
GRADUATE OFFERING IN

John Cook School of Business

Ellen F. Harshman, Ph.D., J.D.

Collegiate Dean

The postbaccalaureate degree programs of the John Cook School of Business are accredited by the Association to Advance Collegiate Schools of Business (AACSB) - International. The Cook School offers advanced programs leading to the M.B.A. and several professional master's degrees. Its doctoral degree program is under the academic jurisdiction of The Graduate School.

INTERNATIONAL BUSINESS AND MARKETING

Thomas W. Miller, Ph.D.

Collegiate Associate Dean and Doctoral Program Director

In conjunction with The Graduate School, the John Cook School of Business provides a program leading to the Doctor of Philosophy in Business Administration degree with a combined major in International Business and Marketing. The doctoral program requires full-time study/attendance and emphasizes university level research and teaching skills. The program is designed to prepare graduates for academic careers, typically as business school faculty.

Ph.D. in Business Administration

Prerequisites

A Master's degree in business or a related field and basic coursework in calculus and statistics. New students with limited backgrounds in business may be required to take specific coursework to ensure sufficient preparation prior to progressing into required courses toward the doctorate.

Program of Study

The program consists of 54 credit-hours of required work and has a research and teaching focus that concentrates on a joint area of study in International Business and Marketing. The curricular objective is the intellectual development of the stu-

dent through the advancement of research skills as well as the acquisition and application of knowledge.

Required Courses

Research Tools: 12 credit-hours or four courses. Exposure to research design, method, technique, and analysis.

Area of Study: 21 credit-hours or seven courses. In-depth concentration in a cross-functional area.

Research Topics: 9 credit hours or three courses. Mentored direction in research applications by individual faculty. Guidance in topical research design, literature review, and data manipulation and analysis.

Comprehensive Examinations: Zero credit hours. Written and oral examinations in the Area of Study.

Dissertation Research: 12 credit-hours. Inclusive of proposal defense and defense of final document.

COURSE DESCRIPTIONS

Graduate Courses

Accounting

ACCT.501 Accounting for Managers (3)

Focuses on the business environment and the use of managerial and financial accounting information for decision making in various business settings. Emphasizes the use of firm accounting information by internal and external users, including financial statement analysis, accrual accounting concepts, inventory and receivables, and the fundamentals of managerial accounting, cost volume profit relationships and the budgetary process.

ACCT.598 Graduate Reading Course

Prerequisite: Permission of the Department Chair.

ACCT.603 Contemporary Financial Reporting (3)

Prerequisite: ACCT.501 or permission of the instructor. This course applies professional research methods to the identification and application of financial reporting standards to cases involving actual business situations. The objective of the course is to develop students' critical thinking, verbal, and written communications, and group interaction skills. (Offered every year.)

ACCT.612 Seminar in Accounting Theory and Reporting Issues (3)

Prerequisite: ACCT.501 or permission of the instructor. Analysis of accounting theory regarding income determination and reporting problems: significance of the income statement in contemporary economy. Development of concepts of income, their influence on accounting theory; review of principles relating to income determination; current problems in computing and reporting net income. (Offered every year.)

ACCT.614 Seminar in Accounting and Society (3)

Prerequisite: ACCT.501 or permission of the instructor. Accounting in society: past, present and future, with emphasis on areas of increasing social importance. Topics include the historical significance of accounting, socio-economic accounting, corporate social accounting, social audits, role of the professional accountant in accounting for social performance, cost-ben-

efit analysis, environmental accounting, and accounting for human resources. (Offered occasionally.)

ACCT.616 International Accounting (3)

Prerequisite: ACCT.501 or permission of the instructor. Multidimensional examination of worldwide accounting principles and practices. Comparative study of the profession in response to various socio-economic environments. Theories of national practices and progress toward uniformity of accounting auditing, reporting standards. Problems of multinational corporations, inventory methods, currency translations, consolidated statements, price adjustments, transfer prices, taxes and treaties. (Offered every semester.)

