

COLLEGE OF BUSINESS ADMINISTRATION

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The Kent State University College of Business Administration and Graduate School of Management fulfill their charge from the university and the state of Ohio by providing high-quality undergraduate, graduate and executive programs, primarily to the citizens of northeastern Ohio. For selected graduate programs, the geographical sphere encompasses national and international clientele.

The College of Business Administration is responsible for graduate programs in management at Kent State University. It offers graduate study through its Master of Business Administration (full-time and professional), Executive Master of Business Administration, Master of Arts in Economics, Master of Science in Accounting, Master of Science in Financial Engineering and Doctor of Philosophy in Business Administration programs.

Dual-degree programs are also offered with the School of Nursing, the School of Library and Information Science, the School of Architecture and Environmental Design and with a leading international university. 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. program, most of these degree programs may be completed on a part-time or full-time basis. The five academic departments of the College of Business Administration provide advanced graduate study in the areas of accounting, economics, finance, international business, marketing, organization and administration, quantitative methods, and management information systems — preparing students for careers in business, government and education.

All doctoral and master's students in management should obtain a current copy of the relevant *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.

Persons seeking information on graduate nondegree status should consult the Graduate School of Management, Room 310A, Business Administration Building (330) 672-2282.

Visit <http://business.kent.edu> for more information.



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: the full-time day program; the professional (part-time) evening program (PMBA); and the executive program (EMBA). This section of the catalog addresses the full-time and professional programs; the EMBA program is described in a later section. In addition, those students who hold undergraduate business degrees are eligible for the accelerated M.B.A. program on either a full-time or 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 up to 12 hours of elective courses in the field. Alternatively, the student may choose to take 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 their M.B.A. programs from 54 hours of required coursework to as low as 39 hours of coursework. Students from undergraduate business programs that are not accredited also may be eligible for reduced programs. In all cases, waiver of coursework is determined on a case-by-case basis. The student must have received a grade of "B" 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 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 Graduate Management Admission Test 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 the Educational Testing Service by telephone, fax or e-mail:

GMAT
Educational Testing Service
P.O. Box 6103
Princeton, NJ 08541-6103
Phone: (609) 771-7330
Fax: (609) 883-4349
E-mail: gmat@ets.org
Internet: <http://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 and 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 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 Courses	Hours
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

Executive M.B.A. Program

The Executive M.B.A. Program is a unique learning experience where business professionals become true cohorts by taking all their classes together and studying in teams. The breadth and the diversity of the student participants and senior faculty provide an educational experience designed especially for qualified business executives who wish to obtain an M.B.A. degree on weekends without substantially interrupting their business careers.

The curriculum is designed in a modular format with two courses being offered concurrently over each eight-week period. This enhances the learning process by concentrating on only two subject areas at any given time. While the instructional method employed is determined by the nature of the course and the orientation of the faculty, the nature and composition of the EMBA class lends a unique element to the instructional process. Since the class is composed of practicing professionals, their individual experiences and collective wisdom create an interactive instructional environment. A spirit of camaraderie develops in a class that moves together from the first day of orientation through graduation.

During the interim second-year summer session, participants can engage in an applied research project that deals with a business problem of personal interest. A faculty adviser is assigned to each student for the project. These projects combine on-the-job decision problems with the formal curriculum to provide a unique and meaningful educational experience for the EMBA student.

The total EMBA program fee includes several activities that are unique to the EMBA curriculum, including two (off-campus) residencies and an International Business Experience (IBE) in which the participants study and visit both foreign companies and U.S. corporations operating in other countries as well as government agencies and financial markets. The IBE is the culmination of the yearly theme incorporated in the initial residency and special topic sessions. In order to minimize interference with the busy professional's work commitments, the program fee includes all course materials, books, administrative work, parking and registrations, as well as snacks during breaks. The program is 26 months long.

ADMISSION

Admission to this program requires a minimum of three to five years of professional experience in a responsible position. In addition, applicants must have an acceptable undergraduate record from an accredited college and a satisfactory score on the Graduate Management Admission Test. The applicant and employer must make a firm commitment to the program for two years. 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) 672-3586.

