

## COLLEGE OF BUSINESS ADMINISTRATION AND GRADUATE SCHOOL OF MANAGEMENT

### George E. Stevens, Dean

500 Business Administration Building  
330-672-1101  
[gstevens@kent.edu](mailto:gstevens@kent.edu)

### Frederick W. Schroath, Associate Dean

310A Business Administration Building  
330-672-2282  
[fschroath@kent.edu](mailto:fschroath@kent.edu)

The programs in the Graduate School of Management at Kent State University prepare students for management and staff positions in regional, national and international organizations. Curricular and cocurricular emphases are on ethical leadership, teamwork, creative problem-solving, global perspectives and skillful applications of information technology.

The following programs are offered in the Graduate School of Management:

#### Master's degree programs

- Master of Business Administration (M.B.A.)
- Executive M.B.A.
- Master of Science in Financial Engineering
- Master of Science in Accounting
- Master of Arts in Economics

#### Doctoral degree program

- Doctor of Philosophy (Ph.D.) in Business Administration

#### Dual-degree programs are available in the following areas:

- Master of Business Administration/Master of Science in Nursing
- Master of Business Administration/Master of Library and Information Science
- Master of Business Administration/Master of Architecture
- Master of Business Administration/Master of Arts in Translation

All graduate programs of the school are accredited by AACSB International—The Association to Advance Collegiate Schools of Business. With the exception of the Ph.D. and M.S.F.E. programs, most of the degree programs may be completed on a part-time or full-time basis.

All doctoral and master's students in management should obtain a current copy of the relevant *Graduate Student Handbook*. This guide contains the most up-to-date information concerning degree requirements and is available in the Graduate Office, Room 310A, Business Administration Building.

For information on graduate non-degree status consult the Graduate School of Management, Room 310A, Business Administration Building, 330-672-2282, or visit <http://business.kent.edu/grad>.

### Master of Business Administration

The Master of Business Administration seeks to prepare students for responsible leadership positions in public, private and nonprofit organizations. Regardless of undergraduate education, the candidates will find a challenging program designed to meet their specific backgrounds and needs. The Graduate School of Management offers three M.B.A. options:

- Full-time day program
- Professional (part-time) evening program (PMBA)
- Executive program (EMBA)

Students that hold undergraduate business degrees are eligible for the accelerated M.B.A. program on either a full-time or a part-time basis.

#### CONCENTRATIONS

The student has the option of selecting a field of concentration, which must be a minimum of 12 hours, or taking a general M.B.A. with electives from a number of areas. With approval, some electives may be taken outside the Graduate School of Management.

The following concentrations are currently offered:

- Accounting
- Finance
- Human Resources Management
- Information Systems
- International Business
- Marketing

Students who are graduates of undergraduate business programs accredited by the AACSB may be able to reduce the required coursework hours for their M.B.A. programs from 54 hours to as low as 39 hours. Students from undergraduate business programs that are not AACSB-accredited also may be eligible for reduced programs. In all instances, waiver of coursework is determined on a case-by-case basis. The student must have received a grade of "B (3.0)" or better in courses considered for waiver. Courses taken as "Pass-Fail" are not eligible for waiver.

#### ADMISSION

Admission to the M.B.A. program requires a baccalaureate degree from an accredited college or university with a minimum undergraduate grade point average of 2.75 (A=4.0), plus a better than average score on the general aptitude test known as the Graduate Management Admission Test (GMAT). In rare instances, a student who does not meet the minimum grade point average requirement but has other indices of the ability to handle graduate-level work may be considered for admission. In such cases, a strong performance on the Graduate Management Admission Test, a student's junior-senior grade point average in his or her major, and significant, relevant experience subsequent to receiving a bachelor's degree are weighed.

Arrangements for taking the GMAT should be made concurrently with application for the M.B.A. program.

The GMAT is a computer-adaptative test in North America and selected international locations. Testing content includes quantitative and verbal questions and an essay-style writing assessment.

The GMAT is offered on a continuous basis by appointment at approximately 400 computer-based testing centers. Test-takers may schedule appointments by calling a toll-free number or by directly contacting a local test center.

For complete information on the computer-adaptive GMAT, registration, fees and testing sites, please contact:

Pearson VUE  
 Attention: GMAT Program  
 5601 Green Valley Drive, Suite 220  
 Bloomington, MN 55437

Phone: 1-800-717- GMAT (4628)  
 Phone: 1-952-681-3680  
 Fax: 1-952-681-3681  
 Email: GMATCandidateServicesAmericas@pearson.com  
 Web site: [www.mba.com](http://www.mba.com)

This test must be taken by all applicants and the scores received prior to admission to the graduate program. In addition to the above admissions requirements, applicants will be expected to demonstrate an acceptable level of preparation in two areas:

- basic computer skills
- quantitative analysis

Such preparation may be demonstrated in a number of ways. Students lacking preparation may still be admitted into the M.B.A. program but are encouraged to take remedial college coursework prior to, or concurrently when entering the program.

**PROGRAM REQUIREMENTS**

The courses in the management core present advanced material in business using a variety of teaching approaches. Areas covered include: accounting, economics, finance, human resources management, information systems, marketing, operations and statistics.

**Core CoursesHours**

B AD	63037	.....	3
B AD	63038	.....	3
B AD	64005	.....	3
B AD	64041	.....	3
B AD	64042	.....	3
B AD	64271	.....	3
B AD	65051	.....	3
B AD	66061	.....	3
ECON	62021	.....	3
ECON	62022	.....	3

Total.....	30
Executive Modules, Integrative Management Courses and Electives .....	24
Program Total.....	54

**Full-Time Day M.B.A. Program**

This program is for the individual who can concentrate all efforts toward earning the degree. Students in this program take three to five courses per semester and complete the degree in two years or less. Admission is only for Fall semester.

**Professional Evening M.B.A. Program**

The PMBA program is designed for the individual who maintains full-time employment during the day and can only attend courses at night. Students in this program take one to two courses in a semester and can take between three to five years to complete the degree. Courses are available weeknights, Monday through Thursday, and meet one night per week. The PMBA program offers flexibility and begins each semester (fall, spring, summer).

**Executive M.B.A. Program**

The Executive M.B.A. program provides a unique and exciting approach to the study of business management for executives. The program is structured so that students take all their classes together, study in teams and interact with senior business faculty. The result is an educational experience unlike the more traditional M.B.A. programs. Upgrades in technology allow students access to the Internet, state-of-the-art computer facilities and the Vaughn Hoover Electronic Classroom as well as other executive classrooms equipped to facilitate multimedia presentations.

The EMBA program is offered on the weekends in a concentrated 19-month format. Classes are held all day on Saturdays. One class of each eight-week term is conducted online allowing the class members to participate from home, their office or wherever they are traveling throughout the world. The program begins each year in mid-August.

The curriculum emphasizes leadership and management in a global environment using state-of-the-art technology. A ten-day International Business Experience is included midway through the program, providing participants with an applied learning experience abroad.

The Kent State University EMBA program is a highly personalized, adult-oriented and interactive educational experience. The program is academically enriching, comprehensive and challenging. Since its introduction in 1978, the EMBA program has proudly graduated more than 1000 students.

One competitively priced program fee includes all course materials, tuition, textbooks, international business

trip, residencies, food service and parking for the entire duration of the program. To accommodate the schedules of busy professionals, all administrative functions such as disseminating textbooks and instructional material, scheduling and registering for classes and securing parking permits are arranged for the students.

**ADMISSION**

Admission to this program requires a minimum of five years of professional experience in a responsible position. In addition, applicants must have an acceptable undergraduate record from an accredited college, a satisfactory score on the Graduate Management Admission Test (GMAT) and a personal interview with the director of the EMBA program. The applicant and employer must make a firm commitment to the program for 19 months. This program has a fee structure and class schedule that is different from that of the university. For additional information and brochure, please contact: Graduate School of Management, Kent State University, P.O. Box 5190, Kent, OH 44242-0001, phone (330) 672-3622.

The EMBA courses are reserved exclusively for students admitted to the Executive M.B.A. program.

**Master of Science in Accounting**

The Master of Science in Accounting program is designed for students interested in specializing in accounting and auditing. Students are prepared for responsible leadership positions in public, private, nonprofit and government accounting. The combination of coursework with the option of an internship provides students with a strong theoretical foundation in accounting, as well as an understanding of the practical applications of the discipline.

Upon completion of the program, students will meet the educational qualifications for the CPA, CMA and other professional examinations, including the 150-semester-hour requirement for the CPA in Ohio.

The program is designed to meet the needs of students with a variety of undergraduate backgrounds, ranging from liberal arts majors to business majors to accounting majors. As described below, the degree requirements for the program differ somewhat depending upon each student's background. Nonetheless, the focus of the program is the same: to provide students with a high-quality master's program in accounting. Students in the M.S. in Accounting program take courses in the various business disciplines along with the core accounting courses, allowing them to become well-rounded professionals. The M.S.A. program calls for students to select between two accounting concentrations: Assurance Services (including external and internal auditing) and Taxation. The program also emphasizes the development of communication, interpersonal and analytical problem-solving skills through the use of case studies, team and individual projects, and computers for accounting applications and auditing.

**ADMISSION**

Admission requirements are the same for all students, regardless of educational background. Admission to the program requires acceptable scores on the Graduate Management Admission Test (GMAT), an above-average overall grade point average, and an above-average accounting grade point average (if applicable). An interview may also be required. An admissions committee also evaluates each applicant's communication skills, work experience and recommendations provided by instructors, colleagues and supervisors. Proficiency in algebra and calculus is required.

The admissions committee must receive GMAT test scores before it can make any final admissions decisions.

**PROGRAM REQUIREMENTS**

There are two tracks of study leading to the M.S. in Accounting, depending on the student's prior preparation. The first track, described below, is for those students who hold undergraduate degrees in accounting. A program of study of 33 hours is required. Students may elect an internship option during one term. All accounting courses are 3 credit hours.

**M.S. in Accounting Program for Undergraduate Accounting Majors**

A total of seven graduate accounting courses are needed, including five required accounting courses. International accounting undergraduate students may have a few deficiencies to make-up.

**GRADUATE ACCOUNTING COURSES (21 HOURS)**

Required Courses	Hours
ACCT 53014.....	3
ACCT 53020.....	3
ACCT 53033.....	3
ACCT 53034.....	3
B AD 63022.....	3

Select one of the two accounting concentrations\*

**Assurance Services**

Required Courses	Hours
B AD 63031.....	3
B AD 63024.....	3

**Taxation**

Required Courses	Hours
B AD 63042.....	3
B AD 63043.....	3

\*With the approval of the M.S.A. coordinator, the student may also structure a concentration tailored to the needs of the student by blending the two concentrations and the free elective.

NOTE: If an M.S.A. student took ACCT 43014, 43020, 43033, or 43034 as a Kent State accounting undergraduate (or took comparable classes in another accounting undergraduate program), the normally required comparable graduate course

(ACCT 53014, 53020, 53033 and 53034) will not be required in the M.S. program. Rather, the student will substitute an additional accounting elective for each such course.