ACCT.619 Financial Statement Analysis (3)

Prerequisite: ACCT.411 or FIN.600 or permission of the instructor. This course is designed to integrate the conceptual framework of accounting with analytical and critical thinking skills to evaluate how businesses function. This integration will focus on managerial uses of financial reporting information to enhance the value of the firm. The course pedagogy will focus on case analysis and related class discussion.

ACCT.621 Issues in Strategic Cost Management (3)

Prerequisite: ACCT.600. Covers advanced topics in managerial accounting such as cost analysis for pricing, activity costing, JIT production, measuring quality, executive bonus plans, and problems of competing in a world economy.

ACCT.631 Tax Planning for Individuals and Entrepreneurial Businesses (3)

Prerequisite: ACCT.501. The main objective of this course is to teach students to recognize the major tax issues inherent in business and financial transactions. The course focuses on fundamental concepts with the goal that an understanding of income taxation is relevant and critical to making good business and financial decisions.

ACCT.632 Federal Income Taxation: Flow-Through Entities (3)

Prerequisite: ACCT.631 or permission of the instructor. A study of the Federal Income Tax as it applies to entities other than individuals, including partnerships, corporations, decedents, estates, trusts, and retirement plans. Fundamentals of estate and gift taxation are also considered. (Offered every other year.)

ACCT.634 Advanced Corporate Income Tax (3)

Prerequisite: ACCT.631 or ACCT.631. Understanding the complexities of the Internal Revenue Code in defining, organizing and computing the tax liabilities of corporations. Economic ramifications of alternative approaches to corporate taxation. (Offered every year.)

ACCT.635 State and Local Taxation (3)

Prerequisite: ACCT.430 or ACCT.631. The objective of this course is to provide an overview of the principles of state and local taxation and a more specific sampling of Missouri (and occasionally) Illinois state tax issues.

ACCT.636 Seminar in Tax Research (3)

Prerequisite: ACCT.430 or ACCT.631. The course objective is to introduce students to tax research source materials and to provide students with the opportunity to conduct tax research. After the course, students should be able to identify tax issues, locate and evaluate various sources of tax law, and effectively communicate conclusions and recommendations from their research. (Offered every other year.)

ACCT.638 Wealth Planning (3)

Prerequisite: ACCT.430 or ACCT.631. Methods utilized by estate owner in planning family security and benefit from the estate. Examines impact of Subtitle B of the Internal Revenue Code and sections of the code relating to transfer of property for charitable purposes. Minimizing current and future taxes and preserve estate values is a primary consideration. (Offered every other year.)

ACCT.639 International Taxation (3)

Prerequisite: ACCT.430 or ACCT.501 or permission of the instructor. Course covers the interaction of the U.S. tax system with foreign tax systems. Primary focus is on the U.S. taxation of multinational corporations. Comparative analysis of alternative tax systems. (Offered occasionally.)

ACCT.650 E-Business: Strategic Applications and Controls (3)

This course will explore issues involved in the design, development, implementation, monitoring and management of e-business applications. Topics to be covered include (1) E-Business security, risk management and control, (2) strategic business analysis and measurement of E-Business success, and

(3) integrating your enterprise, business processes and controls utilizing E-Business applications and the internet.

ACCT.660 Research in Contemporary Accounting Issues (3)

This course is designed to be an elective course for Masters of Accounting students. The objective is to enhance students' research, analysis, understanding, and communication skills. This is a self-directed course with no set class time. The student will identify a research project and contact a full-time accounting professors to oversee their work. For more information, contact Dr. Ananth Seetharaman or Dr. Jack Kissinger.

ACCT.680 Accounting Internship (3)

Prerequisite: Permission of the department chair.

Decision Sciences

DSCI.501 Operations Management (3)

Prerequisite: MBA.502. Designed to familiarize students with production planning and control and the use of operations research techniques for analyzing and controlling manufacturing. Includes concepts of project management and linear programming, manufacturing and process selection, supply chain management, planning and scheduling, and the theory of constraints.