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 from among three accounting concentrations: Assurance Services (including external and internal auditing); Controllershship and Accounting Systems; 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, an above average accounting grade point average (if applicable) and an interview. An admissions committee also evaluates each applicant's communication skills, work experience and recommendations provided by 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 32 hours is required. Students may elect an internship option during one term. All accounting courses are 3 credit hours, with the exception of the internship course which is 2 credit hours.

M.S.A. Program for Undergraduate Accounting Majors

ASSURANCE SERVICES

<i>Required Courses</i>	<i>Hours</i>
ACCT 53014	3
ACCT 53020	3
ACCT 53033	3
B AD 63022	3
B AD 63031	3

CONTROLLERSHIP AND ACCOUNTING SYSTEMS

<i>Required Courses</i>	<i>Hours</i>
ACCT 53013	3
ACCT 53014	3
ACCT 53020	3
ACCT 53033	3
B AD 63022	3

TAXATION

<i>Required Courses</i>	<i>Hours</i>
ACCT 53014	3
ACCT 53020	3
ACCT 53033	3
B AD 63022	3
B AD 63046	3

ELECTIVE ACCOUNTING COURSES - Select one not included as a required course:

ACCT 53013	3
ACCT 53034*	3
B AD 63028	3
B AD 63030	3
B AD 63031	3
B AD 63032	3
B AD 63046	3
B AD 63092	2
B AD 63093	1-3
B AD 63098	1-3

Nonaccounting elective courses approved by the M.S. in Accounting adviser** 14-15

Total hours required for M.S. in Accounting 32

*For students in the Assurance concentration, must be included in the accounting electives if it has not been included in the student's undergraduate accounting program.

**During the admission evaluation, the M.S. in Accounting adviser will identify any business economics or statistics deficiencies which can be included in the 14-15 hours of non-accounting electives.

M.S.A. Program Alternatives Without an Undergraduate Accounting Major

The second track of study is a program for students either with a liberal arts undergraduate degree or with a business (but not accounting) major. Two alternatives to complete the undergraduate accounting core are available for this track: (1) an accelerated set of courses offered in the intersession and summer, or (2) completion of the undergraduate accounting core; after completing one of these two options, students complete the same 32 hour program as students with an undergraduate accounting major to obtain the M.S. in Accounting degree (see above program description).

Accelerated Course Alternative to Complete Undergraduate Accounting Course plus Graduate Accounting & Business Requirements:

B AD 63004	2
B AD 63019	2
B AD 63012	3
B AD 63013	2
B AD 63049	2
B AD 63016	3
B AD 63010	2
Total Hours	16

Graduate Accounting and Business Requirements.....32-39*

Total Hours for M.S. in Accounting*.....48-55

Undergraduate Accounting Course Alternative to Complete Undergraduate Accounting Core plus Graduate Accounting & Business Requirements

ACCT 23020	3
ACCT 23021	3
ACCT 33001	3
ACCT 33004	3
ACCT 33010	3
ACCT 33012	3
ACCT 43010	3
ACCT 43031	3
Total Hours	24

Graduate Accounting and Business Requirements32-39*

Total Hours for M.S. in Accounting*.....56-63

Following completion of one of these two alternatives open to the student with a nonaccounting undergraduate program,

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:

Accounting hours: 18-18
 Graduate business hours: 14-21
 Total: 32-39

The accounting course requirements are described above. The graduate business requirements include the following courses:

B AD	64005	3
B AD	64270	3
or			
B AD	64271	3
B AD	64041	3
B AD	65051	3
B AD	66061	3
ECON	62022	3
FIN	36072**	3

Total Hours of Graduate Accounting Business Requirements for Students Without Undergraduate Accounting Major (required in addition to one of two alternatives to complete undergraduate accounting core described above)* 32-39

*Total Hours depends on waivers if any, for the business, economics and statistics courses listed; for students with an undergraduate degree in business, the minimum hours most likely will be required, and some substitutions may be approved by the M.S. in Accounting adviser.

