinary foundation in supply and logistics management in preparation for careers in purchasing, industrial distribution, logistics, transportation, and operations management.

	Credits
ISQA 429 Transportation and Logistics Management.....	4
ISQA 439 Purchasing and Supply Chain Management.....	4
ISQA 479 Integrated Supply and Logistics Management.....	4
Three of the following electives as approved by supply and logistics management faculty (at least one must be ISQA from below):	
ISQA 430 Transportation (4)	
ISQA 431 Transportation Regulation (4)	
ISQA 440 Governmental Procurement (4)	
ISQA 449 Process Control and Improvement (4)	
ISQA 450 Project Management (4)	
ISQA 451 Business Forecasting (4)	
ISQA 454 Supply and Logistics Negotiations (4)	
ISQA 459 Production Planning and Control (4)	
ISQA 458 Purchasing and Logistics within the Food Industry (4)	
ISQA 469 Productivity Analysis (4)	
ISQA 410 Selected Topics (3-4)	
Actg 360 Management Accounting (4)	
Mgmt 351 Human Resource Management (4)	
Mktg 452 Business-to-Business Marketing (3)	
Other electives as approved by Supply and Logistics faculty.	
Total	21-24

Requirements for minor in business administration.

The School of Business Administration offers a 24-credit minor to students majoring in other disciplines who wish to add a business background to their program of study. The minor emphasizes an applied approach to the basic functional areas of business, including accounting and finance, organizational management, marketing and advertising, and entrepreneurship. It is well-suited for the student majoring in the liberal arts and sciences, architecture, fine and performing arts, engineering, urban and public affairs, or pre-health sciences who intends to work as an independent contractor or operate a small firm or practice.

Coursework requirements for the minor in business administration are as follows. Please note that courses in the minor (except BA 101) may not be used to satisfy business major requirements.

	Credits
BA 101 Introduction to Business.....	4
BA 306 Working with Money for Business Minors 4	
BA 316 Working with Customers for Business Minors.....	4
BA 326 Working with People for Business Minors 4	
BA 336 Working with Information for Business Minors	4
BA 346 Working as an Entrepreneur for Business Minors.....	4
Total	24

The PSU cumulative GPA and the PSU business GPA must be 2.00 for a student to graduate with the minor.

Requirements for advertising management minor for graphic design majors.

The advertising management minor for graphic design majors provides critical marketing and advertising business skills to students who plan careers in the graphic design field. The six courses in the minor provide exposure to and understanding of advertising and marketing principles, including marketing's role in business, consumer behavior,

identifying target markets, creative and media strategy development, and promotional campaign planning.

Space is limited in the advertising management minor. Interested students should contact the associate dean for undergraduate programs for the School of Business Administration. Courses in the minor include:

	Credits
BA 311 Marketing Management	4
Mktg 340 Advertising	4
Mktg 363 Consumer Behavior and Customer Satisfaction	4
Mktg 442 Creative Strategy	4
Mktg 443 Advertising Campaigns (4) or National Student Advertising Competition (8) ...	4-8
One 400-level Mktg elective	4
Total	24

Certificates

International Business Studies Certificate

The International Business Studies Certificate provides undergraduate students with an educational foundation in the field of international business. Certificate requirements include the study of cultural, economic, social, and political aspects affecting business operations.

Students are required to gain admission to the School of Business Administration through the regular admission process and must complete degree requirements specified for a business administration major. In addition, students must complete all certificate requirements as specified below.

Business Administration requirements

Business core

BA 101, 205, 211, 213, 301, 302, 303, 311, 325, 339, 385, 495

International business requirements

Fin 456 International Financial Management
Mktg 376 International Business
Mktg 466 Principles of International Marketing

Business option requirements

Choose from:

Accounting, Advertising Management, Finance, Human Resource Management, Management and Leadership, Marketing, Real Estate Finance, and Supply and Logistics Management.

International Business Studies Certificate students are encouraged to spend one or more summers in overseas management training work experience by participating in the Portland State University AIESEC exchange program for business and economics students or other overseas internship and exchange programs. Several such programs are available through the School of Business Administration.

Requirements outside the School of Business Administration

Foreign language (two-year proficiency)

Economics courses (two courses) selected from: Ec 340, 440, 441, 442, 445, 446, 447, 450, or, with approval, other upper-division economics courses related to international studies

Area studies—four courses from each of two

departments selected from: anthropology, geography, history, political science

The area study courses will be upper-division (except PS 205) and must contribute to the student's understanding of the area of the *foreign language* being studied. An approved area study course list for languages offered at PSU is available in the Undergraduate Programs Office, 240 SBA. Permission to take an area study course *not* found on the approved list can be received from your academic adviser.

Food Industry Management Certificate

The Food Industry Management Certificate provides undergraduate students with an educational foundation in the field of food distribution, marketing, and management. Certificate requirements include the study of the overall competitive business marketplace of the food industry from a cross-industry perspective, consumer trends, trade relationships, supply and logistics issues, retailing and distribution, electronic commerce, and industry practicum.

Students are required to gain admission to the School of Business Administration through the regular admission process and must complete degree requirements specified for a business administration major. In addition, students must complete all certificate requirements specified below:

Food industry management requirements

Mktg 375 Retailing (4)
Mktg 435 Competing in the Food Industry (4)
ISQA 458 Purchasing and Logistics Within the Food Industry (4)
Mktg 409 Food Industry Practicum (4)
4 hours of directed electives, selected with the faculty adviser's approval.

Postbaccalaureate Accounting Certificate

The Postbaccalaureate Accounting Certificate is a program for students who have earned one or more baccalaureate degrees and who wish to complete the coursework to prepare for a career in accounting. These recommendations include courses in accounting providing professional preparation for public or industry accounting. In addition, courses are recommended in law, basic business, and in other related areas for those whose undergraduate degree is not in business administration.

Students may bring photocopies of their undergraduate transcripts to the Undergraduate Programs Office (240 SBA) for an evaluation of the prerequisite courses to the program.

Application criteria. The following requirements must be fulfilled prior to applying:

1. Have earned a baccalaureate degree recognized by the PSU Office of Admissions, Registration and Records.
2. Be formally admitted as a postbaccalaureate student at PSU.
3. Have completed the following pre-busi-

- ness courses with a grade of C- or better:
BA 211 Fundamentals of Financial Accounting
BA 213 Decision Making
with Accounting Information
Stat 243, 244 Statistics I and II
(for business majors)
Ec 201 Principles of Economics (micro)
Ec 202 Principles of Economics (macro)
4. Have a grade point average (GPA) of at least 2.90 for each of the following:
 - a. all accepted transfer credits
 - b. all PSU graded credits
 - c. all PSU graded business credits

Students who do not meet the 2.90 GPA requirements will be considered for admission only if the GPA for their most recent 8 graded credit hours at PSU is 3.00 or higher and the applicant has a minimum 2.50 cumulative PSU GPA and a minimum 2.75 cumulative GPA for all completed business courses at PSU.

Core

Actg 335 Accounting Information Systems	4
Actg 360 Management Accounting	4
Actg 381, 382, 383 Financial Accounting and Reporting	12
Actg 421 Introduction to Taxation	4
Actg 430 Governmental and Not-for-Profit Accounting	1
Actg 492 Auditing Concepts and Practices	4
Actg 495 Integrated Accounting Issues	4
Additional credits chosen from:	7-8
Actg 422 Advanced Taxation	
Actg 460 Advanced Managerial Accounting	
Actg 485 Business Law	
Actg 490 Advanced Financial Accounting and Reporting	
Actg 493 Advanced Auditing	
Total required accounting core	40-41

Other required credits

BA 303 Business Finance	4
BA 325 Competing with Information Technology	4
Total required credits	48-49

It is recommended that PBAC Students take ACTG 199 to cover debits and credits.

At least 30 credits required for the certificate and at least 27 of the credits in accounting must be taken in residence at Portland State University. Candidates must achieve at least a grade of C- in each course presented for the certificate. Entrance and exit GPA requirements are the same as for the School of Business Administration undergraduate program. For retention in the program, grade point averages will be based only on coursework taken in the certificate program.

Postbaccalaureate students who do not hold a degree from a university where the language of instruction is English must satisfy the Wr 323 requirement before completion of a certificate program.

Graduate programs

The School of Business Administration offers four programs leading to master's degrees. The School also participates in the System Science Doctoral Program and the Oregon Executive M.B.A. (OEMBA).

Master of Business Administration.

The Master of Business Administration is an integrated graduate program focused on leadership, innovation and sustainability. Students master basic technical skills and a series of management competencies, and apply them to real world experiences. The curriculum emphasizes innovation and sustainability values of the Northwest. It is designed to accommodate students with business and non-business undergraduate degrees and is best suited for those who have gained at least two years of industry experience prior to their admission date.

Students may elect to complete the M.B.A. program in either the full-time, part-time evening or part-time online format. For the most part, students are expected to progress through the program with their assigned cohort and follow the proposed schedule of classes. Full-time students will have to take some elective coursework during the evenings or weekends. Students are admitted in fall term only. There is no admission in the winter, spring, or summer terms.

One of the fall cohorts is the online M.B.A. All core courses can be completed online and will result in the general M.B.A. Three to four two-day, on-campus residencies are required each year.

Online MBA program. The PSU Online MBA program is designed specifically for busy professionals and for students who live outside of the Portland area. This program combines the latest in educational and distance technologies with occasional on-campus residencies. Most of the coursework is accessible via the Web. Short, intensive weekend residencies are required three or four times per year.

Healthcare MBA.

The Healthcare MBA is a joint degree program offered by Portland State University's School of Business and the Oregon Health Science University's School of Medicine. The Healthcare MBA is only offered in a part-time, three-year format. Courses are online with two required residencies per term. Students in this program learn the knowledge, skills, and tools to become effective managers in healthcare organizations. Specifically, graduates will be able to:

- Manage healthcare organizations in a professional, business-like fashion in order to enhance compassionate care
- Understand the underlying processes and systems of health care organizations

in order to improve care delivery and management practices

- Manage cross-professional teams and lead profound change in healthcare organizations.

The curriculum incorporates the Institute of Medicine's six criteria (safe, effective, efficient, patient-centered, timely, efficient, and equitable) for a 21st Century healthcare system. It consists of 72 credits of courses from these thematic categories:

Understanding the Healthcare Industry, Leadership and Management in Healthcare, Financial Management in Healthcare, Operations and Quality in Healthcare Marketing, Business Planning, and Strategy Application Projects and Capstone. Healthcare is thoroughly integrated throughout the curriculum, and guest speakers, cases, and examples will be primarily from healthcare. However, where appropriate, attention will be called to best practices in other industries that could be beneficial in healthcare.

Master of Science in Financial Analysis.

The Master of Science in Financial Analysis (M.S.) is a 49-quarter credit hour program aimed at individuals who seek graduate-level specialization in financial analysis, but who do not wish to pursue an M.B.A. The curriculum is designed to develop forward-thinking professionals with sharp analytic minds, effective communication skills, and the necessary vision to apply financial analysis skills in a wide variety of business situations.

Students may take courses on a full-time (12 credits) or part-time (8 credits) schedule. All classes are in the evening. Applicants should have an undergraduate degree in business or economics. Successful completion of a course sequence in intermediate accounting and an introductory course in business finance is also required, and all students should exhibit proficiency in computer applications and spreadsheet skills. M.S. F.A. students are admitted fall term only. Students with a non-business undergraduate degree, interested in pursuing an M.S.F.A. will need to complete the business courses listed on our Web site.

Master of International Management.