DSCI.598 Graduate Reading Course (3)

Prerequisite: Permission of the department chair.

DSCI.605 Integrated Production/Operations Management (3)

Prerequisite: MBA.502. Designed to familiarize students with decision-making tools and models that are utilized by operational managers to present business firm integrated operational practices in the manufacturing and service sectors, and to analyze and examine the business strategic planning process from a cross-functional perspective, utilizing case studies. Topics include: operations and supply-chain strategy, project management, strategic capacity management, job scheduling and control, logistics for facility location decisions, aggregate planning, and deterministic/stochastic inventory decisions. (Offered every semester.)

DSCI.643 Quality & Process Management (3)

Prerequisite: DSCI.501. This course is intended to serve as an in-depth examination of quality principles applied specifically to manufacturing, service and supply-chain environments. Both managerial and statistical aspects will be covered. (Offered every year.)

DSCI.644 Global Supply Chain Management Concepts (3)

The objective of the course is to introduce students to an integrated enterprise approach to business flow of goods and services from suppliers to the customers (procurement, operations management, inventory control, logistics and transportation, distribution and customer service). The term INTEGRATED process is emphasized in this course as opposed to SILO approach. As such, every topic in each area is discussed in the context of integrated flow of goods and services from suppliers to customers and continuous flow of information from the customers to the suppliers. (Offered every year.)

DSCI.645 Computer Integrated Global Supply Chains (3)

Prerequisite: DSCI.501 or DSCI.605. Objectives are: (1) To acquaint the student with characteristics of the flow of information and material along supply chains, (2) to expose the student to methods of integrating information technologies along supply chains, (3) to familiarize the student with the technologies used in coordinating intra- and inter-organizational activities, (4) to acquaint the student with the role of second generation WEB in the integration of global supply chains, and (5) to introduce the students to software used for intra- and inter-organizational coordination. (Offered every year.)

DSCI.646 Global Logistics and Operations Management (3)

Prerequisite: DSCI.501. Objectives of this course are (1) to acquaint the student with the use of logistics management theory and techniques for analyzing and controlling global manufacturing and operations management systems; (2) to expose the student to several of the most widely utilized models for supply chain management in the manufacturing and service sectors (financial, health care, public sectors, etc.), along with case studies; and (3) to familiarize the student with the use of computer software in facilitating logistics decisions. (Offered every year.)

DSCI.650 Mathematical Statistics for Business (3)

Prerequisite: MBA.502. Study of advanced statistical methods including multivariate statistics and linear models. Calculus-based study of probability and statistics emphasizing theoretical foundations of inferential models. Topics include probability theory, discrete and continuous random variables, probability functions, univariate and multivariate probability distributions,

stochastic process sampling distributions, estimation and hypothesis testing. (Offered every Fall semester.)

DSCI.680 Business Applications of Multivariate Statistical Methods (3)

Prerequisite: DSCI.600. Systematic treatment of multivariate methods and their application to business decision-making. Topics include general multiple regression, model selection, the multi-normal probability distribution, analysis of variance and covariance, experimental design, multivariate statistical inference, discriminant analysis, canonical correlation and principal components. Applications in marketing, management, industrial relations and economics. (Offered every Spring semester.)

Economics

ECON.501 Economics for Managers (3)

Focuses on the economic decisions made by managers of firms, and the structures of various market environments within which these decisions are made. Addresses market demand, supply and price movements, production and cost functions, and business competitive strategy in output and input markets.

ECON.560 Executive in Residence (1-3)

Prerequisite: ECON.501 or permission of department chair. A course offered to selected graduate or professional students by a regionally or nationally distinguished executive in the field of economics.

ECON.574 Quantitative Methods in Business and Economics (3)

Matrix algebra, differentiation, optimization, integration, elementary dynamics, first order differential equations, application to business and economic analysis. (Offered every Fall semester.)

ECON.598 Graduate Reading Course

Prerequisite: Permission of the department chair.