#### GRADUATE BUSINESS COURSES (9 HOURS)

Required Courses	Hours
B AD 64005.....	3
ECON 62021.....	3
B AD 66061.....	3

NOTE: During the admission evaluation, some or all of the above courses might be waived by the M.S.A. coordinator depending on the related undergraduate courses the student has previously taken. The student would then choose other non-accounting graduate business courses to make up the required 9 hours of non-accounting graduate business courses.

#### GRADUATE ELECTIVE COURSE (3 HOURS)

Students are encouraged, but not required, to select a course from the following. Graduate courses outside of the College of Business must be approved by the M.S.A. coordinator.

##### Graduate Accounting Elective Courses:

Course	Hours
ACCT 53013.....	3
B AD 63024.....	3
B AD 63025.....	3
B AD 63030.....	3
B AD 63031.....	3
B AD 63032.....	3
B AD 63042.....	3
B AD 63043.....	3
B AD 63045.....	3
B AD 63092.....	3
B AD 63098.....	3

##### Graduate Business (Non-Accounting) Elective Courses:

Course	Hours
B AD 66062.....	3
B AD 66063.....	3
B AD 66064.....	3
ECON 62022.....	3
ECON 62061.....	3
ECON 62076.....	3
Total hours required for M.S. in Accounting.....	33

#### M.S. in Accounting Program for Non-Undergraduate Accounting Majors

This track of study is a program for students with either a liberal arts undergraduate degree or with a business (but not accounting) major. These full-time or part-time students must complete an undergraduate accounting core. The core courses are required regardless of any work experience within the accounting profession. Students in the M.S.A. program but pursuing the undergraduate core must maintain a 3.0 overall average and are held to all other qualitative requirements for graduate students. After completing the undergraduate

core courses, students generally complete the same 33-hour program described above to obtain the M.S.A. degree.

##### Undergraduate Accounting Core Courses ..... 21 Hours

ACCT 33001.....	3
ACCT 33004.....	3
ACCT 33010.....	3
ACCT 33012.....	3
ACCT 43010.....	3
ACCT 43031.....	3
FIN 36072.....	3

Following completion of the undergraduate core accounting courses, depending on the student's background, he/she will then pursue the M.S.A. degree with the following requirements, which are very similar to those for the student with an undergraduate accounting major.

Graduate accounting hours.....	21
Graduate non-accounting business hours.....	9-15
Graduate elective .....	0-3
Total hours beyond undergraduate accounting	
Core courses:.....	33-36

Students without an undergraduate business degree must complete both B AD 64271 and B AD 65051. One of these courses may be counted as the graduate elective course.

#### Master of Science in Financial Engineering

The interdisciplinary Master of Science in Financial Engineering Degree (MSFE) is designed for students with strong quantitative backgrounds who have goals of becoming risk management officers, derivatives analysts or traders. The degree is jointly awarded by the College of Business Administration and Graduate School of Management and the College of Arts and Sciences.

The program is a demanding one, and requires the completion of 36 credit hours of coursework, including an industry-based internship. It combines strong quantitative skills from mathematics, including probability theory and numerical computing, with risk management and dynamic valuation skills from finance. The program emphasizes applied skills in the area of financial engineering, while still providing the necessary theoretical background. The coursework fits within the guidelines established by the International Association of Financial Engineers.

The on-campus electronic Olga A. Mural Trading Floor allows students to receive hands-on experience in derivatives trading and risk management. Kent State has the only derivatives-oriented trading floor in an academic institution with direct connections to the futures exchanges. The trading floor is equipped with the same software used by major investment banking firms. Live exchange data feeds and real-time market information allow students to simulate real trading. The software includes Trading Technologies X Trader, Patsystems, and SunGard's MicroHedge options analytical product. Data feeds from CQG and Reuters provide continuous news and pricing information. At the front of the trading floor is a data board that provides real-time pricing information on derivatives. Students use this information and the information from the two streaming ticker boards to assess market conditions for trading tendencies. Live satellite feeds are shown on plasma displays.

This unique trading floor is an integral part of the MSFE program at Kent State University. Since students use the same data feeds and trading software that are used by major investment banking firms, the trading floor allows them to replicate dynamic trading strategies and derivative security analyses.

An industry-based internship will be assigned to each student in the last term as part of the required field experience. The project will involve direct interaction with a contributing firm. The student will undertake a ten-week internship to complete the required project with a firm from the financial community. The project will be presented to the program faculty for final evaluation. Prior participating firms include the Chicago Board of Trade, Eurex, Prebon Yamane, State Street Research, KeyBank, SunGard, FirstEnergy, Goldman Sachs, and ICAP. Students are given opportunities to network with top industry officials. The class visits both the Chicago and New York financial districts to interact with professionals in the derivatives field.

**ADMISSION**

Students apply to the Graduate School of Management. The MSFE program committee will make an assessment of the candidate's background and skills. A joint committee with faculty from the Department of Mathematics, the Department of Finance and the Department of Economics will consider highly ranked applicants for admission. Applicants will need to submit GRE or GMAT scores along with three letters of recommendation and official transcripts.

The primary tools used to evaluate candidates are:

- GRE or GMAT
- GPA at the undergraduate and, if available, graduate level
- TOEFL score (for foreign students)
- Transcripts for all prior degrees
- Letters of reference
- Statement of purpose
- Resume

All guidelines regarding nondiscrimination policies are adhered to in the selection process.

**PROGRAM REQUIREMENTS**

The MSFE program requires the completion of 36 semester hours of coursework. The quantitative prerequisites for students applying to the program are:

- Calculus: differentials, infinite series, Taylor's formula, partial derivatives, multiple integrals.
- Linear Algebra: matrices, vectors, determinants, linear systems of equations, linear independence, bases, eigenvalues, eigenvectors.
- Ordinary Differential Equations: 1st-order ODEs, solution techniques, initial value problems, exponential growth/decay, logistic model equilibrium, steady state 2nd-order linear constant-coefficient ODEs.
- Probability: continuous and discrete distributions, multivariate distributions and independence, ordinary and conditional expectations, Central Limit Theorem.
- Statistics: regression analysis including detection of and solutions to various violations of classic regression assumptions (heteroskedasticity, autocorrelation, multicollinearity and simultaneity).
- Computer Programming: programming ability in a high-level language such as C, C++, Fortran (77 or 90/95), Basic, Visual Basic or Matlab.
- Economics: basic micro- and macroeconomic topics including supply and demand functions, market structure and the role of money.

Qualified students can be conditionally admitted on the basis of completing these summer workshops.

<b>Core Courses</b>	<b>Hours</b>
B AD 66061.....	3
B AD 66066.....	3
ECON 62056.....	3
FIN 66075.....	3
FIN 66080.....	3
FIN 66081.....	3
FIN 66084.....	3
FIN 66085.....	3
MATH 50051.....	3
MATH 52091.....	3
MATH 60070.....	3
MATH 62203.....	3

**Master of Arts in Economics**

The Master of Arts program in economics provides excellent preparation for a career as an analyst in government or the private sector, and for doctoral study. One distinct advantage of the M.A. in Economics program at Kent State is its focus on the development of strong analytical and quantitative skills. Students are well-trained in the application of economic theory and methods of statistical analysis. Two tracks are offered in the program. The first, Economic Analysis, is the general track intended for students who wish to pursue careers with government agencies, in the private sector, and/or pursue a doctoral degree in economics. The second, Financial Economics, is primarily designed for students who wish to pursue careers in the financial services industry, including commercial banking, investment banking, insurance, real estate and financial advising.

**ADMISSION**

Each student must submit a complete application to the Graduate School of Management including the following information:

- an essay describing goals and objectives
- a resume showing work experience
- results of the Graduate Record Examination or Graduate Management Admission Test.

**PROGRAM REQUIREMENTS**

The M.A. program requires the completion of 30 semester hours of coursework, or a minimum of 24 hours of coursework and a thesis.

Students entering the program will be expected to have completed undergraduate courses in intermediate microeconomic and macroeconomic theory, differential calculus and statistics. Any deficiencies must be made up before the start of the program. These background courses do not count toward the 30 hours required for the degree.

Both the Financial Economics and Economic Analysis tracks are built upon a set of core courses in economic theory and econometrics. The student then takes elective courses in areas such as international economics, economic development, monetary economics, labor economics, public sector economics or several courses in the Department of Finance, depending on the track chosen.

**Economic Analysis Track**

<b>Core Courses</b>	<b>Hours</b>
ECON 62050.....	3
ECON 62051.....	3
ECON 62054.....	3
ECON 64004.....	3
Total .....	12
Electives .....	18
Program Total.....	30

For elective courses, students may select any M.A.- or Ph.D.-level economics courses subject to these restrictions:

- All choices must have the approval of the graduate coordinator.
- No more than 6 hours may be at the 50000 level
- The student must complete at least 15 hours of economics courses other than those in independent study and research (62096, 62098, etc.)

A student may also select, with departmental approval, a limited number of courses outside the Department of

Economics.

**Financial Economics Track**

<b>Core</b>	<b>Hours</b>
ECON 62050.....	3
ECON 62051.....	3
ECON 62054.....	3
ECON 62061.....	3
B AD 66061.....	3
B AD 66062.....	3
Total .....	18
Electives .....	12
Program Total.....	30

Students take two electives in economics and two electives in finance. The finance electives are chosen from a list of approved finance electives, with the approval of the graduate coordinator. For economics elective courses, students may select any M.A.-or Ph.D.-level economics courses subject to the following restrictions: all choices must have the approval of the graduate coordinator; no more than 3 hours may be at the 50000 level; and the student must complete at least 15 hours of economics courses other than those in independent study and research (62096, 62098, etc.).

A student may also select, with departmental approval, a limited number of courses outside the Department of Economics.

**Master of Science in Nursing/Master of Business Administration**

The Master of Science in Nursing and Master of Business Administration (M.S.N./M.B.A.) dual-degree program is designed for experienced nurses whose career goals include assuming middle or executive management positions in health services agencies or in health-related companies, or who are interested in starting their own business. It combines the strengths of advanced nursing preparation with the practical management knowledge needed to develop significant leadership capabilities.

The M.S.N.-M.B.A. dual degree is a demanding program requiring the fulfillment of 63 credit hours of coursework. Practicum experiences, an integral part of the program, provide a combined management and nursing focus. A management

internship near the end of the program enables students to practice new leadership skills within a challenging health-care setting. Coursework in nursing and management is integrated and concurrent, thereby providing synergistic learning between the two disciplines.

#### ADMISSION

Students apply to both the College of Nursing and to the Graduate School of Management with one set of application materials. Each program makes an independent admission decision. Admission is determined based upon undergraduate grade point average, Graduate Record Examination (GRE) or Graduate Management Admission Test (GMAT) scores, three letters of reference, an essay addressing the applicant's career direction, and prior nursing experience (a minimum of two years clinical practice is strongly preferred).