A PSU M.I.M. degree is for those who want to be leaders in the international business arena. The M.I.M. program provides students with international as well as general business skills, proficiency in a foreign language, and a deep knowledge of political and economic environments in which global business leaders work, all gained while working with a culturally diverse group of students from around the world. The M.I.M. degree is for those who want the skills to be successful in the fast-paced global business environment and have a particular interest in working in the Asia Pacific region.

Students may elect to complete the M.I.M. program in either the full-time 15-month or part-time 27-month format. For the most part, students are expected to progress through the program with their assigned cohort and follow the proposed schedule of classes. Full-time students will have to take some elective coursework during the evenings or weekends. Students are admitted in fall term only. There is no admission in the winter, spring, or summer terms.

Admissions & Application Requirements

The entire application process can take up to 12 weeks, so it is best to apply early, taking care to ensure everything is completed properly. An admissions coordinator will contact you with a confirmation once your application is received at the Graduate Business Programs Office.

Master of Business Administration.

Applying to the MBA+ program at Portland State University is a two-step process which involves applying to both Portland State University's Office of Admissions and Records and the Graduate Business Programs Office.

Dates for Fall Admission. Application and all supporting documents:

- November 1—Early Admission Decisions
- February 1—Scholarship Eligibility
- May 1—Priority Admission

Students entering the M.B.A. program are expected to know introductory calculus and be microcomputer literate (familiar with word processing, presentation, spread sheet, and database software) no later than the end of the first term of admission.

Admission to the MBA+ program is competitive, based on an applicant's ability to meet a range of application criteria. To be admitted to this program the student must complete the following:

1. A four year undergraduate degree from an accredited institution, or its equivalent, with a grade point average (GPA) of 2.75 or higher. Typically, students with a GPA less than 2.75 will need to complete 9 graduate credits with a GPA of 3.00 or higher.
2. A competitive GMAT Score
3. A current resume reflecting a minimum of two years of business or professional work experience is highly recommended.
4. Two letters of recommendation
5. Essays of Intent
6. Interview
7. English proficiency: All graduate students, including resident aliens and citizens, whose first language is not English must meet the English language proficiency

requirement prior to enrollment in academic classes. Valid proof of English language proficiency can be demonstrated through one of the following ways:

- Completion of a bachelors, masters or doctoral degree from a regionally accredited U.S. institution or an equivalently accredited non-U.S. institution with instruction exclusively in English
- A TOEFL score of 550 (paper-based), 213 (computer-based), 79 (internet-based) or IELTS score of 7.0.
- Test scores that are more than two years old may be accepted only if the score exceeded the minimum requirement and the applicant has maintained continuous residency in the US since the exam date.

For further details visit www.mba.pdx.edu.

Master of Science in Financial Analysis.

Applying to the M.S. in Financial Analysis program at Portland State University is a two-step process which involves applying to both Portland State University's Office of Admissions and Records and the Graduate Business Programs Office.

Priority Dates for Fall Admission.

Application and all supporting documents:

- November 1—Early Admission

- February 1—Scholarship Eligibility

- April 1—Priority Admission
- Admission to the M.S. in Financial Analysis program is competitive, based on an applicant's ability to meet a range of application criteria.

The M.S. in Financial Analysis degree is for students who have already completed undergraduate accounting coursework. Because this program is only 49 credits, it requires that applicants have the necessary business background that an undergraduate degree in business, economics or Post-Baccalaureate Accounting Certificate (PBAC) would provide prior to starting the program. Applicants are also expected to be proficient in computer applications and spreadsheet skills.

All applicants need to complete the following coursework prior to admission:

- Managerial and Financial Accounting
- Micro and Macro Economics
- Statistics
- Business Finance
- Intermediate Accounting

1. Applicants must have a four year undergraduate degree from an accredited institution, or its equivalent, with a grade point average (GPA) of 2.75 or higher. Typically,

students with a GPA less than 2.75 will need to complete 9 graduate credits with a GPA of 3.00 or higher.

2. A competitive GMAT Score
3. A current resume reflecting a minimum of two years of business or professional work experience is highly recommended.
4. Two letters of recommendation
5. Essay of Intent
6. English proficiency: All graduate students, including resident aliens and citizens, whose first language is not English must meet the English language proficiency requirement prior to enrollment in academic classes. Valid proof of English language proficiency can be demonstrated through one of the following ways:

- Completion of a bachelors, masters or doctoral degree from a regionally accredited U.S. institution or an equivalently accredited non-U.S. institution with instruction exclusively in English
- A TOEFL score of 550 (paper-based), 213 (computer-based), 79 (internet-based) or IELTS score of 7.0.
- Test scores that are more than two years old may be accepted only if the score exceeded the minimum requirement and the applicant has maintained continuous residency in the US since the exam date.



For further details visit www.msfa.pdx.edu.

Master of International Management.

Admission to the MIM program is competitive, based on an applicant's ability to meet a range of application criteria.

Priority Dates for Fall Admission.

Application and all supporting documents:

- November 1—Early Admission
- February 1—Scholarship Eligibility
- April 1—Priority Admission
- June 1—Part Time Final Deadline

Applicants are admitted to the program in fall term only and must complete the following:

1. Applicants must have a four year undergraduate degree from an accredited institution, or its equivalent, with a grade point average (GPA) of 2.75 or higher. Typically, students with a GPA less than 2.75 will need to complete 9 graduate credits with a GPA of 3.00 or higher.
2. Successful completion of the M.I.M. prerequisite courses for applicants who do not have a bachelors degree in business administration:
 - Managerial and Financial Accounting
 - Micro and Macro Economics
 - Business Finance
 - Business Statistics
3. A competitive GMAT or GRE Score
4. A current resume reflecting a minimum of two years of business or professional work experience is preferred, but not required.
5. Two letters of recommendation
6. Essay of Intent'
7. English proficiency: All graduate students, including resident aliens and citizens, whose first language is not English must meet the English language proficiency requirement prior to enrollment in academic classes. Valid proof of English language proficiency can be demonstrated through one of the following ways:
 - Completion of a bachelors, masters or doctoral degree from a regionally accredited U.S. institution or an equivalently accredited non-U.S. institution with instruction exclusively in English
 - A TOEFL score of 550 (paper-based), 213 (computer-based), 79 (internet-based) or IELTS score of 7.0.
 - Test scores that are more than two years old may be accepted only if the score exceeded the minimum requirement and the applicant has maintained continuous residency in the US since the exam date.

Students are admitted into the MIM program during fall quarter only. Each year, we admit one full-time and one part-time cohort. Each cohort that begins the program takes all of their core classes together throughout the duration of the program. During the final two quarters of the pro-

gram, students are able to further develop expertise in an area of specialization. Visit Web site for details at www.mim.pdx.edu.

For further details visit www.mim.pdx.edu.

Only those students who have been formally admitted to the M.B.A., M.I.M., M.S., or System Science Ph.D. programs may take graduate level courses in the School of Business Administration. Students formally admitted and in good standing in other graduate programs may take courses on a space available basis with the recommendation of their program adviser or the approval of the associate dean of academic affairs in the School of Business Administration.

Degree requirements

University master's degree requirements are listed on page 67. In addition, the student must fulfill School and program requirements. Contact the School of Business Administration's Graduate Programs Office directly (503) 725-8001. For the most current program information, see our Web site at www.gradbusiness.pdx.edu.

Master of Business Administration.

The goal of the M.B.A. program is to develop highly effective managers and leaders. This requires the program to develop students' expertise in the technical areas of business, develop a student's managerial competencies, and develop a student's ability to integrate this technical expertise with managerial competencies to become an effective leader within organizations. This program seeks to produce future business leaders with an innovative spirit and a commitment to social, economic and environmental stewardship. Our program is built on three key ideas that reflect the values of our Portland community: Leadership, Innovation, and Sustainability. The coursework within the M.B.A. program can be grouped into four segments: foundation skills, business disciplines, integration, and specialization/electives.

Foundation skills. (19 credits)

The foundation segment has two components, business perspective and leadership development. The business perspective provides students with an integrated understanding of the global and competitive challenges facing business today. The role of innovation and creativity is emphasized.

Foundation: Business Perspective

Mktg 511 Pioneering Innovation (4)
Fin 514 Economic Environment of the Firm (4)
BA 561 Law for Managers (2)
Mgmt 560 Ethics in Organizations (2)

The leadership development component provides students with the necessary background and support to develop into an effective manager and leader.

Foundation: Leadership Development

BA 508 Leadership Development and Assessment (2)

ISQA 511 Managerial Decision Making (4)
BA 531 Executive Briefings (1)

Business disciplines. (26 credits)

Discipline courses build on the integrated foundation coursework and provide more in-depth knowledge and applied skills related to accounting, information systems, finance, management, marketing, and operations. The role of innovation and the global environment is infused throughout these courses. In addition, the student will be provided the opportunity to develop their managerial competencies.

Actg 511 Financial Reporting (4)

Actg 512 Managerial Accounting and Control (2)

Mktg 544 Marketing Research and Strategy (4)

Mgmt 550 Organizational Management (4)

Fin 561 Financial Management (4)

ISQA 551 Managing Information Technology (4)

ISQA 552 Managing Operations and the Value Chain (4)

Integrated applications. (11 credits)

Application courses formally address the systematic integration across all of the business disciplines. This occurs in case studies as well as "real world" business projects. In addition the student is provided opportunities to apply their managerial competencies.

Mgmt 562 Business Strategy Capstone (4)

BA 509 Leadership Immersion (1)

BA 506 Business Project (6)

Students may be eligible for waiver of some required courses in the MBA program. A waiver is based upon the student holding an undergraduate major in the specific business discipline for which the waiver is sought. Specifically, Actg 511, Actg 512, Fin 514, Fin 561, ISQA 511, ISQA 551, ISQA 552, Mktg 544, BA 561 or Mgmt 550 may be considered for waiver. A student can waive a maximum of 12 credit hours from the courses listed above only, thus reducing the required number of hours in the degree program to 60 credit hours.

Electives/Concentrations. (16 credits)

Each student will select elective coursework to complete the M.B.A. program. A maximum of 8 credits of electives may be 400/500 level coursework taken for graduate credit. Electives will be selected from courses offered by the School of Business Administration or may, with the approval of the director of graduate programs, be selected from areas outside business administration. Electives are an opportunity to develop an area of concentration within the M.B.A. program.

It is not necessary for students to select an area of concentration. Electives may be taken any time during the program, but students should plan ahead. Many electives are only offered one or two times per year. Students may also choose to concentrate their electives in related fields, such as Engineering Management, Not for Profit, and Systems Science, among others.

Finance Option

The Finance option offered in conjunction with the MBA+ creates an opportunity to develop a concentrated skill set within the finance area. This option provides students the skills to understand complex financial issues as well as experience in the application of financial tools that facilitate problem solving.

Innovation Management and Entrepreneurship Concentration:

The Innovation Management and Entrepreneurship (IME) concentration offers electives that address processes inside firms including the management of inventors and creative staff, as well as processes in the external environment such as market assessments of novel technologies. The goal is to equip students interested in new product development, entrepreneurship, or technology marketing with the knowledge required to bring new products and services to market.

International Business Concentration:

The International Business concentration provides grounding in the contemporary world affairs that affect business and in the organizational issues facing firms operating in the global arena.

Sustainable Enterprise Concentration:

The Sustainable Enterprise concentration provides a strong foundation in how to manage businesses for financial, environmental, and social performance.

Food Marketing & Logistics Concentration (FMLC):

Students completing this concentration will obtain an understanding of the macro-competitive dynamics of the industry; understand the industry structure, key players and value chain; and will understand issues in customer driven supply chain and purchasing. The MBA+ required core class BA 506: Business Project offers students an opportunity to put their skills to work in a real industry-sponsored practical experience.

Real Estate Development Certificate:

A concentration centering on issues of property development, finance and real estate, and housing economics.