ECON.605 Econometrics I (3)

Prerequisite: ECON.501 and MBA.502. Classical linear regression models through generalized least squares. Econometric problems resulting from non-traditional assumptions and techniques. (Offered every other Spring semester.)

ECON.606 Econometrics II (3)

Prerequisite: ECON.605. Formulation and estimation of simultaneous equation systems. Special models and their application with emphasis on applied economic research.

ECON.608 Industrial Organization and Antitrust Policy (3)

Prerequisite: ECON.501. Structure, behavior and performance of U.S. markets. Economic theory, case studies, and law are utilized to explore the causes of monopoly power, its effect on rivals and social consequences. Role and effect of anti-trust policy in curbing abuses of monopoly power are also explored. (Offered every Fall semester.)

ECON.616 Economic Development (3)

Prerequisite: ECON.501. Concept and measurement of development. Includes the political economy of the Third World; review of comparative historical and theoretical approaches to growth and development; an analysis of population change, migration, education, the role of private and public capital, and international linkages. (Offered every other Fall semester.)

ECON.617 History of Economic Thought (3)

Prerequisite: ECON.501. Critical assessment on the origins and development of modern economic thought from ancient times to the 19th century. (Offered every other Spring semester.)

ECON.620 Monetary Theory (3)

Prerequisites: ECON.501 and ECON.652. Advanced analysis of monetary economics. Examines the relation between the money supply and output of prices, and the transmission mechanism between changes in the money supply and other variables.

ECON.630 International Trade (3)

Prerequisite: ECON.501. Advanced-level study of the determinants and patterns of trade between nations and regions; efficiency welfare, and distributive effects of trade; protectionism and the instruments of trade policy. (Offered occasionally.)

ECON.631 International Economics: Exchange Rates and Intl. Adjustment (3)

Prerequisite: ECON.501, ECON.630 recommended. Balance of international payments; alternative theories of adjustment to disequilibrium in the balance

of payments; the role of public policy in promoting internal equilibrium (full employment and price stability) and external balance (equilibrium in the balance of payments). (Offered occasionally.)

ECON.635 Public Finance (3)

Prerequisite: ECON.501. Public finance economics examines two key functions of government - taxation and expenditures. These government functions are evaluated based on efficiency and equity criteria. Topics including externalities, public goods, Social Security, Medicare, and the personal income tax are examined. (Offered every Fall semester.)

ECON.641: Labor Economics (3)

Prerequisite: ECON.501. Theory, forms and measurement of wages, hours, earnings and wage supplements.

ECON.652 Macroeconomics (3)

Prerequisite: ECON.501. Comparative static analysis of the determination of income, employment, and the price level in various macroeconomic approaches. Analysis of fiscal, monetary, and income policy as tools for securing full employment and price stability. (Offered every Spring semester.)

Finance

FIN.600 Financial Management (3)

Prerequisite: ACCT.501 and ECON.501. In-depth studies of principles of corporate finance to develop the theoretical knowledge and the practical judgment necessary for financial decision-making. The specific topics covered include, but are not limited to: the time value of money, valuation of financial assets, capital budgeting, market efficiency, risk and uncertainty, portfolio theory, the CAPM and APT models, capital structure, dividend policy, and option pricing theory. (Offered every semester.)

FIN.610 Investment Concepts (3)

Prerequisite: FIN.600; this course cannot be used for credit towards the MSF degree or towards the Finance Concentration for the MBA degree. This course is a survey of equities, fixed income securities and derivatives, and the markets in which these securities trade. The focus is on understanding these instruments, and how they are used in mutual funds and other managed portfolios, so that students can make intelligent choices about how to save for retirement and other personal financial goals.

FIN.616 Fixed Income Securities and Markets (3)

Prerequisite: FIN.600. Principles of investing in common stocks. Analysis of the stock market and the mechanics of trading; principles of diversification, portfolio analysis and the relationship between risk and return; introduction to the valuation of common stocks. An examination of stock market efficiency, including an in-depth examination of value and growth investing and active versus passive investing. The focus of this course is on market efficiency and its relation to investment strategy, rather than security analysis. Based on an examination of recent finance research, students are challenged to develop their investment philosophy and to formulate a strategy to put their philosophy into practice. (Offered every Fall semester.)