#### PROGRAM REQUIREMENTS

At 63 credit hours for the dual degree, students save 33 credit hours from master's requirements by not pursuing the two degrees independently. There are 18-34 credit hours in the M.S.N. (normally 36-40) and 39-45 credit hours in the M.B.A. (normally 54). This program includes 34 credit hours of core courses, 6-10 hours of practicum experience, 5-11 hours of theory and research, 9 hours of executive and international courses, and 9 hours of integration and capstone courses. By taking three courses per semester, the dual-degree program can be completed within two years full-time, or at two courses per semester, within three and one-half years on a part-time basis. Student learning needs and previous coursework may create individual variation in the dual-degree curriculum.

#### Master of Library and Information Science/Master of Business Administration

The Master of Library and Information Science and Master of Business Administration (M.L.I.S.-M.B.A.) dual-degree program is designed for managers of large libraries and information centers. Individuals in these positions need knowledge pertaining to planning, organizing, staffing, directing and controlling. Advanced education to obtain knowledge and learn skills related to these management functions enables students to take advantage of career opportunities both in library settings and other information settings, both in the profit and nonprofit sectors.

#### ADMISSION

Students apply to both the School of Library and Information Science and to the Graduate School of Management. Each program makes an independent admission decision. Admission is determined based upon undergraduate grade point average, strong performance on the Graduate Record Examination, three letters of reference, and an essay regarding the applicant's career direction.

#### PROGRAM REQUIREMENTS

At 69-70 credit hours for the dual degree, students save 26-27 credit hours by not taking the two master's degrees independently. There are 33-34 credit hours in business (normally 54 hours) and 25 hours in library and information science (normally 36 hours).

The M.L.I.S.-M.B.A. dual-degree curriculum includes 33 hours of M.B.A. coursework, 24 hours of library science courses, 6 hours of executive modules, and 12 hours from either business or library science.

#### Master of Architecture/ Master of Business Admin.

Graduate students interested in advanced preparation in architecture and in business administration may apply for admission to the M.Arch. and M.B.A. dual-degree program, offered jointly by The College of Architecture and Environmental Design (CAED) and the Graduate School of Management (GSM). This program is designed for architects or undergraduate architectural students whose career goals include assuming middle or executive management positions in architectural practices, or who are interested in starting their own businesses.

#### ADMISSION

The program is available to those holding a preprofessional degree in architecture (B.S. or B.Arch.) with undergraduate coursework equivalent to the Kent State University Bachelor of Science degree (see the Kent State University Undergraduate Catalog or visit the CAED Web site). Conditional admission may be granted with specific additional coursework, including a Comprehensive Building Design and Technology Studio.

Applicants must also hold an undergraduate minimum GPA of 2.75 (A=4.0).

Students need to apply to both CAED and the Graduate School of Management (GSM) following the respective application guidelines.

For CAED, in addition to Kent State University regular application requirements, admission to the program is administered through the Graduate Studies Committee and requires:

- letters of reference (at least three, one of which is from a nonacademic source)
- statement of purpose
- portfolio of design work, clearly indicating applicant's role in group projects.
- GRE scores.

Each school will make an independent decision and the student will be notified in one letter of the decisions made in both programs.

**PROGRAM REQUIREMENTS**

Students in the M.Arch./M.B.A. dual degree program must earn at least a total of 74 credit hours, 35 from the M.Arch. program and 39 from the M.B.A. program.

The required core courses are:

<b>MArch Courses</b>	<b>Hours</b>
ARCH 66995*.....	1
ARCH 60101.....	6
ARCH 60102.....	4
ARCH 60103.....	9
ARCH 60150.....	3
ARCH 60301.....	3
ARCH 60922.....	2
ARCH 65001.....	2
ARCH 65002.....	2
ARCH 65003.....	3
B AD 63037.....	3
B AD 63038.....	3
B AD 64005.....	3
B AD 64041.....	3
B AD 64042.....	3
B AD 64158.....	3
B AD 64185.....	3
B AD 64271.....	3
B AD 65051.....	3
B AD 65184.....	3
B AD 66061.....	3
ECON 62021.....	3
ECON 62022.....	3

\* ST course in Professional Practice

Actual offerings and schedules vary from year to year and CAED and GSM will jointly provide a pre-approved recommended course of study. Students who wish to take a different course of study need to obtain separate approvals from CAED and GSM graduate coordinators. Contact the CAED graduate secretary for details on coursework registration.

### Dual Degree: Master of Arts in Translation and Master of Business Administration

Graduate students interested in advanced preparation in foreign language translation and in business administration may apply for admission to the M.A. Translation and M.B.A. dual degree program, offered jointly by the Department of Modern and Classical Languages and the Graduate School of Management. This program is designed for students with significant foreign language skills who wish to integrate graduate business education with advanced foreign language translation. This dual degree might be suitable for those whose career goals including assuming middle or executive management positions in international business or language industry enterprises or who are interested in starting their own businesses in the language services industry.

**ADMISSION**

Applicants interested in pursuing the dual degree must apply separately for admission to the College of Arts and Sciences and the College of Business. Applicants are encouraged to apply to the two programs at the same time, although students pursuing the M.A. in Translation can apply for the dual degree up to but no later than the end of their first year of study, provided their first-year elective was taken in the College of Business. For students pursuing the dual degree full-time, the M.A. in Translation is conferred at the end of their second year of study and the M.B.A. at the end of their third year.

**PROGRAM REQUIREMENTS**

Students in the M.A. Translation and M.B.A. dual degree program must earn a total of 70-73 credit hours. There is a minimum requirement of 33 credit hours from the M.B.A. program and the M.A. in Translation requires from 25-28 credit hours. An additional 12 hours may be chosen from Business Administration or Translation. A minimum GPA of 3.0 must be maintained. The required courses are:

<b>M.A. Translation</b>	<b>Hours</b>
TRST 60010.....	2
FR, GER, JAPN, RUSS, SPAN 6x010.....	2
TRST 60011.....	3
TRST 60012.....	3
TRST 60001.....	3
FR, GER, JAPN, RUSS, SPAN 6x250.....	3
FR, GER, JAPN, RUSS, SPAN 6x251.....	3
FR, GER, JAPN, RUSS, SPAN 6x979.....	3
Second Language, Culture or other approved courses.....	6

<b>M.B.A.</b>	<b>Hours</b>
B AD 63037.....	3
B AD 63038.....	3
B AD 64005.....	3
B AD 64041.....	3
B AD 64584 <sup>1</sup> .....	3
B AD 64185.....	3
B AD 64158.....	3
B AD 65050.....	3
B AD 65051.....	3
B AD 66061.....	3
ECON 62021.....	3
ECON 62022.....	3

**M.B.A. or M.A. in Translation**

	<b>Hours<sup>2</sup></b>
B AD 64042 or TRST 60012.....	3
B AD 64271 or TRST 60013.....	3
International Elective (either unit).....	3

<sup>1</sup> or approved substitute including study abroad

<sup>2</sup> minimum 3 credits must be taken from MCLS

The M.B.A. program should be initiated before 12 hours in the M.A. Translation program have been completed. The M.A. in

Translation is awarded upon completion of the requirements of that degree. The M.B.A. is awarded upon completion of the joint M.B.A./M.A. Translation degree program.

Actual offerings and schedules vary from year to year and MCLS and GSM jointly provide a pre-approved recommended course of study. Students who wish to take a different course of study need to obtain separate approvals from the MCLS and GSM graduate coordinators.

### Master of Business Administration Programs at International Universities

M.B.A. students who wish to study abroad may apply for the M.B.A. exchange program with Groupe Ecole Superieure Commerce de Rennes (Groupe ESC Rennes) in France. If students are able to spend a full year abroad, they may be able to satisfy the master's requirements at both institutions and thereby earn dual master's degrees.

Kent State M.B.A. students who are able to take and pass their final examinations in French will receive the M.B.A. from Rennes in addition to an M.B.A. from Kent State. If they instead take their examinations in English, they can receive the M.A. in International Business. Students who elect to spend a single semester at Ecole Superieure Commerce de Rennes will receive the certificate in International Business upon successful completion of requirements, along with the Kent State M.B.A.

#### DUAL-DEGREE CAUTIONARY NOTE

Students will be cautioned that those admitted to any dual-degree program must satisfy all program requirements as specified. Should a student decide to leave one of the programs and pursue a single degree, he or she will be informed that program requirements will then be the same as those normally needed for a single degree.

### Doctor of Philosophy

Doctoral study in business administration prepares highly qualified candidates for positions of professional responsibility in university teaching, research, and administration or research careers in governmental and private agencies. The Ph.D. is a scholarly degree. Its purpose is to develop the intellectual potential of the student through emphasis on specific areas within the framework of the major business disciplines.

#### ADMISSION

Admission to the Ph.D. program is limited to persons who show outstanding potential for doctoral study and for later professional achievement. The Ph.D. program is designed for full-time study only. By definition, a full-time graduate student is one registered for 8 to 16 hours in any one semester, with 16 hours being the maximum number that may be carried per semester.

Applicants for admission to the Ph.D. program must meet the standards of the College of Business Administration.

Among the factors considered for admission are the applicant's previous academic record, scores on the Graduate Management Admission Test and professional experience and recommendations. Most students have earned master's degrees in business or related fields, and many have prior teaching and/or business experience. Applicants whose native language is not English must take the Test of English as a Foreign Language (TOEFL) and have the official test results submitted directly to Kent State University. All applicants are encouraged to visit the school to learn more about the program and meet the professors in their areas of interest.

Concentrations are available in the following areas:

- Accounting
- Finance
- Management Systems
- Marketing

In addition to the above areas, minor fields may also be chosen from the following areas:

- Applied Statistics
- Economics
- Information Systems
- International Business

#### PROGRAM REQUIREMENTS

The Ph.D. program consists of five phases: proficiency requirements, supportive coursework, concentration and minor coursework, comprehensive examinations and dissertation. The course requirements in the proficiency phase are roughly equivalent to an AACSB-accredited M.B.A. degree, and certain courses may be waived based upon completed graduate and undergraduate coursework.

The Ph.D. program calls upon the student to complete a minimum of six courses in quantitative analysis, economic theory and other analytical courses supportive of the student's area of concentration; five courses in his or her major area; and a four-course minor.

After completion of the coursework, each student must pass comprehensive examinations in his or her major area. No universal language requirement for the Ph.D. degree in business administration is necessary.

Successful completion of the comprehensive examinations and approval of a dissertation topic shall constitute admission to candidacy for the Ph.D. degree. The final phase of the Ph.D. program is the preparation of the Ph.D. dissertation. Upon completion, the dissertation is defended before a committee of the graduate faculty.

### Course Numbering System

Courses offered primarily for students in the Master of Business Administration, Master of Science in Accounting and Doctor of Philosophy programs have the Business Administration (B AD) prefix.