Master of Science in Financial Analysis. Successful completion of the M.S. in Financial Analysis requires 11 credits of business, 30 credits of financial analysis and accounting, and 8 credits of electives.

Credit

Business	11
BA 506 Business Project with finance focus (6)	
BA 531 Executive Briefings (1)	
Mgmt 562 Business Strategy and Policy (4)	
Financial analysis core	30

Actg 542 Tax Factors in Business Decisions (4)*
 Actg 551 Accounting Information Systems (4)*
 Actg 552 Strategic Cost Management (4)
 Actg 553 Financial Statement Analysis (4)
 Actg 560 Professional Ethics and Public Interest (2)
 Fin 551 Financial Management for Financial Analysts (4)
 Fin 553 Financial Analysis and Business Valuation (4)
 Fin 555 Applied Econometrics for Financial Analysis (4)

Financial Analysis Electives

Select two of the following courses 8

Actg 522S Advanced Taxation (4)†
 Actg 525 Tax Research Methods (4)†
 Actg 527 Corporate Taxation (4)
 Actg 585S Business Law (4)
 Actg 592S Auditing Concepts and Practices (4)
 Actg 593S Advanced Auditing (4)
 Fin 545 Hedging and Risk Management (4)
 Fin 552S Investments (4)
 Fin 556S International Financial Management (4)
 Fin 562 Intermediate Financial Management (4)
 Fin 565 Cases in Corporate Financial Management (4)
 Fin 573 Investment Analysis and Portfolio Management (4)
 Fin 574 Investment Analysis and Portfolio Management (2)
 ISQA 551 Managing Information Technology (4)
 ISQA 552 Managing Operations and the Value Chain (4)
 Mktg 510 Services Marketing (4)

† These courses may be replaced with elective coursework based on previous academic preparation.

Other courses including study abroad as approved by the director of the MSFA program. See our Web site www.gradbusiness.pdx.edu.

Master of International Management.

The M.I.M. program offers a 15-month full-time or 27 month part-time format and an intense learning experience reflective of international business today. The M.I.M. degree focuses on Asian business. A three-week field study trip to Asia is an integral part of the program, as is the international business consulting capstone project. The M.I.M. program strives to create a strong cross-cultural learning community through a cohort structure that helps students to build team skills, beginning with a four-day outdoor wilderness excursion for all students during orientation week.

Faculty for the M.I.M. program are drawn from Portland State University, University of Oregon, Oregon State University, and other U.S. and foreign universities, as well as selected business executives. Classes are held at PSU's main campus as well as the Oregon Executive MBA Faculty in downtown Portland.

Specialization options. To meet the growing corporate demand for specialized skills, the M.I.M. offers specialization tracks. Students can acquire in-depth knowledge in one of five key management areas: global corporate sustainability, international corporate finance, international non-governmental organization leadership, global marketing, or global supply chain management. General M.I.M.

requirements include core program credits plus the language requirement. Furthermore, students will produce the international business project in their chosen area of specialization.

MIM requirements. In addition to meeting the requirements for PSU and the School of Business Administration, we also require applicants to complete the following prerequisite courses with a C or better: Managerial and Financial Accounting, Micro and Macro Economics, Business Finance, Statistics

These prerequisite courses must be completed successfully prior to enrolling in the M.I.M. program. The admissions committee evaluates each student's application to determine which courses (if any) are required. Applicants can complete these prerequisites through the M.I.M. prerequisite program. The M.I.M. prerequisite program is a summer program (June-August), developed for students with limited (or no) academic business background.

Exceptions to the above will be considered on a case-by-case basis by the Master of International Management Admissions Committee.

Transfer credits and course waivers.

Since the Master of International Management program is a cohort program, no transfer credits will be accepted nor will there be any course substitutions or waivers.

Grading. Students must maintain a cumulative GPA of at least 3.00 for all graduate credits earned in the Master of International Management program.

Language requirement. The language component of the M.I.M. is designed to prepare participants for the international business environment of Asia. The goal is to create a comfort level in the target language, Chinese or Japanese, such that the participant understands business etiquette and can function socially. The primary skills emphasized are listening, followed by speaking, reading, and writing. The content of the language focuses on business and social situations, concentrating on relevant vocabulary.

Field study in China and Japan.

Students travel to China, Japan and South Korea to visit companies, meet with international business executives, and learn more about these cultures. This trip allows students the opportunity to immerse themselves in the culture and lifestyle of different Asian countries.

Admissions. We have fall admission only. Our application deadline is April 30. Please submit all application materials to the M.I.M. Program.

Program schedule

MIM 517: Accounting for Global Enterprises
 MIM 515: Global Marketing
 MIM 513: Pacific Rim Economies, Trade & Financial Markets
 MIM 588: Global Business Strategy (part 1)

MIM 576: Intercultural Competence and Communications
 MIM 558: Comparative Operations Management
 MIM 511: Global Business, Society and Ecology
 MIM 568: Managing Information Technology Globally
 MIM 579: 3-Week Asia Study Tour
 MIM 516: Contemporary Pacific Rim and World Affairs
 MIM 564: Global Human Resource Management
 MIM 519: International Law and Ethics
 MIM 574: International Corporate Finance and Investment
 MIM 577: International Business Negotiations
 MIM 589: Global Business Strategy (part 2)
 Specialization Course
 Specialization Course
 MIM 505: Foreign Language
 MIM 509: Global Business Immersion
 MIM 506: International Business Research Project
 MIM 510: Age of Pacific Lecture Series

See Web site for full list of Specializations
www.mim.pdx.edu.

Doctor of Philosophy in systems science—business administration. The Systems Science Doctoral Program prepares students for academic or professional careers in systems concepts and techniques. The School of Business Administration participates in the Systems Science Doctoral

Program.

There are two options for study in the systems science program. Both options facilitate the design of curricula which are individually tailored to the needs and interests of students. Students may earn the M.B.A. and the systems science Ph.D. concurrently and should anticipate approximately four to five years of full-time study beyond the baccalaureate degree in order to satisfy the program requirements.

Departmental option: The student undertakes advanced academic preparation primarily in a single department or school. In the School of Business Administration, students concentrate their coursework in one department or subject area and take courses from other departments as well.

Core option: The student pursues interdisciplinary studies with a stronger emphasis on systems coursework.

For information relating to the Ph.D. program in systems science, see page 71.

Courses

Accounting

Courses with an asterisk () are not offered every year.*

For information on the accounting option requirements, see page 77. All 300- and 400-level courses require junior-level standing and admission to the School of Business Administration; graduate courses require admission to the graduate programs.

Actg 199

Special Studies (Credit to be arranged.)

Often offered as Debits and Credits, recommended for accounting majors.

Actg 335

Accounting Information Systems (4)

Methodology used in manual and computer systems for the accumulation, classification, processing, analysis, and communication of accounting data. Development of the accounting techniques used in the handling of large amounts of information; special journals and controlling accounts; computer files for storing data; computer processing of data. Discussion of the problems encountered in the systems for different types of organizations. Prerequisites: BA 213, BA 325.



Actg 360**Management Accounting (4)**

Emphasis on the development, analysis, and communication of cost information relevant to the following functions: planning, decision making, cost control and management, pricing, and performance evaluation. Prerequisite: BA 213.

Actg 381, 382, 383**Financial Accounting and Reporting I, II, III (4, 4, 4)**

Comprehensive study of the principles, conventions and postulates of financial accounting. Appropriate preparation of GAAP financial statements and financial disclosures, including exposure to the judgment inherent in financial reporting. Considers information requirements and expectations of users of financial statements. International financial accounting standards will be considered where appropriate. Specific focus on the responsibility of accountants for maintaining professional accountability to the public interest in the face of institutional pressures. Courses must be taken in sequence. Prerequisites: BA 213 for Actg 381; Actg 381 for Actg 382; Actg 382 for Actg 383.

Actg 399**Special Studies (Credit to be arranged.)****Actg 401/501****Research (Credit to be arranged.)****Actg 404/504****Internship (Credit to be arranged.)****Actg 405/505****Reading and Conference (Credit to be arranged.)**

Consent of instructor.

Actg 407/507**Seminar (Credit to be arranged.)**

Student-selected problems in business operation and business management to be studied by the individual and discussed in group meeting under direction of academic staff.

Actg 409/509**Practicum (Credit to be arranged.)****Actg 421****Introduction to Taxation (4)**

Introduces students to a broad range of tax concepts, tax policies, and different types of taxpayers. Students should develop an understanding of how tax laws affect most business and personal financial decisions. Tax reporting, tax planning, and basic tax research skills will be emphasized. Prerequisite: BA 213.

Actg 422/522**Advanced Taxation (4)**

Expands students' knowledge of how tax laws affect sole proprietors, partnerships, corporations, and other business entities. In addition, the tax laws applicable to estates, gifts, trusts, tax exempt organizations, and foreign persons are explored. Prerequisites: Actg 421.

Actg 430**Governmental and****Not-for-Profit Accounting (1)**

An introduction to governmental and "fund" accounting. Topics include state and local governmental funds and accounting for not-for-profit hospitals, universities, and health/welfare organizations. Prerequisite: Actg 382.

Actg 460**Advanced Managerial Accounting (4)**

Advanced development, analysis, and communication of cost information, focusing on the use of

financial and non-financial information in decision making and strategic management. Cases and/or simulations will be used extensively.

Prerequisites: Actg 360 and BA 339. (BA 339 not required for students in postbaccalaureate certificate in accounting program)

Actg 485/585**Business Law (4)**

Laws of contracts, negotiable checks, notes, and drafts, insurance, documents of title, sales of goods, letters of credit, employees and independent contractors, agency, partnership, corporations, securities, bankruptcy, security interests, mortgages, suretyship and bulk sales. Covers law part of CPA exam.

Actg 490**Advanced Financial Accounting (3)**

Emphasizes accounting for business combinations. In addition, accounting issues related to partnerships and foreign currency translation and transactions are studied. Prerequisite: Actg 382.

Actg 492/592**Auditing Concepts and Practices (4)**

Auditing standards and procedures observed by Certified Public Accountants in the examination of the financial statements of business and other organizations. Audit standards and objectives and conceptual framework for collection of evidence and assessment of control risk. Short-form audit report and operational auditing. Prerequisites: Actg 335 and 382.

Actg 493/593**Advanced Auditing (4)**

Audit objectives and procedures for the collection of evidence and the assessment of control risk are explored. The effects of attribute and variables sampling as well as the effects of computers and computer-control procedures on the audit process are examined. In addition, audit, compilation, and review reports are important elements of this course. Prerequisites: Actg 492.

Actg 495**Integrated Accounting Issues (4)**

Integrates topics from various accounting areas. Provides students with opportunities to see the accounting interactions and tradeoffs that result from realistic business situations. Course will enhance students' understanding of accounting and its influence on business, as well as the understanding of how business processes affect accounting results, through a set of comprehensive case studies. Prerequisites: Actg 360, 421, 492.

Actg 503**Thesis (Credit to be arranged.)****Actg 511****Financial Accounting (4)**

An introduction to the reporting system used by businesses to convey financial information to parties external to the enterprise. Primary emphasis is placed on understanding the financial reports that are the end product of this system—what they do and do not tell the user about a business enterprise. The accounting principles, conventions, and concepts underlying financial reporting are examined with the objective of developing the ability to read, comprehend, and perform a basic analysis of financial statements. In addition, an introduction to corporate social responsibility and environment performance reporting will be provided.

Actg 512**Managerial Accounting and Control (2)**

Covers traditional managerial accounting issues, including operational budgeting and cash flow analysis. In addition, the course will consider financial models used in analyzing the economic viability of new product and services and emerging trends in internalizing ecological 'externalities.'