FIN.621 Fixed Income Securities and Markets (3)

Prerequisite: FIN.600. Study of various fixed income securities and markets, including Treasuries, municipal securities, commercial papers, medium term notes, corporate bonds, mortgage-backed securities and interest rate derivatives. Focus on developing analytical and quantitative skills for valuation of fixed income securities and management of fixed income portfolios. (Offered every Spring semester.)

FIN.622 Financial Institutions Management (3)

Prerequisite: FIN.600. Examination of operations, management, and regulations of modern financial institutions, including depository institutions, investment banks, and insurance companies. Focus on the understanding of risks faced by financial institutions' managers and the methods and markets through which these risks are managed. (Offered every Fall semester.)

FIN.625 International Finance (3)

Prerequisite: FIN.600. Study of the international monetary environment and financial planning for corporations with overseas operations. Analysis of the effects of international financial planning on such factors as exchange rate fluctuations, currency restrictions and tax regulations. Examination of financial aspects of multinational business, including foreign investments, trade and transfer of funds. (Offered every semester.)

FIN.628 Real Estate Finance (3)

Prerequisite: FIN.600. Lecture and discussion series focusing on real estate concepts, practices, and institutions. Specific attention is given to legal

aspects of real estate ownership, appraisal, market analysis, mortgage financing, analysis of complex real estate projects and the financing and securitization thereof. Competence in financial evaluation techniques to include net present value and internal rate of return is assumed. (Offered every Spring semester.)

FIN.634 Financial Planning and Analysis (3)

Prerequisite: FIN.600. This course focuses on financial management for corporate value creation and on techniques of financial planning and analysis in an applied setting. Among other topics, case studies concern the role of financial administration in managing capital costs, capital budgeting, shareholder equity, corporate capital structure, and mergers and acquisitions. (Offered every Fall semester.)

FIN.635 Advanced Corporate Finance (3)

Prerequisite: FIN.600. Advanced study of concepts and techniques of financial management with an emphasis on long-term decisions in support of the firm's strategies. Topics include valuation, measurement of wealth creation, capital investment analysis, cost of capital estimation, long-term financing decisions, and mergers. The global financial environment is emphasized. Case analysis is a frequently-used learning tool. (Offered every Spring semester.)

FIN.636 Private Equity and Venture Capital (3)

Prerequisites: MGT.621 and FIN.600, or permission of the instructor. The Private/Venture Capital (PE/VC) course explores the forms and methods of equity investment in new and growing businesses. Private equity represents conventional investments, typically in established and growing businesses across a wide range of industries. Venture capital involves high-risk, high-potential-return investments, typically in technology based firms. Topics include the equity investment process, investment vehicles including conventional equity investment and venture opportunities, and the structuring of investment groups and deal structure and negotiations.

FIN.638 Derivative Securities and Markets (3)

Prerequisites: FIN.600 and FIN.616. This course shows how financial managers can use capital markets technology to create value. It explores how derivatives can be used to manage financial risks and position firms to exploit strategic opportunities, reduce financing costs, and structure incentives. Students learn the mechanics of options, forwards, futures, and swaps, and then study uses of these instruments through a series of case studies. (Offered every Spring semester.)

International Business

IB.501 Business Economics (2)

Prerequisite: EMIB program. This is an introductory course in economics designed to introduce participants to the most basic economic concepts and the application of these concepts to various situations. The course does not presume a background in economics and is, therefore, self-contained. The first half of the course is spent studying the tools of competitive analysis. The second half allows application of the tools to formulate and implement competitive strategy. (Offered every year.)