Graduate courses offered by the Department of Economics leading to the Master of Arts degree are listed under ECON.

Courses offered by the Department of Finance, leading to the M.S. in Financial Engineering, are listed under FIN.

Accounting (ACCT) courses in the 50000 series may be offered jointly with the respective 40000 level course. Graduate students enrolled in the 50000 level courses will be required to complete additional coursework and perform at higher levels than expected of undergraduates who may be enrolled in the 40000 level course. Business administration courses in the 50000 series are intended primarily for nonbusiness graduate students. Those B AD courses in the 60000 series are intended primarily for students in the M.B.A. and M.S. in Accounting programs. Courses numbered B AD 60000 are open to master's students who have completed less than 34 hours of graduate coursework. Courses numbered B AD 70000 are open to master's students with more than 34 hours of graduate coursework, to students who already possess a master's degree and to doctoral students. Courses numbered B AD 63021 through 63036 and 63039 through 63098 are offered for the Master of Science in Accounting program; these courses are open to M.B.A. students with permission. Courses numbered B AD 80000 are open to doctoral students only.

Graduate courses in other departments of the university may be taken by graduate students in business administration with the consent of the instructor and approval by the associate dean of the Graduate School of Management.

Occasionally, graduate students in nonbusiness programs are interested in taking coursework in the Graduate School of Management as electives. The school limits this to M.B.A. courses for which the student meets all prerequisites. Courses classified as executive module or integrative management are limited to students admitted to the Graduate School of Management.

### Accounting (B AD & ACCT)

#### ACCT 53013

##### ADVANCED MANAGEMENT ACCOUNTING (3)

Advanced techniques and issues in costing and accounting measurement for management planning, decision-making and control. Professional accounting research and teamwork skills emphasized. This course may be offered jointly with ACCT 43013. Students enrolled in ACCT 53013 will be required to complete additional coursework and perform at higher levels than expected of students enrolled in ACCT 43013. Prerequisite: ACCT 33010 and 33012 or permission of instructor.

#### ACCT 53014

##### ADVANCED ACCOUNTING SYSTEMS (3)

Emphasizes the analysis, design and implementation of accounting information systems and internal controls. Written communication, ethical decision making, and computer application skills emphasized. This course may be offered jointly with ACCT 43014. Students enrolled in ACCT 53014 will be required to complete additional coursework and perform at higher levels than expected of students enrolled in ACCT 43014. Prerequisite: ACCT 33004 or permission of instructor.

#### ACCT 53020

##### CORPORATE ACCOUNTING III (3)

Business combinations; consolidated financial statements; specialized disclosures; foreign currency impacts; intercorporate investments. Professional accounting research and interpersonal skills emphasized. This course may be offered jointly with ACCT 43020. Students enrolled in ACCT 53020 will be required to complete additional coursework and perform at higher levels than expected of students enrolled in ACCT 43020. Prerequisite: ACCT 33012 and ACCT 43031, or equivalents.

#### ACCT 53033

##### INCOME TAXATION II (3)

Advanced partnership and corporate tax problems; estate and gift taxation; tax administration and practice. Professional accounting research and written communication skills are emphasized. This course may be offered jointly with ACCT 43033. Students enrolled in ACCT 53033 will be required to complete additional coursework and perform at higher levels than expected of students enrolled in ACCT 43033. Prerequisite: ACCT 43031 or equivalent.

#### ACCT 53034

##### NONPROFIT ACCOUNTING AUDITING (3)

Unique nonprofit, financial reporting, managerial accounting, and financial and operating audits for government and non-profit entities. Professional accounting research, written communication, and ethical decision making emphasized. This course may be offered jointly with ACCT 43034. Students enrolled in ACCT 53034 will be required to complete additional coursework and perform at higher levels than expected of students enrolled in ACCT 43034. Prerequisite: ACCT 33012 or permission of instructor.

#### ACCT 53095

##### SPECIAL TOPICS ACCOUNTING (1-3)

Special topics course that will be offered periodically with different topics and different faculty involved each time the course is offered.

**B AD 63022/73022****PROFESSIONAL ISSUES AND ETHICS IN ACCOUNTING (3)**

A capstone course for the M.S.A. program. Investigates issues confronting the accounting profession today by reviewing the past, examining the present, and looking into the future. Topics covered include history and characteristics of the profession, regulation of the profession, ethical challenges facing accountants and auditors, fraud, and the future of the profession. Professional accounting research, verbal and written communication emphasized. Prerequisite: Graduate/Doctoral standing and special approval.

**B AD 63024/73024****IT AUDIT AND CONTROL (3)**

Examines the control and security of accounting information systems with an auditing perspective. Includes the role of IS audit function, IS auditing standards, system risks, application controls, and current issues facing IS auditors. Research, writing, and ethics will be emphasized. Prerequisite: ACCT 43010 and ACCT 4/53014, or equivalents.

**B AD 63025/73025****ANALYSIS AND VALUATION OF BUSINESS USING FINANCIAL STATEMENTS (3)**

Uses financial statements to analyze business strategy, accounting issues, finances, and future prospects. Uses case studies to apply business valuation framework to security analysis, credit, corporate financing policies, and management communications. Research and writing will be emphasized. Prerequisite: ACCT 33001 or B AD 63037 or equivalents, or permission of instructor.

**B AD 63030/73030****INTERNATIONAL ACCOUNTING (3)**

Study of reporting in United States capital markets for domestic and foreign firms; evaluation of differences in accounting, auditing and financial reporting between nations; impact of international operations on accounting for decision-making. Interpersonal skills emphasized. Prerequisite: ACCT 33012 or permission of instructor.



Courses taught in the College of Business and Graduate School of Management utilize the most up-to-date technology available to provide an effective and valuable learning experience.

**B AD 63031/73031****ADVANCED AUDITING THEORY AND PRACTICE (3)**

Advanced conceptual and practical understanding of audit methodology and role of auditors. Focus on use of professional judgment in applying auditing standards, on ethical considerations, and on fraud. Review of current trends and developments in the public accounting profession. Written communication and ethical decision-making emphasized. Prerequisite: ACCT 43010 or equivalent.

**B AD 63032/73032****ACCOUNTING THEORY, HISTORY, AND INSTITUTIONS (3)**

Survey of history of accounting and development of principles, followed by intensive study of theoretical problems related to determination of income and presentation of financial position. International and current issues also discussed. Written communication and ethical decision-making emphasized. Prerequisite: ACCT 33012 or permission of instructor.

**B AD 63037/73037****FINANCIAL ACCOUNTING—MANAGERIAL ACTION (3)**

In-depth study of financial accounting concepts and basic financial statements. Examination of significant accounting issues affecting financial reporting and their impact on analysis and interpretation of financial information for decision-making. Open only to M.B.A. and M.A. students. Cannot count toward M.S.A. degree. Prerequisite for 73037: Doctoral standing.

**B AD 63038/73038****ACCOUNTING FOR MANAGERIAL ACTION AND EVALUATION (3)**

Review of cost accounting concepts and cost behavior. In-depth study of analyzing costs for pricing and product mix decisions; activity-based cost systems; budgeting; planning and control issues; methods of remaining competitive in a global environment; compensation issues. Open only to M.B.A. and M.A. students. Cannot count toward M.S.A. degree. Prerequisite: Special approval and Graduate/Doctoral standing.

**B AD 63042****TAXATION OF CORPORATIONS AND SHAREHOLDERS (3)**

An in-depth study of tax law that pertains to corporations and shareholders; corporate organization; liquidation; reorganization; and subchapter S Tax research and verbal communication emphasized. Prerequisite: ACCT 43031.

**B AD 63043****TAXATION OF PARTNERSHIPS AND PARTNERS (3)**

An in-depth study of formation, operation, termination and liquidation and other special problems of partnerships. Tax research and verbal communication emphasized. Prerequisite: ACCT 43033/53033.

**B AD 63045****TAX RESEARCH AND PLANNING (3)**

Tax planning; tax accounting practice; administrative procedure; research methodology and problems. Tax research and verbal communications emphasized. Prerequisite: ACCT 43033/53033.

**B AD 63046****ADVANCED TAX ISSUES (3)**

Advanced tax coverage of C and S corporations and partnerships. The Internal Revenue Code, Treasury Regulations and case law will be utilized in problem-solving. Ethics, verbal communications, and negotiating skills will be stressed. Prerequisite: ACCT 43033/53033.

**B AD 63092****INTERNSHIP (3)**

Supervised practical experience with public accounting firm or industrial firm. Periodic reports required. S/U grading. Prerequisite: Enrollment in the M.S. in Accounting program; ACCT 33010 and 33012.

**B AD 63093/73093****VARIABLE TITLE WORKSHOP IN ACCOUNTING (1-3)**

To be determined when a specific course is proposed for a particular term. S/U grading. Prerequisite: Special approval, and Graduate/Doctoral standing.

**B AD 63098/73098****RESEARCH IN ACCOUNTING (1-3)**

Individually selected topic is investigated and reported in formal paper. May extend beyond one semester. IP grade permissible. Prerequisite: Graduate or doctoral standing, major in accounting or equivalent.

**B AD 83031****AUDITING ISSUES (3)**

A seminar designed to provide doctoral students with the opportunity to broaden their understanding of financial and operational auditing theory and research. Prerequisite: ACCT 43010.

**B AD 83033****MANAGERIAL ACCOUNTING ISSUES (3)**

Library research and discussion will cover basic areas in cost/managerial accounting. Coverage will include a thorough understanding of the areas, the role of mathematical models, and emerging issues/problems. Emphasis will be placed on integrating the topical areas.

**B AD 83037****FINANCIAL ACCOUNTING ISSUES (3)**

Capstone theory course in which accounting conventions, principles and concepts of a currently controversial nature are explored and debated. Emerging issues in financial accounting, reporting and research are examined. Prerequisite: Doctoral standing.

**B AD 83038****BASIC ACCOUNTING RESEARCH METHODOLOGY (3)**

Examination of basic research methodology and how the methodology is applied in accounting research. Introduction to statistical packages and databases. Research paper required; IP permissible. Prerequisite: Doctoral standing.

**B AD 83091****SEMINAR — SELECTED ACCOUNTING TOPICS (3-6)**

Topics vary with each offering, usually from the following: auditing, taxation, fund accounting, accounting systems, and accounting education issues. Repeat enrollment for different topics permitted. Prerequisite: Doctoral standing and special approval.

### Management and Information Systems (B AD)

**B AD 64005/74005****STATISTICS FOR MANAGEMENT (3)**

This course uses computer capabilities to use and understand a variety of statistical techniques and applies these techniques to business problems. Prerequisite: Admission to M.B.A. program.

**B AD 64007/74007****INFORMATION TECHNOLOGY (3)**

Overview of database and advanced information processing technologies and their integration. Emphasis is placed on the use of the application to the manufacturing and service industries. Prerequisite: Graduate or doctoral standing and permission of instructor.