Actg 542*Tax Factors in Business Decisions (4)**

Tax implications of common business questions and transactions, including choices of business entity, acquisition and sale of business assets, compensation and benefits planning, and U.S. taxation of international trade. Students will be exposed to the common income and estate tax planning strategies of individuals and families engaged in business. Prerequisite: Actg 512 or admission to the Master's of Science in financial analysis program.

Actg 550*Advanced Financial Reporting (4)**

Financial reporting for general M.B.A. student. Studies of the accounting valuation process, accounting income measurement, and financial disclosure. Contemporary issues are examined in the context of factors that shape accounting standards and current trends in financial reporting. Prerequisite: Actg 511.

Actg 551**Accounting Information Systems (4)**

Study of accounting information systems for operations with an emphasis on accounting issues. Addresses the information systems issues encountered by internal financial analysts. Topics may include database and accounting information system design, model building, the use of accounting information for forecasting, and other topics associated with the development of information systems to support financial analysis.

Actg 552**Strategic Cost Management (4)**

Course takes the perspective that managers should not use information from accounting systems designed to prepare external financial reports in order to make internal management decisions. Provides alternative approaches to developing and using accounting information. Special emphasis will be placed on understanding traditional cost systems, activity-based costing systems, and determining the cost of quality. Course will rely heavily on the examination of actual company situations. Prerequisite: Actg 512 or admission to the Master's of Science in financial analysis program.

Actg 553**Financial Statement Analysis (4)**

Sound financial information for making business decisions is obtained by an understanding of accounting data from which the information is derived as well as by the application of tools of analysis. Students will gain an increased understanding of the properties and use of accounting numbers in the determination and forecasting of financial positions, results of operations, cash flows, the financial disclosure process, and its use in comparing business performance. Prerequisite: Fin 551 or 561.

Actg 560**Professional Ethics and the Public Interest (2)**

Introduces students to ethical perspectives that provide the philosophical context for the study of applied business ethics. Students use practical frameworks to address complex ethical and social

issues and explore organizational processes and structures that can shape social performances. The context for this course is financial and accounting situations.

Actg 601
Research (Credit to be arranged.)

Actg 607
Seminar (Credit to be arranged.)

Business Administration

All 300- and 400-level courses require junior-level standing; all 300- and 400-level courses, except business minor courses require admission to the School of Business Administration; graduate courses require admission to the graduate programs.

BA 101
Introduction to Business and World Affairs (4)

Introduction to the business firm operating in the local, national, and global marketplace. Emphasizes the integration of the various functional areas of business as the firm evolves from its entrepreneurial origins to a mature corporation.

BA 205
Business Communications Using Technology (4)

Provides students with the tools that are needed to collect, organize, and present information in a business environment. Students will learn how to use library and Internet resources to collect information. Word processing, spreadsheet, and graphics applications will be used to organize and present business information. Students will be introduced to business report writing, developing and delivering a persuasive presentation, and electronic-mail methods for team-based communication. Prerequisite: BA 101.

BA 211
Fundamentals of Financial Accounting (4)

Assists students in developing an understanding of financial statements and the tools used by external users such as lenders, shareholders, and competitors to evaluate the performance of the firm. Balance sheets, income statements, statements of cash flows, and industry reports will be used to introduce topics such as: assessing risk, liquidity, solvency, operating efficiency, and profitability of the firm. Prerequisite: BA 101.

BA 213
Decision Making with Accounting Information (4)

Designed to aid students in developing effective decision making skills. Course elements include: understanding the organization as a system, information assessment, cash management, operations and capital budgeting, manufacturing cost systems, cost control procedures, managing inventory, problem solving, and measuring the health of the organization. Prerequisite: BA 211.

BA 301
Research and Analysis of Business Problems (4)

Development and use of business tools and techniques as applied to business problems. Students will identify business problems, articulate the issues, research, develop, and evaluate solution alternatives relevant to the problem, and present the results orally and in writing. Students will integrate and reinforce their skills in logical and analytical processing, critical thinking, and communication. Prerequisite: BA 205 and junior standing.

BA 302
Organizational Behavior (4)

Focuses on issues that are relevant to the three levels of organizational behavior (i.e., individual, group, and organizational). Key topics include: the nature and dynamics of teams, personal values and employee job attitudes, communication, conflict resolution, motivation, leadership, decision making, employee effectiveness, and the impact of organizational level issues such as policies, structure, design, and culture. Techniques used to facilitate learning may include role plays, cases, presentations, organizational simulations, teamwork, and/or term research papers. Prerequisite: BA 205 and junior standing.

BA 303
Business Finance (4)

Development and study of a decision framework for financial management with special emphasis on small- and medium-sized businesses. Topics include analysis of financial health, planning for future financial performance, evaluation of investment opportunities, and analyses of risk. Financing of firm growth and valuation will be introduced. An integration of the concepts of financial management into a total system approach to business decision making will be facilitated with the use of cases, as appropriate. Prerequisite: BA 205, 211, and junior standing.

†BA 306
Working with Money for Business Minors (4)

Essential topics in accounting and finance for business minors. Reading and interpreting income statements and balance sheets, especially for small businesses. Forecasting to determine financing requirements. Use of techniques in time value of money to determine present values, loan payments, etc. Sources of business financing.

† Courses in the minor may not be used to satisfy major requirements, except for BA 101.

BA 311
Marketing Management (4)

Basic marketing concepts from the perspective of the marketing manager. Key focus is to examine the marketing planning and analysis necessary to develop sound marketing plans and strategies. Specific topics include the role of marketing within the firm, analysis of marketing opportunities, selection of target markets and market segmentation, marketing strategies in a global marketplace, use of technology in marketing, and marketing mix decisions. Experiential learning approaches for class participation will be used. Prerequisites: BA 205 and junior standing.

†BA 316
Working with Customers for Business Minors (4)

Essential topics in marketing for business minors. Students will be introduced to the basic concepts of marketing and customer satisfaction. Students will explore primary considerations of the market environment and marketing practices including price, promotion, distribution, and product in an applied setting.

† Courses in the minor may not be used to satisfy major requirements, except for BA 101.

BA 325
Competing with Information Technology (4)

Presents the key steps required to gain a competitive advantage in the marketplace through the use of information technologies. Primary focus is to help students understand the information systems development lifecycle and the ways that systems

can support functional areas of a business. Other topics include: communication technologies to support groups, productivity software and applications, designing systems for competitive advantage, and systems reengineering. Prerequisites: BA 205 and junior standing.

†BA 326
Working with People for Business Minors (4)

Essential topics in management and business communications. Focuses on the management of business organizations in an applied setting. Key topics include motivating and leading individuals and groups, working effectively in teams, and conflict management. In addition, students will learn to collect, organize, and present information in a business setting.

† Courses in the minor may not be used to satisfy major requirements, except for BA 101.

†BA 336
Working with Information for Business Minors (4)

Discusses the importance of information and its support of a business organization. An understanding of the essential relationships among information, business process, and information technology. This is a survey course.

† Courses in the minor may not be used to satisfy major requirements, except for BA 101.

BA 339
Operations and Quality Management (4)

Develops an understanding of the various issues and strategies involved in the operation of a service or manufacturing organization. These considerations include the support by the operation's organization of corporate strategy through design and operating decisions. Issues such as global supply sources, worldwide business system influences, continuous improvement, and total quality management will be discussed. Prerequisite: BA 205 and junior standing.

†BA 346
Working as an Entrepreneur for Business Minors (4)

Capstone course in the business minor. Provides the student an opportunity to link previous coursework in the development of business plans and organizations, with specific emphasis on the challenges of small emerging organizations. Project-based course that provides students with a toolbox of applied skills. Prerequisite: BA 101.

† Courses in the minor may not be used to satisfy major requirements, except for BA 101.

BA 385
Business Environment (4)

Study and critical analysis of the role of business in its environment with special references to the interrelationships of legal, technological, economic, political, and social forces with the business enterprise and to the legal and ethical obligations of the business enterprise with its owners, employees, consumers, and society. Prerequisites: BA 205 and junior standing.

BA 407/507
Seminar (Credit to be arranged.)

Seminars in selected cross-functional and integrative business topics.

BA 495
Business Strategy (4)

Capstone course for the SBA; should be taken in the student's final term. Students learn to systematically analyze a firm's internal and external environments and to apply concepts and theories related to the formulation and implementation of

business and corporate level strategies. The influence of other functional areas (marketing, finance, accounting, etc.) on strategic thinking is emphasized in teaching students the linkage between strategic problems, management interpretations, solutions, and firm performance outcomes.

Prerequisites: BA 301, 302, 303, 311, 325, 339, 385 and admission to the School of Business. Priority to graduating seniors who have applied for graduation.

BA 506

Business Project (2-6)

Under the direction of a faculty member, students work in teams to apply M.B.A. knowledge and skills to actual business problems or situations. Students may register for six credits during a single term, or register for three credits during two consecutive terms. After initially meeting as a class at the beginning of the term, students meet periodically with an assigned faculty member to monitor progress on the agreed learning contract and to discuss a variety of implementation and organizational issues. Prerequisites: For MBA; Fin 561 or Fin 551; BA 509 (may be concurrent); Mgmt 562. For MSFA; Fin 561 or Fin 553; BA 509 or Fin 553 (may be concurrent); Mgmt 562 (may be concurrent).

BA 508

Leadership Development and Assessment (2)

First stage of the development of leadership competencies. Each student will be expected to write a personal development and learning plan based upon the results of an initial assessment of the stu-

dent's strengths and weaknesses. During the term the students will be involved in various activities to assess and develop their interpersonal, communication, strategic leadership, and conceptual competencies. Pass/no pass course, concurrent enrollment in Mktg 511 is required.

BA 509

Leadership Immersion (1)

A business simulation practicum designed to assess students' technical and leadership skills. This course can only be taken as a pass/no pass grading option. Prerequisite: Fin 561.

BA 531

Executive Briefings (1)

A weekly series of presentations by local, regional, national, and/or international business leaders on current business topics. This class is repeatable for a maximum of two times.

BA 548

Special Topics in Business (4)

The courses offered under this number cover a range of specialized topics in business such as Product Design and Stewardship for Global Corporations, Sustainability Metrics in Business, Cross-Sector Partnerships for Sustainable Enterprise, Global Marketing Research, Marketing in Asia, Global Marketing, Global Human Resource Management, etc. Only open to graduate students of the School of Business Administration. May be repeated with different topics; maximum of 12 credits may be applied to the master's degree.

BA 561

Law for Managers (2)

Examines the legal issues that business organizations face. A focus on small and emerging companies will be used. Specifically, contract law, property law (including intellectual property), employment law, secured transactions law, and product liability law will be addressed. Course will also consider the issues with regard to choice of business entity.

Finance

For information on finance option requirements, see page 77. All 300- and 400-level courses require junior-level standing and admission to the School of Business Administration; graduate courses require admission to the graduate programs.

Fin 199

Special Studies (Credit to be arranged.)

Fin 218

Personal Finance (4)

A survey of investments, budgets, real estate ownership, financial institutions, consumers' credit, social security, stock market, mutual funds, and estate planning from the individual's point of view. Optional pass/no pass.

Fin 301

Stock Market (3)

Analysis of the operation of the stock market. Procedures in the buying and selling of securities. Examination of current regulatory practices.

Fin 319

Intermediate Financial Management (4)



Second level course in financial management to provide more depth in the study of asset pricing, capital budgeting, capital structure, dividend policy, working capital management, growth through mergers, and leasing. Emphasis on the development of problem solving capabilities. Prerequisite: BA 303.

Fin 333

Foundations of Real Estate Analysis (3)

Surveys the legal, physical, and economic structure of the real estate market and the characteristics of real estate resources. Develops basic real estate valuation procedures and provides an overview of market analysis and real estate production, marketing and financing methods. Prerequisites: Ec 201, 202.