IB.505 Financial and Managerial Accounting Methods (2)

Prerequisite: EMIB program. An overview of the language of business, this course examines the concepts, current standards and problems related to financial accounting and reporting by U.S. enterprises. Serving as an accounting introduction for EMIB students without accounting experience and as review for those with prior experience, this course provides the foundation for subsequent examination of accounting issues of multinational enterprises. (Offered every year.)

IB.511 Financial Management Skills (2)

Prerequisite: EMIB program. This course provides basic financial tools necessary to understand foreign operations, including financial statement analysis, impact of foreign exchange rates and evaluation of performance in overseas markets. (Offered every year.)

IB.514 International Business Environment (2)

Prerequisite: EMIB program. This course seeks to develop an understanding of the international business environment and the issues that have to be addressed by business corporations when they operate across countries. It will discuss the role of various international organizations including the WTO, IMF, World Bank, APEC, and ASEAN in shaping global competition. (Offered every year.)

IB.515 Management Skills (2)

Prerequisite: EMIB program. Different cultures require different approaches. This course examines the management principles required to administer

operations in international markets. Topics include motivation methods, organizational structures, and leaderships styles. (Offered every year.)

IB.521 Marketing Skills (2)

This course is designed to familiarize and help students seek practical insights and skills in conducting international business negotiations (IBN). Students will be exposed to the negotiation process and will have opportunities to apply knowledge by participating in simulations. The course will cover various IBN contexts including national differences; characteristics and process; formulation and development of contextual and environmental aspects of IBN through discussions and applications.

IB.522 Global Marketing Strategies (2)

Course expands upon basic marketing theory. It examines how corporations can effectively respond to the needs of consumer and business markets in many different cultures and regions by changing promotion/sales style, product content, and distribution efforts. It also discusses promotional issues within each region. Course will be supplemented with classic case studies. (Offered occasionally.)

IB.524 International Financial Markets (3)

Course will describe the various stock exchanges and financial markets currently operating and offer an in-depth review and comparison of the major exchanges. ADRs will be explained and discussed, as well as their counterparts on other exchanges. Foreign exchange markets in terms of spot, futures, options, and hedging will be covered. Trade financing is also covered. (Offered occasionally.)

IB.525 International Trade Policy (2)

This course investigates the effects of international trade and investment policy on firms, industries, and the economy with emphasis on various regions throughout the world. The course will discuss tariffs, non-tariff barriers, trading blocs, international investment, and industrial policies in various countries' economies. (Offered every year.)

IB.531 International Business Strategies (2)

This course focuses on the implementation of the traditional management functions (staffing, organizing, directing, and controlling) within an international or global organization. Emphasis will be placed on the impact of international environments (differing legal restrictions, political forces, economic situations, roles of labor, cultural philosophies, etc.) on management practices. A major underlying theme throughout the course will be the financial and efficiency costs of adjusting to local requirements versus global rationalization. (Offered every year.)

IB.532 Managing Cultural Differences (3)

An in-depth study of methods and procedures to successfully manage a culturally diverse workforce is included in this course. Issues addressed include expatriates, culture shock, repatriation, ethics versus custom, culture and gender, and non-Western style work-days and weeks. (Offered occasionally.)

IB.533 Asian Business in Global Markets (3)

Analysis of Asian global business issues including strategies, foreign investments, human resource management, and marketing. The class will be supplemented with case studies on particular companies and countries. Asian businesses will be compared to multinational corporations in the United States, Europe, and Latin America. (Offered occasionally.)

IB.535 International Marketing Strategies (2)

This course analyzes the unique problems of marketing consumer or individual products on a global basis, integrating both business and cultural issues in different markets. Topics include different customer behavior for different products, distribution systems, and promotion techniques. Use of the Web as a global marketing tool is also explored. (Offered every year.)

IB.541 International Financial Strategies (2)

This course undertakes an analysis of strategies used in international financial management. Topics include international cash management, foreign exchange risk management, working capital, foreign direct investment and financing alternatives for multinational firms. (Offered every year.)