**B AD 64011/74011****SYSTEMS SIMULATION (3)**

Techniques and applications of computer simulation of existing or proposed real-world systems. Use of simulation language, simulations studies, analysis of interpretation and of results. Prerequisite: Graduate or doctoral standing and permission of instructor.

**B AD 64012/74012****SCHEDULING AND PLANNING (3)**

An introduction to production planning and scheduling models used to solve real-world problems. Included are aggregate planning; nonlinear cost; production and workforce smoothing; adaptive, multistage models and pull systems (JIT, OPT). Prerequisite: B AD 6/74003.

**B AD 64013/74013****NONPARAMETRIC STATISTICS (3)**

This course is a presentation of statistically sound techniques for analysts who want to adopt nonparametric procedures to their specific analytic needs. Prerequisite: B AD 6/74005.

**B AD 64015/74015****STOCHASTIC MODELS (3)**

Mathematical modeling of systems involving one or more random variables. Probabilistic concepts in mathematical modeling; Poisson process, Markov chains and processes with applications to production, inventory, reliability and queues. Prerequisite: Permission of instructor.

**B AD 64017/74017****MULTIVARIATE STATISTICS (3)**

This course is devoted to a study of multivariate statistical methods. Topics include multivariate analysis of variance, canonical correlation, principal component analysis, discriminant analysis, cluster analysis and factor analysis. Prerequisite: B AD 6/74023.

**B AD 64018/74018****MATHEMATICAL PROGRAMMING (3)**

Advanced techniques including interior-point methods in linear programming; branch-and-bound and cutting-plane methods; traveling salesman and knapsack models in integer programming. Prerequisite: B AD 6/74003.

**B AD 64019/74019****QUANTITATIVE MANAGEMENT MODELING (3)**

The purpose of this course is to introduce the student to the principles and the approaches of problem formulation and solving by quantitative management methods. Prerequisite: B AD 6/74015.

**B AD 64020/74020****ADVANCED STATISTICAL MODELS (3)**

This is a special focus course for which the topics will vary. It will generally include sampling techniques, experimental designs, similar statistical methods, internal and external validity, and reliability issues. Prerequisite: B AD 6/74023.

**B AD 64023/74023****LINEAR STATISTICAL MODELS AND APPLICATIONS (3)**

Models and applications of simple and multiple regression, correlation and analysis of variance. Prerequisite: B AD 6/74005.

**B AD 64031/74031****QUALITY AND RELIABILITY SYSTEMS (3)**

Modern quality and reliability assurance that combines statistical and behavioral aspects; sampling plan, statistical process control, tolerancing, reliability assurance, product and product optimization, economical allocation and scheduling of inspection. Prerequisite: Graduate or doctoral standing and permission of instructor.

**B AD 64033/74033****MODERN MANUFACTURING MANAGEMENT (3)**

Major areas of study: Importance of manufacturing and competitive position of U.S. manufacturing; strategic and organizational responses to gain competitive advantage; developments in manufacturing systems and management techniques. Prerequisite: Permission of instructor.

**B AD 64041/74041****OPERATIONS MANAGEMENT (3)**

Develops a framework for analysis of operating problems. Uses computer, quantitative and behavioral models to develop operating plans consistent with organizations' competitive (or service) strategy. Prerequisite: B AD 64005.

**B AD 64042/74042****MANAGEMENT INFORMATION SYSTEMS (3)**

Theory, development, application and management of information systems and their impact on people and organizations; emphasis on strategy, ethics and competitive advantage of modern technology. Prerequisite: Graduate/Doctoral standing.

**B AD 64045/74045****SYSTEM DEVELOPMENT METHODOLOGIES (3)**

Critical comparative analysis of various technological and organizational methods for design, construction and maintenance of information systems. Survey of contemporary technologies and extrapolation to possible futures.

Prerequisite: Graduate or doctoral standing and permission of instructor.

**B AD 64046/74046****SEMINAR IN COMPUTER-SUPPORTED COLLABORATIVE WORK (3)**

Technical and management considerations of collaborative work technology, including networking; topics such as groupware, group decision support systems, telework, local area networking, Internet and network references. Prerequisite: Graduate or doctoral standing and permission of instructor.

**B AD 64047/74047****MANUFACTURING TECHNOLOGY AND STRATEGY (3)**

This course provides the student with an introduction to modern techniques in manufacturing and the necessary strategic concepts to implement them. A similar discussion of service industries is also included. Prerequisite: Graduate or doctoral standing and permission of instructor.

**B AD 64080/74080****EMERGING HARDWARE AND SOFTWARE TECHNOLOGIES (3)**

Investigation of selected emerging hardware and software technologies such as parallel processing systems, computer languages and operation systems, artificial intelligence, neural networks and chaos theory. Prerequisite: Graduate or doctoral standing and permission of instructor.

**B AD 64081/74081****DATA COMMUNICATIONS AND NETWORKING IN BUSINESS (3)**

An introduction to telecommunications and computer networks. Topics include telecommunications technologies and services, communication standards and protocols, local area networks and network management. Prerequisite: Graduate or doctoral standing and permission of instructor.

**B AD 64082****DATABASE MANAGEMENT SYSTEMS (3)**

In-depth investigation of intelligent database management systems in support of business decision-making. An understanding of relational databases is assumed. Object-oriented and semantic database will be explored. Prerequisite: Permission.

**B AD 64083****INFORMATION SECURITY: A MANAGERIAL PERSPECTIVE (3)**

Introduction to the information security areas that managers must understand in order to deal with today's security threat-laden environment. The emphasis is on the important principles and concepts that managers utilize to develop effective security risk management programs. Prerequisite: Admission to the M.B.A. program or admission to the M.S. program in Information Architecture and Knowledge Management.

**B AD 64108/74108****ADVANCED TOPICS IN HUMAN RESOURCES MANAGEMENT AND ORGANIZATIONAL BEHAVIOR (3)**

Intensive investigation of selected topics in human resources management and/or organizational behavior. Students will be expected to undertake a research project on a topic jointly determined by the student and the instructor. Prerequisite: Graduate or doctoral standing and permission of instructor.

**B AD 64158****LEADERSHIP AND MANAGERIAL ASSESSMENT (3)**

Develop understanding and skills in self-management and team leadership using assessment instruments, role playing and organizational incidents. IP permissible.

**B AD 64160/74160****LEADERSHIP AND ORGANIZATIONAL CHANGE (3)**

Develop understanding of the theories and techniques needed for the successful management of significant organizational change with emphasis on discussion, exercises and case studies.

**B AD 64165/74165****HIGH PERFORMANCE ORGANIZATIONS (3)**

Considers the traits of organizational leaders and the processes they use to implement changes in organizations.

**B AD 65184/75184****INTERNATIONAL BUSINESS (3)**

Study of the business firm in a global context. Application of theory and practice of American business administration to international operations of firms. Prerequisite: B AD 6/75051 and 66061.

**B AD 64185/74185****BUSINESS STRATEGY (3)**

Integrative approach to the study of policy formulation and implementation. Formalized planning systems reviewed; case analysis of actual business situations helps student further develop analytical and communication skills. Prerequisite for 64185: completion of 24 credit hours of business administration (B AD) courses, and Graduate standing. Prerequisite for 74185: Special approval, and Doctoral standing.

**B AD 64261/74261****STRATEGIC DECISION-MAKING AND HUMAN RESOURCE MANAGEMENT (3)**

Provides a graduate-level introduction to the fundamental concepts of HRM/OB and strategic decision-making. Prerequisite: Graduate or doctoral standing and permission of instructor.

**B AD 64263/74263****EMPLOYEE SELECTION AND APPRAISAL (3)**

This course will focus primarily on issues associated with the person-/job-matching process in modern organizations related to the selection and appraisal of employees. Prerequisite: B AD 64271.

**B AD 64270/74270****ORGANIZATIONAL ANALYSIS (3)**

Theoretical basis and research findings are discussed, permitting the student to analyze and understand complex work organizations. Data provided prepares the student to analyze, design and solve organizational problems within the work environment. Prerequisite for 64270: Graduate standing. Prerequisite for 74270: Special approval and Doctoral standing.

**B AD 64271****HUMAN RESOURCES MANAGEMENT (3)**

Explores the management of a firm's human resources from practical and theoretical perspectives of managing people at work. Prerequisite: Admission to M.B.A. program.

**B AD 64275/74275****STRATEGIC GLOBAL MANAGEMENT (3)**

Strategic global management explores micro-level concepts and strategic managerial alternatives within the context of current global business operations in the political, economic and cultural environment facing today's manager. Prerequisite for 64275: completion of 24 credit hours of business administration (B AD) courses and Graduate standing. Prerequisite for 74275: Doctoral standing and special approval.

**B AD 64277/74277****MICRO-ORGANIZATIONAL ANALYSIS: INDIVIDUAL BEHAVIOR (3)**

An examination of theory and research on individual behavior in organizations. Special attention is given to theories of motivation, job satisfaction, goal setting, task design and feedback systems.

**B AD 64285/74285****MANAGING HIGH TECHNOLOGY (3)**

This course will cover tools and processes for anticipating and implementing high technologies to assure maximum return on investment for long-term competitive advantage. Prerequisite: B AD 6/74007 and 6/74049.

**B AD 74262****COMPETITIVE STRATEGIC ANALYSIS (3)**

Develops an understanding of the critical factors involved in formulating industry-analytic, competitive strategy and evaluating its effectiveness. Prerequisite: Graduate or doctoral standing and permission of instructor.

**B AD 84007****INFORMATION TECHNOLOGY (3)**

Overview of information technologies and their management. Emphasis is placed on current issues in each of the IS technology types and business issues on their acquisition, management and value. Prerequisite: Doctoral standing.

**B AD 84012****SCHEDULING AND PLANNING (3)**

An introduction to production planning and scheduling models used to solve real-world problems. Included are aggregate planning, nonlinear cost, production and workforce smoothing, adaptive, multistage models and pull systems (JIT, OPT). Prerequisite: Doctoral standing.

**B AD 84015****STOCHASTIC MODELS (3)**

Mathematical modeling of systems involving one or more random variables: basic probability theory, Poisson process, Markov chain and Markov process, with applications to production, inventory, reliability and queuing systems. Prerequisite: Doctoral standing and permission.

**B AD 84020****ADVANCED STATISTICAL MODELS (3)**

This is a special-focus course for which the topics will vary. It will generally include sampling techniques, experimental designs, other advanced statistical models, internal, external validity and reliability issues, and time series analysis. Prerequisite: Doctoral standing.

**B AD 84031****QUALITY AND RELIABILITY SYSTEMS (3)**

Modern Q&R assurance that combines statistical and behavioral aspects: Sampling Plans, Statistical Process Control, Tolerancing, Reliability Assurance, Product and Product Optimization, Economical Allocation and Scheduling of Inspection. Prerequisite: Doctoral standing.