***Fin 336**

Principles of Risk and Insurance (3)

A study of the principles and practices of life, fire, casualty, marine, and social insurance.

Fin 360

Real Estate Finance I (3)

Application of finance and economic principles to analysis of real estate finance and investments. Emphasis on the development of problem solving capabilities through the use of computer application programs. Special attention is given to risk analysis, alternative mortgage instruments, hedging techniques, and the tax effects of real estate investment. Prerequisites: Fin 333. (The course is cross listed as USP 360, and may only be taken once for credit).

***Fin 363**

Credit Management (3)

Management functions performed by a credit department; relation to other functions of the business enterprise; nature of consumer credit and mercantile credit, sources of credit information, evaluation of credit risks, and credit controls used in business firms; credit policy determination.

Fin 399

Special Studies (Credit to be arranged.)

Fin 401/501

Research (Credit to be arranged.)

Prerequisite: BA 303.

Fin 404/504

Internship (Credit to be arranged.)

Fin 405/505

Reading and Conference (Credit to be arranged.)

Prerequisite: BA 303.

Fin 407/507

Seminar (Credit to be arranged.)

Student-selected problems in business operation and business management to be studied by the individual and discussed in group meeting under direction of academic staff. Prerequisite: BA 303.

Fin 409/509

Practicum (Credit to be arranged.)

Field work involving the practice of professional activities away from campus. Prerequisite: consent of instructor.

Fin 410/510

Selected Topics (Credit to be arranged.)

Consent of instructor.

Fin 439/539

Real Estate Valuation I (3)

Fundamentals of appraising real estate. Land utilization. Analysis of real estate values by approaches followed by governmental and private appraisers.

Prerequisites: Fin 439; Fin 333; Fin 539; Fin 551 or Fin 561 or USP 598.

Fin 441

Fundamentals of Derivative Securities (4)

Options, futures, swaps, and other derivative securities. Principles of pricing; uses in speculation, hedging, and risk management, in both securities investment and corporate finance settings. Real options and option-like opportunities in business. Prerequisite: Fin 319.

Fin 449

Valuation (4)

Principles of valuation, including valuations both internal and external to the business entity. Financial planning, financial analysis, forecasting, and valuation. Students undertake and present a formal written valuation. Prerequisites: Actg 381, Fin 319.

Fin 452/552

Investments (4)

Analytical study of the principles of investment in stocks, bonds, and other security instruments. Includes background study of financial markets and institutions; analysis of the investment characteristics, valuation, and market price behavior of bonds, stocks, and derivative securities, and the choice of appropriate portfolios of these securities. Also included is the study of information and market efficiency, term structure and the determination of market interest rates, and security valuation. Prerequisites: Fin 452; BA 303, Actg 381 is strongly recommended; Fin 552: Fin 551 or 561.

Fin 453

Real Estate Finance and Investments (3)

Application of finance and economic principles to analysis of real estate finance and investments. Emphasis on the development of problem solving capabilities through the use of computer application programs. Special attention is given to risk analysis, alternative mortgage instruments, hedging techniques, and the tax effects of real estate investment. Prerequisites: BA 303 or USP 423.

Fin 456/556

International Financial Management (4)

Development and study of a framework for the financial decisions of multinational businesses; management of working capital, investment and financing decisions of a firm in an international environment; foreign exchange markets, exchange risk, and international diversification. Prerequisite: BA 303 for Fin 456; 551 or 561 for Fin 556.

Fin 459/559

Advanced Real Estate Valuation (3)

Applies concepts from 439/539 to examine case studies in real estate appraisal and valuation. Topics include valuation for financial reporting, determining the highest and best use for a site, and determination of value following a property taking or condemnation. Prerequisite: Fin 439/539.

Fin 460

Real Estate Finance II (4)

Finance principles applied in the context of real estate investments. Financial strength analysis, cash flow estimation, determining the cost of capital, various discounted cash flow methods. Option valuation and real options approaches. Relative valuation approaches. Applied to the valuation of Real Estate Investment Trusts and other real estate development entities. Prerequisites for undergraduates: Fin/USP 360 and BA 303.

Fin 465

Finance Topics and Cases (4)

Case studies of financial problems in business including working capital management, capital budgeting, and financing issues. Special topics covered will be at the discretion of the instructor. Prerequisites: Fin 319 and 449.

Fin 473/573

Investment Analysis and Portfolio Management (4)

A study of the application of both portfolio theory and fundamental valuation techniques in security investment decisions. Students in this course serve as portfolio managers to a real dollar portfolio, providing security and sector oversight to the portfolio. The implications of modern portfolio theory for portfolio management and in portfolio performance evaluation are emphasized. This is the first course in a strongly recommended two-course sequence. Offered fall, winter, and spring terms. Prerequisites: Fin 319, Fin 449, and instructor approval for Fin 473; Fin 551 or Fin 561 for Fin 573; recommended Fin 553 at least concurrently for Fin 573.

Fin 474/574

Portfolio Management: Issues and Performance Assessment (2)

This course is a continuation of Fin 573. Students will continue the responsibility of managing a real-dollar portfolio that was initiated in Fin 573. In addition, assessing and reporting on portfolio performance, and presenting a quarterly report to the investment community, will be an integral aspect of this course. This is the second course in a two-class course sequence. Offered winter, spring, and summer terms. Prerequisites: Fin 473 for 474, Fin 573 for 574.

Fin 503

Thesis (Credit to be arranged.)

Fin 514

Economic Environment of the Firm (4)

Examines the microeconomic foundations of the firm and provides a broad overview of the financial markets and institution's framework. Included is consideration of the components of the U.S. and international financial system in the global economy, the financial institutions that facilitate the flow of funds, interest rate determination, and how government policy affects funds flow and interest rates. Issues of demand and supply determination, market structure, and resulting economic behavior are also considered.

Fin 545

Hedging and Risk Management (4)

Futures, options, swaps, and other derivative instruments, their characteristics, their uses in financial risk management, and their effects in speculative situations; methodologies for valuation of derivatives. Exotic options, innovations in exotic derivatives and in the development and use of derivatives in corporate finance and investments. The rapid development of derivatives in domestic and international finance. Prerequisite: Fin 561 or 551.

Fin 551

Financial Management for Financial Analysts (4)

Gateway course to the Master of Science in financial analysis. Examines the financial concepts and problem-solving skills required to evaluate whether managerial decisions add value to the firm. Students will develop an understanding of the financial implications of business decisions and a framework with

which to evaluate their decisions. An integral part of this approach requires understanding how the different functional areas of a business interrelate and the supporting role that finance provides. Topics considered include cash flow analysis, risk determination, valuation, working capital management, and financing. Graduate credit cannot be earned for both Fin 561 and 551. Prerequisite: admission to the Master of Science in financial analysis program.

Fin 553

Financial Analysis and Business Valuation (4)

Financial analysis of the performance of the business or parts of the business such as product or projects. Tools and techniques of financial statement analysis from the perspective of investors and creditors; development of models for determining and forecasting the profitability and financial position of the firm. Business valuation techniques, emphasizing cash flow projections. Some issues in costs and risk management. Theoretical principles and practical approaches of valuation of a business or business interest; valuation strategies for specific purposes such as valuation for mergers, acquisitions, and corporate restructuring, multibusiness valuation, valuation of international businesses. Prerequisite: Fin 551 or 561; competency with electronic spreadsheets.

Fin 555

Applied Econometrics for Financial Analysis (4)

Theory and application of empirical methods, including model development, experimental design, and statistical analysis, applied to issues in business, particularly the areas of accounting and finance. Construction and testing of hypotheses, analysis of variance, multiple regression, methods for dealing with problems in the distribution of data, time series, forecasting, and performance evaluation. Publicly available data will be obtained and used by students. Prerequisite: Fin 551 or Fin 561.

Fin 561

Financial Management (4)

Examines the financial concepts and problem-solving skills required to evaluate whether managerial decisions add value to the firm. Students will develop an understanding of the financial implications of business decisions and a framework with which to evaluate their decisions. An integral part of this approach requires understanding how the different functional areas of a business interrelate and the supporting role that finance can provide. Topics considered include cash flow analysis, risk determination, valuation, working capital management, and financing. Prerequisites: Fin 514, Actg 511.

Fin 562

Intermediate Financial Management (4)

Second-level course in financial management to provide more depth in the study of asset pricing, capital budgeting, capital structure, dividend policy, working capital management, growth through mergers, and leasing. Emphasis is placed on the further development of problem solving capabilities. Prerequisite: Fin 551 or 561.

Fin 565

Cases in Corporate Financial Management (4)

The study of financial decisions and actions in business through the use of case studies. Topics generally include forecasting, investment, financing, and management of working capital accounts

with special topics at the discretion of the instructor. Applying theory, performing analyses, and making judgments are critical in this case course. Prerequisite: Fin 551 or 561.

Fin 599

Real Estate Finance and Investments (3)

Application of finance and economic principles to analysis of real estate finance and investments. Emphasis on the development of problem solving capabilities through the use of computer application programs. Special attention is given to risk analysis, alternative mortgage instruments, hedging techniques, and the tax effects of real estate investment. Prerequisites: Fin 551 or Fin 561 or USP 598 or equivalent. This course may only be taken once for credit.

Information Systems

ISQA 399

Special Studies (Credit to be arranged.)

ISQA 401

Research (Credit to be arranged.)

ISQA 404

Internship (Credit to be arranged.)

ISQA 405

Reading and Conference (Credit to be arranged.)

Prerequisite: consent of instructor.

ISQA 407

Seminar (Credit to be arranged.)

Student-selected problems in information systems, quantitative analysis, or operations and materials management to be studied by the individual and discussed in group meeting under direction of academic staff.

ISQA 409

Practicum (Credit to be arranged.)

Field work involving the practice of professional activities away from campus. Prerequisite: consent of instructor.

ISQA 410

Selected Topics (Credit to be arranged.)

ISQA 429/529

Transportation and Logistics Management (4)

Overview of logistics including transportation, warehouse location and layout, inventory policies, distribution operations, and information systems. Prerequisite: BA 339 or BA 311.

ISQA 430

Industrial Transportation and Freight (4)

Develops an understanding of various modes of transportation, primarily focused on business applications and the movement of freight. Operational characteristics of the modes are evaluated, freight rate derivation and analyses are understood, and organizational evaluations of transportation strategies are studied. Transportation contract forms are analyzed and transportation risks are evaluated. Prerequisites: BA 339.

ISQA 431

Transportation Regulation (4)

Evolution of transportation law in the U.S., including examination of case law as precedent. Designed for those planning careers in transportation, logistics or supply chain management. Prerequisite: BA 339.

ISQA 439/539

Purchasing and Supply Chain Management (4)

Deals with developing sound policies and procedures in managing the supply chain. Topics include supplier selection and evaluation, competitive bidding, contract development and administration, value analysis, and standardization. Prerequisite: BA 339 or BA 311.

ISQA 440

Governmental Procurement (4)

Introduction to theories and practices of governmental procurement. Major aspects of purchasing within public agencies in the United States with special emphasis on the Oregon statutes and administrative rules. Differences between public and private purchasing processes. Federal purchasing processes. Prerequisite: BA 339.

ISQA 449

Process Control and Improvement (4)

Study of the principles of quality management including statistical quality control, total quality management, and the quality tools especially as they apply to supply and logistics processes. Prerequisite: BA 339.

ISQA 450

Project Management (4)

Develops a basic understanding of principles and tools of project management. Covering the phases and activities of projects, as well as the management tools used to create project plans, management, including the impacts of organizational strategy, structure and culture on the development and execution of projects. Prerequisites: Upper division standing in the SBA.