**FIN 36072 is an undergraduate course which is required for all accounting majors.

Master of Science in Financial Engineering

The interdisciplinary Master of Science Degree in Financial Engineering (MSFE) is designed for students with strong quantitative background with the goal of becoming risk management officers and/or traders. The program is a demanding one requiring the fulfillment of 36 credit hours of coursework, including an industry project. It combines the strengths of strong quantitative skills from mathematics, including probability and numerical computing, joined with the risk management and valuation skills from finance. The program emphasizes applied skills in the area of financial engineering while still providing necessary theoretical background. The suggested coursework fits within the guidelines established by the International Association of Financial Engineers.

The coursework and content have been developed based on industry input from the major investment banking firms in New York and Chicago. The courses are geared to provide the students with a blend of applied and theoretical skills. The program includes 21 hours from finance, 3 hours from economics, and 12 hours from mathematics. The final modeling course

provides a synthesis of previous coursework by modeling an industry assigned project.

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. Prior financial industry experience will enhance an applicant's record.

The primary tools used to evaluate candidates will be:

1. GRE or GMAT
2. GPA at the undergraduate and, if available, graduate level
3. TOEFL score (for foreign students)
4. Transcripts for all prior degrees
5. Letters of reference
6. Statement of purpose
7. 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:

1. Calculus: differentials, infinite series, Taylor's formula, partial derivatives, multiple integrals
2. Linear Algebra: matrices, vectors, determinants, linear systems of equations, linear independence, bases, eigenvalues, eigenvectors.
3. 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.
4. Probability: continuous and discrete distributions, multivariate distributions and independence, ordinary and conditional expectations, Central Limit Theorem.
5. Statistics: regression analysis including detection of and solutions to various violations of classic regression assumptions (heteroskedasticity, autocorrelation, multicollinearity and simultaneity).
6. Computer Programming: programming ability in a high-level language such as C, C++, Fortran (77 or 90/95), Basic, Visual Basic or Matlab.
7. Economics: basic micro- and macro-economic topics including supply and demand functions, market structure and the role of money.

If students have not completed these requirements, summer workshops are offered through the College of Continuing Education that cover the topics of Probability, Ordinary Differential Equations, and Economics. Qualified students can be conditionally admitted on the basis of completing these summer workshops.

Core Courses	Hours
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 in economic research 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, in 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, in 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 or internship.

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 at 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

Core Courses	Hours
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 the following restrictions: All choices must have the approval of the graduate coordinator, no more than 6 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.

Financial Economics Track

Core	Hours
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

**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, including specialty practice and research capability, with the practical management knowledge needed to develop patient-responsive organizations. In the nursing program, students select a clinical area of concentration in nursing of the adult, psychiatric mental health nursing or parent-child nursing.

The M.S.N.-M.B.A. dual degree is a demanding program requiring the fulfillment of 64 credit hours of coursework. Practicum experiences an integral part of the program, provide a combined management and clinical care focus. A management internship near the end of the program enables students to practice new 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. Each program makes an independent admission decision. Admission is determined based upon undergraduate grade point average, Graduate Record Examination or 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 64 credit hours for the dual degree, students save 32 credit hours from master's requirements by not pursuing the two

degree degrees independently. There are 19-25 credit hours in the M.S.N. (normally 36-40) and 39-45 credit hours in the M.B.A. (normally 60). This program includes 34 credit hours of core courses, 6-10 hours of practicum experience, 6-12 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 60 hours) and 25 hours in library and information science (normally 36 hours).

The M.L.I.S.-M.B.A. dual-degree curriculum includes 21-22 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 Administration**

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 School of Architecture and Environmental Design (SAED) and the Graduate School of Management (GSM). This program is designed for architects or undergraduate

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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 (BS. 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 SAED 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 SAED and the Graduate School of Management (GSM), following the respective application guidelines.