**B AD 84045****SYSTEM DEVELOPMENT METHODOLOGIES (3)**

Critical comparative analysis of various technological and organizational methods for design, construction and maintenance of information systems. Survey of contemporary technologies and extrapolation to possible futures. Prerequisite: Doctoral standing.

**B AD 84047****MANUFACTURING TECHNOLOGY AND STRATEGY (3)**

This course provides the student with an introduction to modern techniques in manufacturing and the necessary strategic concepts to implement them. A similar discussion of service industries is also included. Prerequisite: Doctoral standing and permission.

**B AD 84080****EMERGING HARDWARE AND SOFTWARE TECHNOLOGIES (3)**

Investigation of selected emerging hardware and software technologies such as parallel processing systems, computer languages and operations systems, artificial intelligence, neural networks and chaos theory. Prerequisite: Doctoral standing.

**B AD 84081****DATA COMMUNICATIONS AND NETWORKING IN BUSINESS (3)**

An introduction to telecommunications networks, services and regulations. Topics include transmission media, communications standards and protocols, local and wide area networks, and network management and security. Prerequisite: Doctoral standing.

**B AD 84082****DATABASE MANAGEMENT SYSTEMS (3)**

In-depth investigation of intelligent database management systems in support of business decision-making. An understanding of relational databases is assumed. Object-orientation and other advanced database concepts will be explored. Prerequisite: Doctoral standing.

**B AD 84083****INFORMATION INFRASTRUCTURE SECURITY (3)**

A course in infrastructure security. In-depth examination of current issues in this field including network vulnerability, privacy and legal issues and government agencies. Pre- or corequisite: B AD 84112.

**B AD 84108****ADVANCED TOPICS IN HUMAN RESOURCE MANAGEMENT AND ORGANIZATIONAL BEHAVIOR (3)**

Intensive investigation of selected topics in human resources management and/or organizational behavior. Students will be expected to undertake a research project on a topic jointly determined by the student and the instructor. Prerequisite: Doctoral standing.

**B AD 84112****RESEARCH METHODOLOGY (3)**

The objectives of this course are to formulate a research problem and develop testable research hypotheses; develop research skills by learning the different research methods and techniques; explain information contained in research statistical outputs such as SAS and SPSS; enable students to conduct meaningful and high-quality research in their specific field of interest.

**B AD 84261****STRATEGIC DECISION-MAKING AND HUMAN RESOURCE MANAGEMENT (3)**

Provides a first graduate-level introduction to the fundamental concepts of HRM/OB and strategic decision-making. Prerequisite: Doctoral standing and permission.

**B AD 84262****COMPETITIVE STRATEGIC ANALYSIS (3)**

Develops an understanding of the critical factors involved in formulating industry-analytic competitive strategy and evaluating its effectiveness. Prerequisite: Doctoral standing.

**B AD 84263****EMPLOYEE SELECTION AND APPRAISAL (3)**

This course will focus primarily on issues associated with the person-/job-matching process in modern organizations related to the selection and appraisal of employees. Prerequisite: Doctoral standing.

**B AD 84266****READINGS IN MANAGEMENT SYSTEMS (3)**

Survey of the leading writers and research studies in the area of management systems. The course addresses methodologies, major theoretical developments and practical applications.

**B AD 84275****STRATEGIC GLOBAL MANAGEMENT (3)**

Explores micro-level concepts and strategic managerial alternatives within the context of current global business operations in the political, economic and cultural environment facing today's manager. Prerequisite: Doctoral standing.

**B AD 84277****ORGANIZATIONAL BEHAVIOR AND THEORY (3)**

An examination of theory and research on individual and group behavior in organizations. Special attention is given to theories of motivation, job satisfaction, goal setting, task design, feedback systems, group dynamics, power and teams. Prerequisite: Doctoral standing.

**B AD 84285****MANAGING HIGH TECHNOLOGY (3)**

This course will cover tools and processes for anticipating and implementing high technologies to assure optimal return on investment for long-term competitive advantage. Prerequisite: Doctoral standing.

**B AD 84291****SEMINAR IN MANAGEMENT SYSTEMS (3)**

Intensive investigation of selected topics in organization and strategic management. Student will be expected to undertake research on a topic determined in joint consultation with the instructor. Prerequisite: Permission of instructor.

### Economics (ECON)

**ECON 52040****INTRODUCTION TO ECONOMETRICS (3)**

Application of economic models, probability distributions, estimation, estimators, and regression and correlation as tools in economic analysis.

**ECON 52045****MATHEMATICAL ECONOMICS (3)**

Systematic exposition of mathematical techniques and their application to economic analysis. Among topics that may be covered are: sets, relations/functions, matrix algebra, differential and integral calculus and optimization techniques.

**ECON 52065****PROBLEMS OF MONETARY AND FISCAL POLICY (3)**

Analysis of objectives, techniques and economic effects of monetary and fiscal policies.

**ECON 52068****INDUSTRIAL ORGANIZATION AND PUBLIC POLICY (3)**

Theoretical, empirical and critical examination of structure, operation and performance of industrial markets in American economy.

**ECON 52073****COMPARATIVE ECONOMIC SYSTEMS (3)**

Comparisons of economic systems and their theories: West Europe, East Europe and Russia, other continents, and United States. Critique of Marxian theory and Russian communism.

**ECON 52076****ECONOMIC DEVELOPMENT (3)**

Analysis of nature and significance of barriers to and future potential for economic development of a nation. Special emphasis on theories and strategic factors pertaining to economic growth.

**ECON 52078****ECONOMIC HISTORY OF TECHNOLOGICAL AND INDUSTRIAL DEVELOPMENT (3)**

Historical survey of major economic and technological developments in Western countries from the Middle Ages to the 20th century.

**ECON 52080****REGIONAL ECONOMICS (3)**

Examines techniques of regional economic analysis to promote understanding of interregional disparities in developed nations and suggests policy alternatives for alleviating problems arising from disparities.

**ECON 52081****URBAN ECONOMICS (3)**

Application of economic principles to urban spatial patterns, economic development, and public policy in housing, transportation, pollution, welfare, etc.

**ECON 52083****HISTORY OF ECONOMIC THOUGHT (3)**

Economic thought from Mercantilist Period to early 20th century, especially emphasizing theories of Classical school, Marginalists, Marx and Neoclassicists.

**ECON 52085****PUBLIC FINANCE (3)**

Examination of public expenditure and taxation policies including the theory of public goods, collective decision making, cost-benefit analysis, equity and efficiency aspects of taxation and current government policy issues. Prerequisite: ECON 22060.

**ECON 52086****ECONOMICS OF HEALTH CARE (3)**

Overall objective is to use economic analysis to understand and evaluate what has and is happening to the health care profession and current health care policies under consideration. Topics include issues such as Medicare, health care reform, HMOs and increasing costs in health care. Prerequisite: ECON 62022 or equivalent or permission.

**ECON 52087****LAW AND ECONOMICS (3)**

A study of the economic foundations of the legal system and the impact of legal systems on market behavior. Prerequisite: Permission.

**ECON 52291****VARIABLE CONTENT SEMINAR IN ECONOMICS (1-4)**

Various special seminars will be announced in the *Schedule of Classes* under this course number. Repeatable for a total of 12 hours. Prerequisite: Permission.

**ECON 52293****VARIABLE TOPIC WORKSHOP IN ECONOMICS (1-6)**

Various special workshops will be announced in the *Schedule of Classes* under this course number. Repeatable for a total of 18 hours. S/U grading. Prerequisite: Permission.

**ECON 52295****SPECIAL TOPICS IN ECONOMICS (3)**

Various special topics will be announced in the *Schedule of Classes* under this course number. Repeatable for a total of 9 hours. Prerequisite: Permission.

**ECON 52297****VARIABLE TOPIC COLLOQUIUM IN ECONOMICS (1-3)**

Various special colloquia will be announced in the *Schedule of Classes* under this number. Repeatable for a total of 9 hours. Prerequisite: Permission.

**ECON 62010/B AD 72010****SURVEY OF ECONOMICS (3)**

Survey of basic economic concepts and methods of analysis of both micro- and macroeconomics. Emphasis is placed on the use and relevance of economic concepts and tools in business decision-making.

**ECON 62015****ECONOMICS OF INFORMATION (3)**

Introduction to micro-economic theory and decision-making and its applications to the information economy. Overview of the economics of information. Consumer behavior and production theory; the demand for information; information as a factor of production; information cost and pricing. Case studies in the information industry.

**ECON 62021/B AD 72021****BUSINESS CONDITIONS ANALYSIS AND PUBLIC POLICY (3)**

Analysis of forces determining economic growth, employment, inflation and international competitiveness, with emphasis on understanding the business cycle and government stabilization policies. Prerequisite: B AD 64005 (may be taken concurrently).

**ECON 62022/B AD 72022****MANAGERIAL ECONOMICS (3)**

Uses economic theory and quantitative methodologies to develop decision-making skills that enable managers of local, national and multinational companies to evaluate problems and allocate resources efficiently. Prerequisite: B AD 64005, and MATH 11012, MATH 12002 or ECON 62010, and Graduate/Doctoral standing.

**ECON 62050/B AD 72050****MICRO-ECONOMIC THEORY I (3)**

Comprehensive analysis of methodology of economics, consumer behavior, production and costs, the firm, markets and welfare economics. Prerequisite: ECON 62022 or equivalent. (It would be useful if the student had some facility in integral and differential calculus.)

**ECON 62051/B AD 72051****MACROECONOMIC THEORY I (3)**

Analysis of the determination of the level of income, employment, inflation, economic growth, consumption, investment, money demand and supply, the international sector, and economic policy are discussed. Prerequisite: ECON 62021 or equivalent; ECON 62022 or equivalent.

**ECON 62052/B AD 72052****MICRO-ECONOMIC THEORY II (3)**

Selected topics in micro-economic theory. Prerequisite: ECON 62050.

**ECON 62053/B AD 72053****MACROECONOMIC THEORY II (3)**

Selected topics in macroeconomic theory. Prerequisite: ECON 62050 and 62051.

**ECON 62054/B AD 72054****ECONOMETRICS I (3)**

Introduction to problems and methods of the empirical estimation of economic relationships.

**ECON 62055/B AD 72055****ECONOMETRICS II (3)**

Covers generalized linear regression, mixed estimation, simultaneous equation systems, their identification and estimation by single equation and systems estimation. Prerequisite: ECON 62054.

**ECON 62056 /B AD 72056****TIME SERIES ANALYSIS (3)**

Covers various kinds of time series models, including ARIMA, GARCH, unit roots and cointegration and vector autoregressive models. Students will gain hands-on experience with all models learned in the course. Prerequisite: Permission.

**ECON 62061/B AD 72061****MONETARY THEORY AND POLICY (3)**

A study of the nature and definition of money, its relationship to prices, output, employment and interest rates, and problems related to the conduct of monetary policy. Prerequisite: ECON 62021 or equivalent.