ISQA 451

Business Forecasting (4)

Focuses on the use of various forecasting tools to aid in making managerial decisions. Examination of the various forecasting models and methods in a core activity. Understanding the abilities of the forecasting tools will be examined. Students will analyze data using many of the tools and assess and evaluate the validity of each. Prerequisites: BA 339.

ISQA 454

Supply and Logistics Negotiations (4)

An introduction to commercial negotiation. Includes applications both within and outside an organization, such as negotiating with peers and other employees as well as with suppliers of materials and services. Negotiation planning, tools and tactics, and the conduct of a negotiation are studied. Extensive hands-on negotiation practice is included. Prerequisite: BA 339.

ISQA 458/558

Purchasing and Logistics within the Food Industry (4)

Explores the rapid transition of food industry operations through an in-depth look at food commodity production, processing, storage, and transportation; facility location and transportation network design; role of wholesalers and distributors in the food supply chain; food safety; food industry consolidation and globalization; supply chain compression; ECR and demand forecasting; and e-commerce and the food industry. Prerequisite: BA 339.

ISQA 459/559

Production Planning and Control (4)

Intermediate and short range production planning and scheduling. Topics will include aggregate planning, materials requirement planning, scheduling and just-in-time. Prerequisite: BA 339.

ISQA 479**Integrated Supply and Logistics Management (4)**

Capstone course using cases and projects to integrate the various concepts of supply and logistics management. Prerequisites: ISQA 429, 439, and 3-4 additional credits in supply and logistics management option courses.

ISQA 511**Quantitative Methods For Managers (4)**

Covers the quantitative methods useful in managerial analysis and decision making. Basic and advanced statistical models as well as forecasting and management science tools are studied. Prerequisite: admission to graduate program.

ISQA 518*Electronic Commerce (3)**

Survey of technologies and technological applications to conduct business electronically today and in the future. Students will learn about electronic data interchange, the role of technology in electronic markets, the Internet, and the organizational impact of these technologies. Internet-based technologies will be presented and used.

ISQA 551**Managing Information Technology (4)**

Course participants explore information technology (IT) from an innovation-management perspective. This has two aspects. First, participants consider IT for its increasingly central role in fostering business innovation, including strategic and operational initiatives in such areas as electronic commerce, global market expansion, supply chain management, business process redesign, and knowledge management. Second, participants examine information technologies as innovations in their own right. In considering the associated management challenges, particular emphasis is placed on IT innovation as a knowledge-based process that demands careful management of business and technical partnerships within and across firm boundaries.

ISQA 552**Managing Operations and the Value Chain (4)**

Introduces the students to basic operations and supply chain issues. In addition, issues around the use of natural systems and other models of managing work will be considered within a perspective of sustainable organizations. Prerequisite: Actg 512.

Management and Leadership

For information on the management and leadership option requirements, see page 77. All 300- and 400-level courses require junior-level standing and admission to the School of Business Administration; graduate courses require admission to the graduate programs.

Mgmt 199**Special Studies (Credit to be arranged.)****Mgmt 351****Human Resource Management (4)**

Studies the human resource management functions performed by the human resource manager as well as by the line executive or supervisor. Uses contemporary approaches and problems to analyze the entire process of performance management, including human resource planning/job design, selection and staffing, training and development, compensation, performance appraisal, and employee and

labor relations. Also examines legal questions which affect human resource management. Prerequisite: BA 302. Preference on the waiting list will be given to HRM-option students.

Mgmt 399**Special Studies (Credit to be arranged.)****Mgmt 401/501****Research (Credit to be arranged.)****Mgmt 404/504****Internship (Credit to be arranged.)****Mgmt 405/505****Reading and Conference (Credit to be arranged.)**

Consent of instructor.

Mgmt 407/507**Seminar (Credit to be arranged.)**

Student-selected problems in business operation and management to be studied by the individual and discussed in group meeting under direction of academic staff.

Mgmt 409/509**Practicum (Credit to be arranged.)****Mgmt 410/510****Selected Topics (Credit to be arranged.)****Mgmt 441****Collective Bargaining and Labor Negotiations (4)**

Workshop giving students hands-on experience negotiating individual and group contracts. Students will learn how to manage the employment relationship within a union environment, studying: the legal environment of unions; negotiations theory and practice; and grievance resolution procedures. Students will devote significant time in class to negotiating individual and group contracts, and will have ample opportunity to receive feedback to improve their skills. Prerequisite: BA 302.

Mgmt 445**Organizational Design and Change (4)**

Study of organizations from a macro perspective. Emphasis will be on the implications of dynamic environments, innovation, and technology for organizational structure, design, and processes. Management of change from a multi-level perspective will also be addressed. Prerequisite: BA 302.

Mgmt 446*Principles of International Management (4)**

Study of the managerial functions and problems related to international business activity. The focus of this course is on the management of foreign trade, direct investments, and international operations. In addition, the political, economic, and cultural environments of international business are examined from the perspective of management. Comparative management is also treated through the study of other management systems. Prerequisite: BA 302.

Mgmt 447/547**The Power of Soul and Spirit in Business (4)**

Seminar devoted to exploring what soul and spirit means in the context of today's workplace; its current relevance to business; strategies for injecting more soul and spirit into working environments; and methods for developing sensitivity and appreciation for this dynamic approach to being in the business world. Topics to be explored include methods for building community in the workplace; strategies for developing one's inner life; methods for fueling creativity; approaches to bringing one's whole self to work; and examining

new methods of leadership. Prerequisites: BA 302 for Mgmt 447; Mgmt 550 for Mgmt 547.

Mgmt 448**Team Processes (4)**

Designed to provide the student with a working understanding, and practical skills, related to operating effectively in team settings. The influence of member personality and attributes on teamwork, motivating team members, developing effective team processes, and constructive conflict management and team communication are some of the issues that may be addressed. Also focuses on the development and use of a variety of teams prevalent in contemporary organizations and some of the challenges faced in using these teams in an optimal fashion. Prerequisite: BA 302.

Mgmt 461/561**Reward Systems and Performance Management (4)**

Study of reward system practices that aid in motivation, employee development, and productivity improvement to meet organization goals. Shows how job analysis data forms the information base for both compensation and performance appraisal processes. Includes an analytic study of traditional and evolving methods of compensation management, and relates this and performance appraisal processes to the broad performance management framework. Prerequisite: prior completion of Mgmt 351; prior completion of or concurrent registration in Mgmt 550. Preference on waiting list will be given to HRM-option students.

Mgmt 464**Contemporary Leadership Issues (4)**

Investigation of the ideas of what constitutes "effective leadership" as organizations enter the 21st century. Various aspects of the new leadership paradigm are addressed. Students will develop an awareness of their personal leadership profile and capabilities and the issues they will face as leaders in tomorrow's organizations. Prerequisites: BA 302.

Mgmt 471/571**Staffing and Employee Selection (4)**

The staffing process includes the acquisition, selection, and placement of employees to achieve the strategic human resource goals of the organization. Topics covered include staffing strategies, human resource planning, legal issues, recruitment methods, selection techniques (e.g., biographical information, interviewing, ability tests, work samples, assessment centers), selection validation, and utility analysis. Prerequisite: prior completion of Mgmt 351; prior completion of or concurrent registration in Mgmt 550. Preference on waiting list will be given to HRM-option students.

Mgmt 491/591**Training and Development (4)**

Training and development highlights the organization's commitment to its employees. The course looks at training needs analysis; the nature, types and methods of training; career stages, paths, planning; retraining outdated workers; outplacement, evaluation of training effectiveness; long-term development programs; and processes of organization development. Prerequisite: prior completion of Mgmt 351; prior completion of or concurrent registration in Mgmt 550. Preference on waiting list will be given to HRM-option students.

Mgmt 493**Human Resource Policies (4)**

An in-depth, analytical study of human resources and the tasks of the modern human resource manager, with an emphasis on the policy making aspect of human resource management. Studies executive-level decision making within staffing, training, compensation, appraisal, and labor relations. Examines emerging issues in HRM, such as quality of work life, wellness, substance abuse, human resource information systems, etc. Prerequisites: Mgmt 351 and two of the following courses: Mgmt 461, Mgmt 471, or Mgmt 491; admission to the School of Business Administration. Preference on the waiting list will be given to HRM-option students.

Mgmt 503
Thesis (Credit to be arranged.)

Mgmt 544
Technology Management (4)
Course takes a systematic approach to managing technology and innovation. Addresses issues of technology and competition, technology infrastructure, technology strategy, research and development, the roles of invention, innovation, research and development, product development, and other critical technology related topics. Coverage will also be given to issues related to product development as well as IT strategy and in-depth examination of the current technologies of the day.

Mgmt 545
Managing Innovation Performance (4)
Examines the non-technical, human side to the challenges of technological innovation management. Course topics include technical professional performance and productivity, high performing technical teams, managerial effectiveness, innovative work cultures, and organizational practices and policies that promote technological innovation and new product development. Practical applications of course concepts to actual work situations are emphasized.

***Mgmt 546**
Principles of International Management (4)
Covers the major challenges of managing internationally, including political risk assessment, international strategy, structuring and controlling the multinational enterprise, international negotiations, and international human resource management. Course is targeted both toward managers who work abroad as well as those dealing with international business from the home country.

Mgmt 550
Organizational Management (4)
Covers issues in organizational behavior and human resource management that are critical to organizational effectiveness. Organizations are studied from three perspectives: the individual, the work team, and the organization as a system. Topics include motivation, performance assessment, creative problem-solving, compensation, staffing, employee development, and organizational design. Focal emphasis on business leadership is examined from a multi-level perspective. Prerequisite: Mktg 511.

***Mgmt 551**
Managing Human Resources (4)
How do managers help their subordinates achieve great and sustainable performances? In the 21st century, the employment contract has undergone significant changes, with both the workforce and the organization being vastly different from their predecessors. Focuses on the daily strategies of generalists as they lead their subordinates to high

long-term productivity. Studies all aspects of the employee life cycle from selection through separation, including employee development, reward systems, performance management, and employee relations. Emphasis on problem solving for practicing managers. Prerequisite: Mgmt 550.

***Mgmt 554**
Negotiation and Conflict Resolution (3)
Examines negotiation as a sometimes rational, sometimes irrational social process used for resolving conflict. Studies the interdependence between parties which causes the conflict; focuses on effective and ineffective negotiating tactics between these competing groups. Explores the use of impartial third parties to facilitate negotiations. Practical applications include labor management relationships, purchase agreements, organizational goal setting, etc. Prerequisite: Mgmt 550.

***Mgmt 555**
Management of Organizational Change (3)
A seminar focused on the concepts, theories, and practice of managing organizational change and development. Class discussion will center on an examination of the history and assumptions of organizational development and change, the action research model and other foundations, plus a variety of organization intervention techniques. Special issues such as ethics in client-consultant relationships will be integrated into class activities. Prerequisite: Mgmt 550.

Mgmt 556
Organizational Politics (3)
A study of the theoretical and practical aspects of success in organizations. Topics may include how to acquire, maintain, and use power; how to deal with superiors and subordinates; techniques for more quickly rising on the organizational ladder; misuses of power; developing mentor relationships; power games; and success symbols. Prerequisite: Mgmt 550.

Mgmt 560
Ethics in Organizations (2)
Provides an understanding of the ethical issues that managers and organizations face. Topics covered include business ethics, corporate social responsibility, public policy process in relation to business, and managerial integrity. Prerequisite: Mktg 511.

Mgmt 562
Business Strategy Capstone (4)
An integrative, capstone study of strategy formulation and implementation in international and domestic business enterprises. Case analysis and other appropriate methodologies are used to develop the skills and judgment necessary to provide overall direction to the organization. Special emphasis will be placed on how to successfully match competitive strategy with effective implementation policies. Prerequisites: Fin 551 or 561.