IB.542 International Business Strategies (3)

An expansion of Lessard's categorization of international business structure, this course will cover the various forms of international commerce, i.e., joint venture, partnerships, wholly owned subsidiaries, and the rationale behind selecting one form over the others. Course examines the reasoning and implications of each strategy. (Offered every year.)

IB.543 International Negotiations (2)

Course will study basic negotiation techniques with emphasis on effectively negotiating within the context of difference cultures. Western and Eastern

negotiation styles will be compared and contrasted. Other subjects covered include: high versus low context language; relationship versus transaction-based negotiation; time orientation; etc. (Offered every year.)

IB.545 Accounting Problems of Multinational Enterprises (2)

A multidimensional examination of the accounting problems of multinational enterprises is completed during this course. International firms are faced with two unique accounting problems in addition to the problems associated with strictly domestic operations. Among the problem areas covered are: differences in accounting standards, currencies, price-levels, performance valuations, reporting practices and taxation. (Offered occasionally.)

IB.551 Asia-Pacific Business Country Cases (2)

This course provides an applied study of business and economic environments of East Asia using country cases as examples. Countries of focus include Japan, China, Korea, Taiwan, and Indonesia. (Offered every year.)

IB.555 European Business Country Cases (2)

This course provides an applied study of business and economic environments of Western Europe using country cases as examples. Countries of focus include members of the European Economic Community. (Offered every year.)

IB.561 Latin American Business Country Cases (2)

This course provides an applied study of business and economic environments of Latin America using country cases as examples. Countries of focus include Argentina, Brazil, Chile, Colombian, Mexico, and Venezuela. (Offered every year.)

IB.562 International Marketing Research/Analysis (2)

This course will cover state-of-the-art computer modeling techniques and their application in real-world business situations. Besides the tools and techniques, the class will also focus on issues that effect data procurement and analysis.

IB.565 Political and Cultural Environment of Europe (2)

This course undertakes a survey of the political and social development of post World War II Western Europe. Topics include politico-historical case studies, the rise and future of the European Community and European international relations. (Offered occasionally.)

IB.566 Political and Cultural Environment of Latin America (2)

This course provides a survey of the political and social development of twentieth century Latin America. The focus is on the heterogeneity of the political experience. Countries of study include Argentina, Brazil, Chile, Colombia, Mexico, and Venezuela. (Offered occasionally.)

IB.567 Political and Cultural Environment of Asia-Pacific (2)

This course focuses on the political and social development of post World War II East Asia. Countries of study include Japan, China, Korea, Taiwan and Indonesia. (Offered occasionally.)

IB.568 Managing Cultural Differences (2)

Discussing different cultures, this course ties the extent to which culture affects perceptions, decisions, and behavior with how to approach management of cultural differences to achieve organizational effectiveness. Major topics include approaches to managing a culturally diverse workforce or team, ethics versus custom, culture and gender and non-Western style work days and weeks. Additionally, the course addresses expatriates, culture shock, repatriation, and preparing for overseas travel and assignments. (Offered every year.)

IB.569 International Organizations (2)

The course completes a survey of the history, organization and contemporary mission of international political and economic bodies. Organizations covered include the IMF and the World Bank, GATT, OECD, UN, European Community, OAS, ASEAN and others. (Offered occasionally.)

IB.591 International Study Abroad (2)

IB.593 Special Topics (3)

IB.598 Graduate Reading Course (3)

IB.596 Study Abroad Session (3)

This two-week course provides graduate business students first-hand, practical exposure to business competition in another country or region. The course combines case study, traditional classroom lecture, guest lecturers from academia and commerce, and field trips. Cultural excursions and presentations are integrated into the course instruction providing the students with a comprehensive view of business activity abroad. Pre-trip crousework and a final project are required.

IB.600 Global Business Environment (3)

This course examines international business issues faced by corporations operating across several external environments focusing on the cultural, trading financial, economic, regional, and internal business environments of international firms. The objective is to help the student develop a comprehensive knowledge of global business issues, understand the fundamental ideas and concepts of global business environments and how these ideas and concepts affect managers as they make decisions, develop strategies, and direct the efforts of others. (Offered every semester.)