**ECON 62071/B AD 72071****LABOR ECONOMICS (3)**

Theoretical and applied analyses of wage determination, the supply of skills, labor market discrimination, and the effects of trade unions and government policies. Prerequisite: ECON 62022 or equivalent.

**ECON 62075/B AD 72075****INTERNATIONAL TRADE (3)**

Study of modern international trade theory and policy, including free trade areas, international trade organizations, current issues in international trade, and the effect of international trade on domestic policy. Prerequisite: ECON 62021 or equivalent; and ECON 62022 or equivalent.

**ECON 62076/B AD 72076****INTERNATIONAL FINANCE (3)**

Study of the international monetary relations between nations, including the determination of exchange rates, managed exchange rate policies, balance of payments crises, optimum currency areas and international capital flows. Prerequisite: ECON 62021 or equivalent.

**ECON 62077/B AD 72077****ECONOMIC PROBLEMS OF DEVELOPING AREAS (3)**

In-depth analysis of selected topics and issues in development economics. Prerequisite: ECON 52076 or permission.

**ECON 62078/B AD 72078****SEMINAR IN INTERNATIONAL ECONOMICS (3)**

Analysis of recent contributions and current problems in international trade and finance. Prerequisite: ECON 62075 and 62076 or permission.

**ECON 62092****INTERNSHIP IN ECONOMICS (3)**

Supervised practical experience in economics. Eligibility requirements available from the internship coordinator. S/U grading. Prerequisite: Admission to the M.A. in Economics program and permission.

**ECON 62095/B AD 72095****SPECIAL TOPICS IN ECONOMICS (3)**

Selected topics in economics. Topics will vary depending on instructor and topics of current interest. Repeat enrollment for different topics permitted. Prerequisite: Permission.

**ECON 62096****INDEPENDENT STUDY (1-3)**

Independent study on a particular project or sequence of subjects. Maximum of 6 semester hours of work may be earned in independent study, although no more than 3 hours in any one semester. IP permissible. Prerequisite: Graduate standing and special approval.

**ECON 62098****RESEARCH (1-15)**

Research for master's students. May apply toward degree requirements if approved in advance by department. Repeat registration permitted.

**ECON 62180/B AD 72180****REGIONAL ECONOMICS (3)**

Examines techniques of regional economic analysis with the object of promoting understanding of interregional disparities in developed nations and policies for alleviating problems arising from disparities.

**ECON 62182/B AD 72182****PUBLIC EXPENDITURE AND COST BENEFIT ANALYSIS (3)**

Theoretical and applied aspects of public expenditure and cost benefit analysis. Uses economic theory to appraise public expenditure alternatives in advanced and developing countries. Prerequisite: ECON 62022 or equivalent.

**ECON 62184/B AD 72184****PUBLIC FINANCE (3)**

Analysis of market failure including the theory of public goods and externalities. An examination of the incidence and output effects of various taxes.

**ECON 62199****THESIS I (2-6)**

Thesis students must register for total of 6 hours, 2 to 6 hours in a single semester, distributed over several semesters if desired. S/U grading; IP permissible. Prerequisite: Permission of adviser.

**ECON 62299****THESIS II (2-6)**

Thesis students must continue registration each semester until all degree requirements are met. S/U grading; IP permissible. Prerequisite: ECON 62199.

**ECON 64004/B AD 74004****QUANTITATIVE METHODS IN BUSINESS ADMINISTRATION I (3)**

Introduction to fundamentals of matrix algebra, differential calculus and linear programming. Both algebraic and transcendental functions are included in discussion.

**B AD 82024****SEMINAR IN APPLIED ECONOMIC ANALYSIS (3)**

Discussion and analysis of selected current economic problems confronting the economy and the business sector. Emphasis will be on applied analysis.

**Executive M.B.A. Program (B AD)****B AD 67007/77007****COMPUTER SYSTEMS — EMBA (2)**

An introduction to the use of computers in business decision-making. Prerequisite for 67007: EMBA admission. Prerequisite for 77007: Doctoral standing and special approval.

**B AD 67010/77010****EXECUTIVE COMMUNICATIONS — EMBA (2)**

Analysis and practice of written, verbal and nonverbal communication skills as they apply to managerial and workgroup productivity and quality of work life.

**ECON 67021/B AD 77021****BUSINESS CONDITIONS ANALYSIS AND FORECASTING — EMBA (2)**

Presentation and analysis of the factors that determine real Gross National Product, employment and unemployment, and inflation, with emphasis on application and forecasting.

**ECON 67022/B AD 77022****MANAGERIAL ECONOMICS — EMBA (2)**

Analysis of managerial decision-making within the economic environment with emphasis on the firm's economic decisions under different market and business conditions.

**B AD 67031/77031****FINANCIAL REPORTING FOR EXECUTIVES — EMBA (2)**

Study of basic principles, concepts and financial reporting for external users and the impact this will have on executive decisions.

**B AD 67032/77032****ACCOUNTING INFORMATION FOR EXECUTIVE ACTION — EMBA (2)**

Study of managerial decision-making through planning and control techniques. Major emphasis will be on profit planning, responsibility accounting, cost behavior patterns, and application of accounting data to basic planning and control decisions.

**B AD 67040/77040****OPERATIONS MANAGEMENT — EMBA (2)**

This course is designed for executives who have minimal experience with the production or operations phase of business. In this course, they will develop skill in defining operating problems, in identifying alternative solutions and selecting the most viable solution.

**B AD 67041/77041****APPLIED STATISTICAL ANALYSIS — EMBA (2)**

An analysis of univariate and multivariate statistical models and the use of these models to solve practical problems. A comparison of classical and neoclassical statistical approaches is also conducted.

**B AD 67042/77042****MANAGEMENT INFORMATION SYSTEMS — EMBA (2)**

Synthesis of computer/information technology organization behavior and functional aspects of business to enhance decision-making and strategic planning skills of the manager.

**B AD 67043/77043****DYNAMICS OF LEADERSHIP FOR EXECUTIVES — EMBA (2)**

Leadership skills including: team development, conflict resolution, negotiation, communications and project development. These skills along with ethical considerations are developed to enhance business decision-making. Prerequisite for 67043: Graduate standing. Prerequisite for 77043: Doctoral standing.

**B AD 67051/77051****MARKETING MANAGEMENT — EMBA (2)**

The various elements comprising marketing strategy are studied as components of integrated programs directed toward industrial and consumer markets.

**B AD 67058/77058****MARKETING STRATEGY AND PLANNING — EMBA (2)**

Focuses on integration of marketing planning into the strategic planning process. Deals mostly with marketing strategy at the level of senior management rather than operations.

**B AD 67061/77061****FINANCIAL PLANNING AND STRATEGY — EMBA (2)**

Problems and approaches to financial decision-making in business enterprises: controlling the allocation of funds among both current and fixed assets, assessing financial needs, and planning the mix and methods of financing.

**B AD 67062/77062****MONEY AND CAPITAL MARKETS — EMBA (2)**

Analysis and evaluation of the structure, functions and characteristics of domestic and international money and capital markets as the financing mechanism for business and non-business systems.

**B AD 67070/77070****ORGANIZATIONAL ANALYSIS AND DESIGN — EMBA (2)**

The course is concerned with the development of both theoretical and practical concepts related to complex work organizations.

**B AD 67071/77071****HUMAN RESOURCE MANAGEMENT — EMBA (2)**

The course will deal with some of the major areas of interest to the management of human resources. Special emphasis will be placed on areas of staff planning, such as job analysis and selection.

**B AD 67082/77082****LEGAL AND SOCIAL IMPACT ON MANAGERIAL DECISION-MAKING — EMBA (2)**

Managerial decision-making is examined in terms of the real and potential impacts of the legal, political and social environment of business.

**B AD 67084/77084****MULTINATIONAL BUSINESS MANAGEMENT — EMBA (2)**

The course covers the management of multinational corporations, including environmental and cultural aspects and the financial, marketing, production and personnel functions of international operations. (Elective)

**B AD 67085/77085****EXECUTIVE POLICIES AND PLANNING — EMBA (2)**

The course concentrates on the determination of corporate strategy in the business firm and its implementation through appropriate organizational arrangements and procedures.

**B AD 67090/77090****APPLIED RESEARCH DESIGN — EMBA (1)**

Introduction to research design in management. The course deals with the applications of the scientific method to solving organizational problems with a decision-making context.

**B AD 67091/77091****SEMINAR IN EXECUTIVE SKILLS DEVELOPMENT — EMBA (1-2)**

A series of seminars developing managerial skills such as communications, leadership, teamwork, project and time management, etc. Offered primarily in first year of program.

**B AD 67096/77096****APPLIED RESEARCH PROJECT — EMBA (3)**

A research project based on an applied business or economic problem will be conducted under the direct supervision of a participating faculty member in the EMBA program.

**B AD 67191/77191****SEMINAR IN CURRENT ISSUES FOR EXECUTIVE DEVELOPMENT — EMBA (1-2)**

A series of seminars on current managerial, technological or economic problems facing the executive in today's society. Emphasis on global issues.

**B AD 67291/77291****EMBA RESIDENCY SEMINAR (1-2)**

A two- to-three-day intensive introduction to basic concepts and integration of EMBA program content. Emphasis on group analysis and/or simulation.

**Finance (B AD & FIN)****B AD 66040/76040****FINANCIAL CONCEPTS (3)**

An in-depth study of the principles and processes for making financial decisions in the firm. The investment, financing, dividend and working capital management decisions are structured from the standpoint of their impact on firm value. Detailed treatment is also devoted to advanced financial analysis as well as integrative financial planning and strategy. Prerequisite: ECON 6/72010 and B AD 6/73037.

**B AD 66050****THE LEGAL AND ETHICAL ENVIRONMENT OF MANAGEMENT DECISIONS (3)**

This course examines the impact that various laws and regulations as well as ethical considerations in society exert on the business managerial decision-making process.

**B AD 66061/76061****FINANCIAL MANAGEMENT I (3)**

Study of financial decision-making processes within a firm. Emphasis on applications and strategic planning in investment, financing, dividend and working capital decisions. Prerequisite: B AD 63037 and 63038; ECON 62021.

**B AD 66062/76062****FINANCIAL MANAGEMENT II (3)**

Advanced treatment of financial topics with focus on current issues of strategic importance. Case and project intensive. Prerequisite: B AD 6/76061.

**B AD 66063/76063****FINANCIAL MARKETS AND INSTITUTIONS (3)**

Study of money and capital markets and institutions and their managerial and environmental problems, including regulation and supervision by government. Prerequisite: B AD 6/76061.

**B AD 66064/76064****INTERNATIONAL FINANCIAL MANAGEMENT (3)**

Problems facing financial management of multinational firms including environmental problems, organizing for optimal results, sources and uses of funds, accounting, tax and control problems. Prerequisite: B AD 6/76061.

**B AD 66065/76065****COMMERCIAL BANK MANAGEMENT (3)**

Application of financial concepts to management of commercial banks. Emphasizes decision-making and problem-solving techniques. Prerequisite: B AD 6/76063.