Mgmt 601
Research (Credit to be arranged.)
Mgmt 607
Seminar (Credit to be arranged.)

Marketing

For information on marketing option requirements, see page 77. All 300- and 400-level courses require junior-level standing and admission to the School of Business Administration; graduate courses require admission to the graduate programs.

Mktg 199
Special Studies (Credit to be arranged.)

Mktg 338
Professional Selling (4)
A overview of personal selling as an element of the marketing function for both industrial and retail professional sales with an emphasis on the sales process including prospecting, approaching, presenting, negotiating, closing and follow-up. Topics include sales careers, sales strategies and tactics, buyer behavior as part of individual and group purchase processes, establishing and building customer relationships and the role of selling in the marketing effort. In addition to formal theoretical coursework, students practice sales skills in role plays, presentations and other exercises requiring practical application of selling theory. Prerequisites BA 205.

Mktg 340
Advertising (4)
An introductory course designed to provide an overview of marketing communications, plus an understanding of fundamental advertising issues and strategies. Course focuses on concepts, principles, processes, terminology, trends, and techniques which shape this constantly changing field including the impact of technology on message delivery.

Mktg 341
Public Relations (4)
Principles of public relations in contemporary America, with emphasis on the role of public relations in business. Prerequisite: Mktg 340.

Mktg 363
Consumer Behavior and Customer Satisfaction (4)
Explores the determinants of consumer and business buying behavior. Applications of behavioral concepts to marketing strategy are emphasized along with how to measure, retain, and enhance customer satisfaction while developing long-term relationships. The use of technology and databases in understanding the marketplace is explored. Prerequisites: BA 311; six credits in psychology, sociology, or anthropology in any combination recommended.

Mktg 375
Retailing (4)
Focuses on the retail distribution of food and consumer goods to consumers with emphasis on the dynamic nature of the retail environment and how changes in consumer demographics, new technology, new competitive forms, and the Internet are revolutionizing the retail industry. Topics include: Staffing, management and retail operations, category management, web marketing, merchandising, and promotion. Prerequisite: BA311.

Mktg 376
International Business (4)
International business concepts and practices relating to international trade are presented at a survey level. Current global issues related to international trade and actual international problems are identified along with the basic concepts related to international finance, management, and marketing practices.

Mktg 399
Special Studies (Credit to be arranged.)

Mktg 401/501
Research (Credit to be arranged.)
Mktg 404/504
Internship (Credit to be arranged.)

Mktg 405/505
Reading and Conference
(Credit to be arranged.)

Consent of instructor.

Mktg 407
Seminar (Credit to be arranged.)

Student-selected problems in business operation and business management to be studied by the individual and discussed in group meeting under direction of academic staff.

Mktg 409/509
Practicum (Credit to be arranged.)

Field work involving the practice of professional activities away from campus. Prerequisite: consent of instructor.

Mktg 410/510
Selected Topics (Credit to be arranged.)

***Mktg 430**
Entrepreneurship (3)

The study of entrepreneurship, with emphasis on identifying market opportunities and the development of marketing and business plans to meet these opportunities. Prerequisite: BA 311.

Mktg 435/535
Consumer Package Goods Marketing (4)

Examines marketing distribution systems used by food and consumer package goods (CPG) companies. Emphasis on describing CPG industry value chains and how business environmental factors impact the creation, delivery, and capture of customer value by different industry participants. Examines the marketing relationships between manufacturers, wholesalers, brokers, retailers, and consumers. Topics include ECR, category management, Efficient Replenishment, retail trends in buyer behavior, e-commerce, new product introductions, Efficient Promotion, trade relations, industry alliances, competitive trends, channel roles and conflicts, and globalization. Prerequisite: BA 311 or 339.

Mktg 441
Media Strategy (4)

Examines the advertising media process as an outgrowth of marketing and advertising objectives. Focuses on strategic issues, quantitative decision making, and media planning and negotiating techniques. This course is data intensive and analytical, with attention given to the Internet, local, and non-traditional mediums, as well as dominant national measured media. Prerequisite: Mktg 340.

Mktg 442
Creative Strategy (4)

Course puts into practice the theories, principles, and techniques of the advertising business loosely known as "creative." Course material will focus on the strategy behind advertising messages, techniques for writing and designing advertisements, and the unique requirements of different types of creative messages. Also includes creative considerations for specific media including those driven by technology. Prerequisite: Mktg 340.

Mktg 443
Advertising Campaigns (4)

Emphasis is on the development of total advertising campaign from a marketing perspective. Integrates elements of the advertising process such as setting objectives, selection of target markets, budget development, media selection, message creation, production, development of presentation and recap documents and the staging of a major promotional event using both traditional and

emerging advertising media as available. Prerequisite: Mktg 340, 441, 442.

Mktg 444
Advertising Account Management (4)

Course for college seniors who aspire to a career in advertising agencies as account managers as well as students who aspire to a career in advertising media or advertising creative positions working with account managers. Course will cover contemporary topics in account service, client relations, skill building, and career planning. Course format is intended to be highly interactive, with numerous guest lectures from ad executives, case problems, written assignments, reading assignments, agency visitations, and at least one project. Prerequisite: Mktg 340.

Mktg 445, 446, 447
National Student Advertising Competition (2, 4, 2)

A three-term, advanced learning course which is part of a national competition and is offered in conjunction with the American Advertising Federation. Participants will form a traditional advertising agency and develop a national campaign for a national brand company. Campaign development focuses on research, creative strategy, the media plan, ad production, integration of promotional and interactive components, presentation, and budgeting. Prerequisites: Mktg 340, 441 and 442.

Mktg 450
Product Innovation and Management (4)

Product innovation is at the core of the marketing process. The Internet has changed the rules of product development by erasing competitive barriers and emphasizing rapid development cycles. The class will focus on identifying new product opportunities, rapid innovation procedures, the management of the development process, and alignment with e-marketing strategy. Prerequisite: BA 311.

Mktg 452
Business-to-Business Marketing (3)

Management of the marketing activities of enterprises serving business-to-business markets. The course includes industry and competitor analysis, the fundamentals of competitive advantage and the role of product, price, distribution, and promotion in the creation of competitive market strategies. Prerequisite: BA 311.

Mktg 455
Technology Marketing (4)

Survey of Internet-based marketing strategies with special focus on the Web in business-to-business and business-to-consumer situations. The course encompasses the strategic market planning and implementation processes as applied to e-business including identifying and analyzing e-market opportunities, data warehousing/mining, developing e-products, creating the customer interface, e-pricing, e-branding, and e-positioning strategies. Additional emphasis is on creating and leveraging a strategic Web presence with portals, partnerships, community building, and permission-based marketing. Prerequisite: BA 311.

Mktg 460
Marketing Research (4)

Studies the planning, data collection, analysis, and reporting issues relating to marketing research. Key issues include defining information needs, sampling, using conventional methods and information technology to obtain primary and secondary data, instrument design, statistical data analy-

sis, interpretation and reporting of data. Prerequisite: BA 311.

Mktg 461/561
eMarketing (4)

Examines important marketing issues in a business world that is being transformed by widespread adoption of the Internet and related technologies. Topics include customer relationship management, effects of Internet on product-related issues (such as branding and new product development), pricing, distribution, and promotion, security, and privacy concerns. Prerequisite: BA 311.

Mktg 462/562
Customer Information and Relationship Management (4)

Examines the operational, organizational and behavioral issues that surround customer relationship management. It explores the marketing processes and strategies that are needed to differentiate and interact with customers through customized offerings. Database mining techniques are used to analyze and address customer needs. Prerequisites: BA 311, Mktg 460 for 462; Mktg 544 for 562.

Mktg 464
Marketing Strategy and Management (4)

Capstone marketing course that focuses on the development of the marketing plan. The emphasis is on integrating the major areas of marketing management including customer identification, industry analysis, product and communication strategies, distribution, pricing, and control in an e-business environment. Prerequisite: BA 311, Mktg 460.

Mktg 466
Principles of International Marketing (4)
 Differences between domestic and international marketing are examined. A market-oriented conceptual foundation relating international channels of distribution, financing, documentation, transportation organizing, and staffing is presented. Prerequisites: BA 311, Mktg 376.

Mktg 467
Sales Management (4)

Survey of the sales management function with attention to sales force selection, allocation of sales effort, motivation and reward of sales force, sales automation tools, and the integration of sales with e-business strategy. Prerequisite: BA 311.

Mktg 503
Thesis (Credit to be arranged.)

Mktg 507
Seminar (Credit to be arranged.)
 Marketing Trends and Developments. Marketing Information Systems. Marketing Models. Export Planning for Executives. Sales Force Management.

Mktg 511
Pioneering Innovation (4)

This foundational MBA course provides students with an understanding of the innovation process and its relationship to creating and managing organizations that can be sustained in the global economy. Included in the course is consideration of the external forces and trends that confront the innovation process, coupled with an internal assessment of corporate strengths and weaknesses. Consideration of the customer and the customer/firm interface is emphasized. Additionally the course will include methods for fostering the creative process, both individually and within the

firm. Concurrent enrollment in BA 508 is required.

Mktg 544

Marketing Research and Strategy (4)

Introduces basic concepts of the marketing process from the perspective of the marketing manager and provides a framework for the analysis of marketing management problems. A key focus is to develop the necessary marketing planning and analytical skills to develop marketing strategies. Specific topics include the role of marketing in a competitive environment, impact of technology on marketing strategies and processes, analysis of marketing opportunities and the competitive environment, selection of target markets, market segmentation, and marketing strategies in the global marketplace. Prerequisite: Mktg 511.

***Mktg 546**

Buyer Behavior and Communication (4)

Study of determinants and influences on purchasing behavior emphasizing contributions from behavioral sciences. Course explores application of competitive and technological influences on buyers behavior and marketing strategy. Emphasis on marketing communication and promotion. Prerequisite: Mktg 544.

***Mktg 547**

Distribution Strategies (3)

Examines the fundamental and emerging trends in distribution activities of business enterprises. Course analyzes the competitive advantage(s) associated with distribution strategies. Explores trends in channel design, the changing role of participants, channel relationships, and channel communications. Prerequisite: Mktg 544.

Mktg 548

New Products Management (4)

Reviews the product innovation management process. Major topics include opportunity identification, concept generation, project evaluation, design and development, product launch strategies, and product management. Special consideration will be given to aligning product development with technology-driven, high-growth market opportunities.

***Mktg 551**

Managing Marketing Information (3)

Study of the uses and implementation of tools, methods, processes, and systems for managing marketing information. Emphasis will be placed on the determination of information needs for marketing decisions, the methods, processes, and systems for effective and efficient management of marketing information, as well as the new marketing approaches and tools that utilize information technology for marketing products and services. Prerequisite: Mktg 544.

***Mktg 552**

eServices Marketing (4)

Focuses on understanding the distinction between service versus product marketing with an emphasis on assessing, designing, and managing on-line service offerings. eService relationships will be examined within a customer loyalty framework that considers customer value, switching costs, and on-line relational bonds as key drivers of loyalty. Prerequisite: Mktg 544.

Mktg 555

Technology Marketing (4)

Designed to introduce students to the special issues faced by managers marketing technology products in markets characterized by rapid

change. Topics include identification of market opportunities, market segmentation, positioning, product innovation, customer value creation, managing the customer interface, and new approaches to distribution. Emphasis will be on strategies for marketing technology products in an e-business environment.