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

1. Letters of reference (at least three, one of which is from a nonacademic source;
2. Statement of purpose;
3. Portfolio of design work, clearly indicating applicant's role in group projects;
4. GRE scores.

Items (1), (2) and (3) should be mailed directly to the graduate secretary.

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 70 credit hours, 32 from the M.Arch. program and 38 from the M.B.A. program. As per Kent State University regulations, a minimum GPA of 3.0 must be maintained.

The required core courses are the following:

Core Courses	Hours
ARCH 55093	2
ARCH 56995	3
ARCH 60101	6
ARCH 60103	9
ARCH 65001	3
ARCH 65002	3
ARCH 65003	3
ARCH 65004	3
 B AD 63037	 3

B AD 63038	3
B AD 64005	3
B AD 64041	3
B AD 64042	3
B AD 64158	2
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

Actual offerings and schedule will vary from year to year and SAED and GSM will jointly provide a preapproved Recommended Courses of Study. Students who wish to take a different Course of Study need to obtain separate approvals from SAED and GSM graduate coordinators.

Contact the SAED graduate secretary for details on course work registration.

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 diploma 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 an official test result submitted to Kent State University. The Test of Spoken English (TSE) for all international doctoral applicants from non-English-speaking countries is also required. 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/Public Policy
- Information Systems
- International Business
- International Economics

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. 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.

Courses (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. Prerequisite: ACCT 33010 and 33012.

ACCT 53014

ADVANCED ACCOUNTING SYSTEMS (3)

Readings and cases in the analysis, design and implementation of accounting information systems. Advanced spreadsheet and database applications.

ACCT 53020

CORPORATE ACCOUNTING III (3)

Business combinations; consolidated financial statements; specialized disclosures; foreign currency impacts; intercorporate investments. Verbal communication and working-in-teams skills are emphasized. Prerequisite: B AD 63016 and 63049 or equivalents.

ACCT 53033

INCOME TAXATION II (3)

Advanced federal income tax concepts for individuals and corporations, including property transactions, alternative minimum tax, international tax and passive losses. Prerequisite: B AD 63049 or equivalent.

ACCT 53034

NONPROFIT ACCOUNTING AUDITING (3)

Unique nonprofit, financial reporting, managerial accounting, and financial and operating audits for government and nonprofit entities. Professional accounting research and teamwork skills are emphasized. Prerequisite: ACCT 33012 or permission of the 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 63004

INTRODUCTION TO ACCOUNTING SYSTEMS (2)

Study of accounting information systems with emphasis on internal controls. Design and application of spreadsheets are integrated throughout the course. Microcomputer skills in accounting are emphasized.

B AD 63010

AUDITING THEORY AND CONTROL (2)

Integration of concepts and practical aspects of auditing. The importance of strong controls is stressed. Prerequisite: B AD 63012 and 63013 or equivalents.

B AD 63012

FINANCIAL ACCOUNTING THEORY AND PRACTICE I (3)

Accounting for sales, receivables, inventory, current liabilities and fixed assets. Written communication skills are emphasized. Prerequisite: B AD 63004 and 63019 or equivalents.

B AD 63013

COST ACCOUNTING (2)

Cost accounting for manufacturing and service organizations including cost determination, cost analysis and reporting costs for decision-making, planning and control. Microcomputer skills in accounting are emphasized. Prerequisite: B AD 63004 and 63019 or equivalents.

B AD 63016

FINANCIAL ACCOUNTING THEORY AND PRACTICE II (3)

Accounting for long-term liabilities, debt and equity investments, leases, pensions and other postretirement benefits, income tax allocation and owners' equity; statement of cash flows. Verbal communication skills in accounting emphasized. Prerequisite: B AD 63012 and 63013 or equivalents.

B AD 63019/73019

FUNDAMENTALS OF ACCOUNTING FOR MANAGERS (2)

Introduction to the fundamental tenets and processes of accounting systems for financial statements and managerial reports; manufacturing, costing, budgeting and use of valuation techniques; role of the accountant.