**B AD 66066/76066****ADVANCED SECURITY AND INVESTMENT THEORY (3)**

Integrated investment analysis with portfolio analysis and management. Coverage of the leading portfolio and capital asset models. Prerequisite: B AD 66061.

**B AD 66067****RISK MANAGEMENT AND DERIVATIVES (3)**

Theory and practice of financial valuation, computation and analysis. Valuation of derivative financial instruments, diffusion models, systematic risk analysis, and optimal multi-currency, multi-asset attribution analysis for global portfolio management. Prerequisite: B AD 66061.

**B AD 66069/76069****REAL ESTATE (3)**

A study of real estate valuation, financing, investment and brokerage. Emphasis is in both theoretical and pragmatic terms with regard to land use and development.

**FIN 66075****LEGAL ASPECTS OF FINANCIAL ENGINEERING (3)**

Coverage of the legal, regulatory and compliance aspects of derivative use and the current legal standing of derivatives and regulatory issues associated with derivatives. Issues of risk measurements and risk transparency of derivatives markets and disclosure issues are covered. Prerequisite: FIN 66080.

**FIN 66080****DERIVATIVES I (3)**

An introduction to the theory and practice of pricing and hedging of derivative securities. Coverage of equity and index, foreign currency, commodity and interest-rate derivatives. Basic mathematical concepts and the institutional structure of derivative markets discussed. Corequisite: B AD 66061.

**FIN 66081/76081****DERIVATIVES II (3)**

Coverage of exotic options, discrete and continuous pricing models and pricing techniques. Develops the economic foundations of the theory of derivatives and a mathematical tool kit to analyze standard instruments and "dissect" exotic ones. Prerequisite: FIN 66080, B AD 66061.

**FIN 66084/76084****FINANCIAL ENGINEERING (3)**

Coverage of VaR, hedging techniques, synthetic assets and volatility trading. Risk management and risk control models are covered. Surveys, standard approaches to measuring and modeling financial risk from the risk manager perspective. Prerequisite: FIN 66080, B AD 66061.

**FIN 66085/76085****FIXED INCOME MARKETS (3)**

Provides a quantitative approach to fixed income instrument use. Covers the mathematics of bond pricing, term structure analysis and pricing of credit risk. Trees and Monte Carlo methods of evaluation are presented. Prerequisite: FIN 66080, B AD 66061.

**B AD 86061****THEORIES OF FINANCIAL DECISION-MAKING (3)**

Object is to discuss how individuals and firms allocate resources through time. Basic emphasis on optimal investment decisions under conditions of certainty and uncertainty.

**B AD 86062****THEORY OF CORPORATE FINANCE (3)**

A study of the theory and empirical evidence from a global perspective regarding corporate financial management. IP permissible.

**B AD 86064****INTERNATIONAL FINANCIAL MARKETS, INSTITUTIONS AND MANAGEMENT (3)**

This course presents an intense examination of the major global issues and underlying theories concerning the financial management of international business firms and the financial markets and institutions that facilitate such operations. Reading assignments will consist of the leading journal articles in this area. IP permissible.

**B AD 86066****INVESTMENT THEORY (3)**

A study of the theory and empirical evidence from a global perspective regarding investment analysis, valuation and portfolio selection. IP permissible.

**B AD 86097****SEMINAR IN FINANCE (3)**

An examination of selected current developments in the literature of finance.

**B AD 86098****RESEARCH IN FINANCE (3)**

Research area of current interest. This structured course is designed to enable the doctoral candidate to complete an acceptable dissertation proposal in the field of finance.

### Marketing (B AD)

#### **B AD 65050/75050**

##### **MODERN ENTREPRENEURIAL MANAGEMENT (3)**

Analysis and application of the key elements of both entrepreneurship (new business starts) and entrepreneurship in existing companies. Prerequisite for 65050: Completion of 24 credit hours of business administration (B AD) courses and Graduate standing. Prerequisite for 75050: Doctoral standing and special approval.

#### **B AD 65051/75051**

##### **MARKETING MANAGEMENT (3)**

Analysis of marketing management at a level appropriate to students with limited background in the subject. Course encompasses lecture discussion, problems, and cases. Prerequisite: Graduate/Doctoral standing.

#### **B AD 65053/75053**

##### **PROMOTION MANAGEMENT (3)**

All elements of the promotional mix — advertising, sales, promotion, publicity, public relations and personal selling — will be considered as part of an integrated communications strategy. Primary emphasis will be placed on advertising. A comprehensive set of analytical frameworks will be developed covering a range of topics from the firm's marketing strategy to the message strategy embodied in a single advertisement. These analytic frameworks will be applied to a series of case studies throughout the course. Prerequisite: B AD 65051.

#### **B AD 65054/75054**

##### **INTERNATIONAL MARKETING**

This course focuses on the types of marketing decisions facing the international marketing manager or vice president in the multinational firm. Prerequisite: B AD 65051 and 65184.

#### **B AD 65057/75057**

##### **MARKETING RESEARCH (3)**

Examination of the research process as applied to decision-making. Course focuses on steps in problem formulation, the research process, application of techniques, and basic data analysis using SPSS-PC. Prerequisite: B AD 65051.

#### **B AD 65060/75060**

##### **MARKETING STRATEGY AND PLANNING (3)**

Focuses on integration of marketing planning into the strategic planning process. Deals mostly with marketing strategy at the level of senior management rather than operations. Prerequisite: B AD 65051.

#### **B AD 65063/75063**

##### **ANALYTICAL METHODS IN MARKETING RESEARCH (3)**

Application of statistical techniques in marketing research. Prerequisite: B AD 6/74003 and 6/75051.

#### **B AD 65064/75064**

##### **BUYER BEHAVIOR (3)**

An analysis of the concepts of buyer/consumer behavior, focusing on the behavioral sciences theories underlying marketing models and their application to marketing strategies. Prerequisite: B AD 6/75051.

#### **B AD 65066/75066**

##### **MARKETING THEORY (3)**

Examination of the evolution of marketing thought and philosophy of science concepts as the foundations for evaluating theoretical constructs in marketing. Prerequisite: 6/75051.

#### **B AD 65068/75068**

##### **MARKETING STRATEGY AND PLANNING FOR NONPROFIT ORGANIZATIONS (3)**

Focuses on the development and implementation of marketing plans in the private and public nonprofit organizations. Prerequisite: B AD 6/75051.

#### **B AD 85057**

##### **MARKETING RESEARCH (3)**

Focuses on the construction of a conceptual framework; the design of an experiment/sampling plan; data collection methods and the application of statistical techniques. IP permissible.

#### **B AD 85063**

##### **ANALYTICAL METHODS IN MARKETING RESEARCH (3)**

Application of multi-variant statistical techniques in marketing research. IP permissible.

#### **B AD 85064**

##### **BUYER BEHAVIOR (3)**

An analysis of extant and emerging theories, models and concepts of buyer/consumer behavior and their development and testing. IP permissible.

#### **B AD 85066**

##### **MARKETING THEORY (3)**

The central objective of the course is to develop the doctoral student's background in marketing theory, theory construction and the creation of marketing knowledge. IP permissible.

#### **B AD 85091**

##### **ADVANCED INTERNATIONAL MARKETING SEMINAR (3)**

This course covers the theoretical research development of the field of international marketing. IP permissible.

#### **B AD 85097**

##### **SEMINAR IN MARKETING (3)**

Investigation of selected topics in marketing.

#### **B AD 85098**

##### **RESEARCH IN MARKETING (3)**

Designed to assist students in developing dissertation topics or to provide an opportunity to study material or topics not covered elsewhere in the program.

**Advanced Independent Coursework (B AD)****B AD 60092/70092  
INTERNSHIP (3)**

Practical experience with a commercial or nonprofit organization under the guidance of a professor who is a member of the graduate faculty. Periodic progress reports are required with a graduate-level-quality paper and possible presentation at the end of the course. Prerequisite: Graduate/Doctoral standing and special approval.

**B AD 60093/70093  
VARIABLE TITLE WORKSHOP (1-6)**

Workshops on selected business administration subjects designed to meet needs of special groups. S/U grading.

**B AD 60095  
SPECIAL TOPICS IN BUSINESS ADMINISTRATION (1-3)**

In-depth exposure to selected topics in business administration. Topics will vary depending on instructor and topic of current interest. Repeat enrollment for different topics permitted.

**B AD 60096  
INDIVIDUAL INVESTIGATION (2-3)**

For M.B.A., M.S. or M.A. candidates who have completed a minimum 12 hours of work of superior quality, with permission of the director, Graduate School of Management. Prerequisite: Graduate standing and special approval.

**B AD 60098  
RESEARCH (1-15)**

Research or individual investigation for master's-level graduate students. Credits earned may be applied toward meeting degree requirements if the department approves.

**B AD 60199  
THESIS I (2-6)**

Thesis students must register for a total of 6 hours, 2 to 6 hours in a single semester, distributed over several semesters if desired. S/U grading; IP permissible.

**B AD 60299  
THESIS II (2)**

Thesis students must continue registration each semester until all degree requirements are met. S/U grading; IP permissible. Prerequisite: B AD 60199.

**B AD 61093/71093  
WORKSHOP IN COLLEGE TEACHING (1-2)**

A series of seminars devoted to enhancing doctoral students' teaching abilities. This course is open to all doctoral students but is intended for students newly enrolled in the program. S/U grading.

**B AD 61094/71094  
COLLEGE TEACHING (1-2)**

Training, supervision and evaluation in college-level instruction. Maximum of 2 hours applicable toward degree. S/U grading. Repeat registration permitted.

**B AD 68050/78050  
FIELD STUDY (3)**

Analysis and solution of a corporate institutional problem. A group of students will work together under the supervision of a professor. Prerequisite: Completion of the first year of M.B.A.

**B AD 70198  
RESEARCH (1-15)**

Research or individual investigation for doctoral-level students, or master's students with at least 34 hours of graduate coursework.

**B AD 80091  
DOCTORAL SEMINAR (1)**

A continuing seminar for all students in the Ph.D. program that cuts across all areas of functional specialization. Prerequisite: Admission to Ph.D. program.

**B AD 80098  
RESEARCH (1-3)**

Research or individual investigation for doctoral students who have not yet passed their candidacy examination. Usually research applied toward dissertation. Prerequisite: Ph.D. standing, permission.

**B AD 80199  
DISSERTATION I (10-15)**

Doctoral dissertation for which registration in at least two semesters is required, first of which will be semester in which dissertation work is begun and continuing until the completion of 30 hours. S/U grading; IP permissible. Prerequisite: Doctoral standing and special permission.

**B AD 80299  
DISSERTATION II (1 OR 15)**

Continuing registration required of doctoral students who have completed the initial 30 hours of dissertation and continuing until all degree requirements are met. S/U grading; IP permissible. Prerequisite: B AD 80199.