***Mktg 560**

Research for Marketing Decisions (4)

Designed to study the methods of gathering primary and secondary information for business decisions. Also designed to study how to become a good information user. Emphasizes the planning, design, and implementation of quantitative and qualitative research projects to obtain information from internal and external business environments. Considers the evaluation and appropriate use of information, information sources and research services. Prerequisite: ISQA 511, Mktg 544.

***Mktg 566**

Global Marketing Management (4)

Examines and provides a framework for study of the global marketing environment as well as the management of global marketing enterprises and global marketing practices. Encompasses the preparation for global competition, assessment of environmental forces, and strategic and operational planning for marketing in the global environment. Also examines the management of international, multinational and global marketing enterprises and their marketing activities. Prerequisite: Mktg 544.

***Mktg 567**

Sales Force Management (4)

Involves a detailed study of the sales management function. Issues to be addressed include designing the sales force, setting objectives, developing strategy, recruiting, evaluating, compensating, and controlling the program. Special attention is given to integrating the sales force with e-business strategy. Prerequisite: Mktg 544.

Mktg 601

Research (Credit to be arranged.)

Mktg 607

Seminar (Credit to be arranged.)

Master of International Management

MIM 509

Global Business Immersion (Credit to be arranged.)

Two-day intensive and practical application of international business and cross-cultural skills.

MIM 510

Age of Pacific Seminar Series (2)

Special topics either under the sponsorship of the Age of the Pacific Series or an elective course addressing contemporary business issues in international business.

MIM 511

Global Business, Society and Ecology (4)

Examines the meaning of sustainable development for a profit-making global corporation, the effect of global protocols and conventions on global corporate sustainable development strategies, and how corporations and industries develop their strategies for sustainable development. Takes a multiple stakeholder perspective of organizations and the natural and social environments, especially related to systems thinking and innovation.

Students learn how to better anticipate and manage a global corporation's social and environmental issues.

MIM 513

Pacific Rim Economies, Trade, and Financial Markets (3)

Survey of current economic trends among the Pacific Rim economies, focusing on potential problems and opportunities of each country. Course also covers the principles of international trade, balance of payments and adjustments, impediments to trade flows, financial institutions and markets, and national economic policies affecting business in the Pacific Rim and the United States.

MIM 515

Contemporary Global Marketing (4)

The global/international marketing strategies and operations of multinational corporations (MNCs) are studied through assessment of international markets, marketing environments, and various aspects of global marketing strategies and marketing management.

MIM 516

Contemporary Pacific Rim and World Affairs (4)

Study of the contemporary political, economic and social issues of significance to the Pacific Rim countries, with particular emphasis on the international politics of China, Japan and Korea. Enables students to anticipate the politics of international transactions, understand key issues in the transition from the cold-war to post-cold war period, appreciate the major regional organizations and organizing philosophies in Asia, understand the relationship between domestic and external politics, and clarify the motives and interests of major governments.

MIM 517

Accounting for Global Enterprises (4)

Study of international accounting issues crucial for effective interpretation and understanding of international business. Goal of the course is to build a framework that can be used to analyze and understand financial reports used by multinational corporations (MNCs). Special managerial and control problems of MNCs, including performance evaluation, transfer pricing, and taxation will also be addressed.

MIM 519

International Law and Ethics (4)

Study of the social, political, and legal context of international business management through the examination of the variety of means by which the values of society and the actions of government impact the success or failure of multinational business transactions. The complex regulatory and ethical issues that may occur in the culturally and historically diverse Pacific Rim markets will also be examined.

MIM 521

Sustainability Metrics in Business (4)

Helps students develop an understanding of how the measurement of a global company's environmental and social performance contributes to business goals and strategies. Students examine how different global companies measure and report on their environmental and social performance, and how their different approaches link to business practices.

MIM 524**Global Sourcing and Supply (4)**

Focuses on purchasing and supply management in an international environment. Included will be such topics as locating and qualifying international suppliers, and developing contracts and long term relationships with chosen suppliers. Other topics for study will be payment processes, including letters of credit and currency exchange rate fluctuation risk management. This course will also contain a segment focused on doing business in specific Pacific Rim countries. A commodity study will be required.

MIM 527, 528, 529**Advanced Cross-Cultural Communications I, II, III (1, 1, 1)**

Study of the process of communication, its various components, and how cultural, sociocultural, psychocultural, and environmental influences affect the outcome, including the role of non-verbal communication. Analysis of successful adaptation to new cultures, including developing a communication competence in a new culture and dealing with conflict. While the principles of cross cultural communication and adaptation are generic to all cultures, two cultural environments, China and Japan, will be studied in depth, to develop cultural self-awareness.

MIM 531**Product Design and Stewardship for Sustainable Enterprises (4)**

Takes the view that to maximize a company's competitive advantage, managers need to know

how to identify opportunities to initiate changes in the firm's value chains that reduce waste and generate value. Addresses the principles of industrial ecology, environmental management systems, product stewardship and life cycle analysis, eco-efficiency and design for the environment. Case studies will be used to explore the practical challenges and opportunities to implementation of product design and stewardship activities.

MIM 534**Global Logistics Management (4)**

Includes studies of inventory and warehouse planning and control and the principles of transportation. Managing logistics in an international environment will be the primary focus, with special attention given to air and sea transportation. Topics such as liner conferences and air freight will be included.

MIM 535**Global Market Research (4)**

A fundamental difference between the practice of marketing in domestic markets vs. global markets is the greater diversity of global markets and the scope of marketing activities. Global marketing managers need to have accurate and useful information about the nature of international markets to make successful decisions about market selection, positioning and the development and execution of global marketing programs. Introduces students to the tools and methodology of global market research from the perspective of the practicing manager. Emphasis on helping students understand the general kinds of information

required to make effective marketing decisions and introducing the sources and methods used to acquire that information.

MIM 541**Cross-Sector Partnerships for Sustainable Enterprises (4)**

Studies interactions with key stakeholders to achieve specific sustainability goals, e.g., reduced energy use, contamination remediation, and community engagement. Using a systems approach, examines the roles of key stakeholder groups (e.g., government, non-governmental organizations (NGOs), competitors, suppliers, and customers) in sustainability; the process for identifying and engaging key stakeholder groups; the formation and effective management of cross-sector partnerships, in particular corporate-government and corporate-non-governmental organization partnerships.

MIM 544**Integrated Global Supply and Logistics Management (4)**

Final course in the specialization in global supply chain management. Integrates all of the concepts contained within the previous three classes. Global supply and logistics planning and strategy development is the primary emphasis. Case course where each week students will be expected to analyze and prepare a supply and logistics case in an international setting. Emphasis on developing analytical and problem-solving skills and on generating the quantitative information necessary to make superior managerial decisions.



MIM 545**Global Selling (4)**

Focuses on helping students develop an understanding of Asian company purchasing practices and buyer behavior, and linking that understanding to the development of effective selling skills in a business-to-business environment and an understanding of effective sales management strategies and activities. The integration of sales automation technology and e-business will be discussed.

MIM 551**Managing and Leading International Non-Governmental Organizations (4)**

Introduction to international non-governmental organizations and the contributions they make to the larger society. Develops an overall understanding of the relationship of strategic international NGO management and program effectiveness. Step-by-step development of a strategic plan that flows logically from the mission of the organization, the external environment, and organizational goals and objectives. Studies strategic planning, grant development, project development, execution and evaluation, marketing, financial management and law as it pertains to international NGOs. Prerequisite: MIM 511.

MIM 558**Comparative Operations Management (4)**

The changing international environment in manufacturing will be reviewed through: comparative study of process selection, facilities design, operations planning and control, supply logistics, process benchmarking, technology management, international supply chain and customers, quality management, and performance measurement.

MIM 561**International Community Policy, Leadership and Decision-Making (4)**

Focuses on the principles and strategies of community and economic development in relation to participatory role appraisal, livelihood strategies and assessments, and community leadership and decision making. How to identify the interrelationships and influence of human behavior, natural resources and economic circumstances. Also focuses particularly on economically-disadvantaged international communities. Methods of engagement between international non-governmental organizations, corporations, and communities to further their respective and mutual objectives are addressed. Recommended prerequisite: MIM 511.

MIM 564**Global Human Resource Management (4)**

Examines the management of human resources in the international firm, including motivating and leading employees in multi-cultural contexts. Course begins with an analysis of the human resource management philosophies and approaches to industrial and employee relations in representative countries. Integration of human resource management systems in international firms,

including the creation of global corporate culture, HR support for organizational learning and approaches to human resource management transfer across borders, are also studied. Also examines the nature of successful cross-cultural teams and principles of leading change in multinational firms.

MIM 568**Managing Information Technology Globally (4)**

Focus on the use of information technology in a competitive international environment and the impact information technology has on international business operations. The vocabulary and background of information technology issues that cross national boundaries, and the use of information superhighways to obtain critical information and maintain business relationships in other countries will be studied and discussed.

MIM 571**Global Strategic Cost Management (4)**

Takes the perspective that global managers should use multiple approaches to developing and using accounting information for global companies. Special emphasis placed on understanding traditional cost systems, activity-based costing systems, cost management in global supply chains and determining the cost of quality. Relies heavily on the examination of actual global company situations. Prerequisite: MIM 574.

MIM 572**Global Business Valuation (4)**

Focuses on financial analysis of the performance of the global business or parts of the global business such as product or projects. Tools and techniques of financial statement analysis from the perspective of chief financial and accounting officers, investors and creditors; development of models for determining and forecasting the profitability and financial position of the global firm. Business valuation techniques, emphasizing cash flow projections. Some issues in costs and risk management. Theoretical principles and practical approaches of valuation of a global business or business interest, including valuation strategies for specific purposes such as mergers, acquisitions, and corporate restructuring, multi-SBU and international operations. Prerequisite: MIM 574.

MIM 573**Cases in International Corporate Financial Management (4)**

This final course in the MIM International Corporate Finance Specialization integrates concepts, tools and knowledge gained from the previous specialization coursework. Case analyses are used to enhance analytical and quantitative skills applied to real-world situations. All case work focuses on companies having international operations, with particular emphasis on the Asia-Pacific region. Prerequisites: MIM 574, MIM 571, and MIM 572.

MIM 574**International Corporate Finance and Investment (4)**

Focus on investment and financing decisions of firms operating in more than one nation. Topics include international risk and value analysis, cross border capital budgeting and capital acquisitions, financing mix, working capital management of multinationals, foreign exchange risk and exposure management, estimating cost of capital international investment, international capital markets, and sources of financing. Prerequisites: MIM 513, 517.

MIM 575**Marketing in Asia and the Pacific Rim (4)**

Study of marketing strategies and practices in Asian and other Pacific Rim countries. Markets, marketing environments, and marketing practices in selected Asian countries are analyzed. Planning, and managing marketing strategies and operations are also included. Prerequisites: MIM 515, 516, 523, 547.

MIM 577**International Business Negotiations (3)**

Examination of the issues and techniques of international negotiations in a variety of business settings. Particular emphasis is given to establishing and working within international partnerships. The course makes extensive use of actual negotiation simulations.

MIM 579**Asia Field Study (1)**

Field study in China, South Korea and Japan. As a capstone experience, students travel to China, South Korea and Japan (possibly South Korea) to visit companies, meet with international business executives, and learn more about these cultures. This trip allows students the opportunity to immerse themselves in the culture and lifestyle of different Asian countries.

MIM 588, 589**Global Business Strategy I, II (2, 2)**

Identify and analyze factors that have accelerated the globalization of industries, define the concept of a global strategy, and examine the organizational issues that are central to enhancing the international competitiveness of a business enterprise. Address institutional contexts that facilitate and impede the formulation and implementation of global strategies. Explore the interdependence and interrelationships in three geopolitical areas: the United States, the Pacific Rim with emphasis on Greater China, Japan and Korea, and the European Economic Community.