B AD 63022/73022

PROFESSIONAL ISSUES IN ACCOUNTING (3)

Issues in accounting for partnerships and other specialized entities; accounting services versus auditing engagements; specialized industries; fair value determinations; disclosure versus measurement; and other current issues. Prerequisite: B AD 63010 and 63016 or equivalent for 63022, and B AD 63010 and 63016 or permission of instructor for 73022.

B AD 63028/73028

NONPROFIT MANAGERIAL ACCOUNTING (3)

Course focuses on use of accounting information for managerial decision-making in nonprofit organizations including government entities, school districts, universities, hospitals and other nonprofits (museums, zoos, orchestras, health and welfare, and charitable organizations). Prerequisite: B AD 63004 and 63019 or equivalents for 63028, and B AD 63004 and 63019 or permission of instructor for 73028.

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. Prerequisite: B AD 63010 and 63016 or equivalent for 63030, and B AD 63010 and 63016 or permission of instructor for 73030.

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

Advanced conceptual and practical understanding of audit methodology, focusing on the role of the independent auditor and use of professional judgment in applying generally accepted auditing standards. Professional accounting research and teamwork. Prerequisite: B AD 63010 or equivalent for 63031, and B AD 63010 or permission of instructor for B AD 73031.

B AD 63032/73032**ACCOUNTING THEORY (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. Prerequisite: B AD 63016 for 63032, and B AD 63016 or permission of instructor for 73032.

B AD 63037/73037**FINANCIAL ACCOUNTING FOR 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. Prerequisite: B AD 6/73019.

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. Prerequisite: B AD 6/73037.

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

An in-depth study of tax law that pertains to corporations and shareholders; corporate organizations; liquidation; reorganization; and subchapter S. Prerequisite: ACCT 43033 and B AD 63041.

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. Prerequisite: ACCT 43033 and B AD 63041.

B AD 63044**FEDERAL ESTATE AND GIFT TAXATION (3)**

Examines federal estate, trust and gift taxation code section; application of the code to cases involving estate planning will be an extensive portion of the course. Prerequisite: ACCT 33031, 43033 and B AD 6/73041.

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

Tax planning; tax accounting practice; administrative procedure; research methodology and problems. Prerequisite: ACCT 33031.

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. Verbal communicating and negotiating skills will be stressed. Prerequisite: B AD 63041.

B AD 63049**INCOME TAXATION (2)**

In-depth exposure to selected topics in federal taxation. Topics will vary depending upon instructor and topic of current interest. Prerequisite: B AD 63004 and 63019 or equivalent.

B AD 63092**INTERNSHIP (2)**

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 33002 and 33010.

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: To be determined when course is offered.

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 72056**TIME SERIES ANALYSIS (3)**

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

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: Varies with topic; will be indicated in the *Schedule of Classes* each semester.

Administrative Sciences (B AD)

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 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, simulation 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 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**DATE 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 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**DYNAMICS OF LEADERSHIP (2)**

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: Completion of M.B.A. core.

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: Foundation courses.

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 microlevel 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: Completion of M.B.A. core.

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 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 52086**ECONOMICS 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 microeconomic 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 which enable managers of local, national and multinational companies to evaluate problems and allocate resources efficiently. Prerequisite: B AD 64005; M.B.A. proficiency in calculus.

ECON 62050/B AD 72050***MICROECONOMIC 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***MICROECONOMIC THEORY II (3)***

Selected topics in microeconomic 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***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 (3-6)***

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 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: For candidates who have completed 12 hours of superior quality work, with permission of the chair of the Department of Economics.

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: EMBA admission.

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: Graduate standing (for 67043), doctoral standing (for 77043).

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-four-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 *SOCIAL IMPACTS (2)*

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 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 66060, 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 which 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: Completion of M.B.A. core.

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 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 multivariate 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 topic 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: 30 hours of M.B.A. program, internship form, no previous internship.

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: 12 hours of graduate study and permission.

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, which 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: Admission to candidacy for doctoral program.

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.