IB.642 Global Environment Strategy (3)

This course focuses on strategic planning, implementation, and evaluation of management decision making within an international organization. Strategy is multidisciplinary by design and as such will draw on the student's experience and understanding of the functions of business and the forces that impact the business success. It combines a range of viewpoints and analytical techniques. The course will address the challenges involved in understanding the shifting dynamics and multifaceted phenomena that confronts global business.

IB.644 Global Business Negotiations (3)

This course is designed to familiarize and help students seek practical insights and skills in conducting international business negotiations (IBN). Students will be exposed to the negotiation process and will have opportunities to apply knowledge by participating in simulations. The course will cover various IBN contexts including: national differences, characteristics and process, formulation and development of systematic approaches to planning and conducting IBN, and integration of contextual and environmental aspects of IBN through discussions and applications.

IB.680 Theory in International Business (3)

A doctoral seminar course in which the participating students review and analyze some of the leading economic, strategic, and behavioral theories of the determinants of foreign direct investment and the multinational enterprise that has emerged over the past forty years. Special emphasis is given to the interface between the competitive advantages of the firms and comparative advantages of countries in shaping different kinds and forms of foreign production in various sectors and nations. (Offered occasionally.)

IB.682 Seminar in Global Business (3)

A doctoral seminar regarding the history and role of specific geographic regions in the global economy, current theory related to international business, multinational companies, and government policies that affect international business. (Offered every year.)

IB.695 Special Study for Examination (0)

IB.697 Research Topics (1-3)

Prior permission of Instructor and department chairperson required.

IB.698 Graduate Reading Course (1-3)

Prior permission of Instructor and department chairperson required.

IB.699 Dissertation Research (0-6)

IB.6CR-99 Doctor of Philosophy Degree Study (0)

Management

MGT.600 Management (3)

Course addresses the set of skills grounded in behavioral science theory and research that is essential for a successful career in management. It will integrate the management principles of planning, organizing, leading, and controlling with the skills necessary to accomplish these principles with people. (Offered every Fall semester.)

MGT.606 Strategy and Practice

Prerequisite: Capstone (last semester). A capstone for the part-time MBA program that emphasizes strategic evaluation and cross-functional and team-based experiential learning. Designed around the elements of a "live" strategic issue presented by a client-company/organization and addressed by student teams. The component parts typically include management and human resource issues, marketing, finance, and operations management. Builds student skills in integrating knowledge from various functional areas in the business arena and applies those skills to complex business/organization problems and strategic issues arising out of changing technology, competitive market conditions, social and cultural changes, and government actions in both the domestic and global arenas. (Offered every Fall and Spring semester.)

MGT.610 Management of Human Resources (3)

Prerequisite: MGT.600. Current topics and problems of human resources and

personnel practices. Course objectives consist of investigation and discussion of selected topics in recruiting, utilization, conservation, and development of human resources within the context of the individual firm and the labor market. (Offered every year.)

MGT.614 Executive Decision-Making (3)

Prerequisite: MGT.600. Oriented toward giving the student insight into the decision-making process in management. The nature of managerial decision-making, the environment for decision-making and the philosophy and selected techniques for decision-making offered modern managers by the management sciences are considered. (Offered every year.)

MGT.615 Current Issues in Management (3)

Prerequisite: MGT.600. Comprehensive in-depth analysis of current management problems and issues. Focus of the course will be contemporary topics facing the executive in today's organization and society. (Offered every year.)

MGT.620 New Venture Initiation (3)

Prerequisite: MGT.600. Addresses the problems of starting a new service and manufacturing business. Includes entrepreneurship, characteristics of new ventures, raising capital and preparing business proposals. (Offered every year.)

MGT.621 Advanced Business Planning for New Ventures (3)

Prerequisite: MGT.620. Provides in-depth involvement in the development and presentation of a professional business plan. Topics include competitive analysis, strategic and managerial analyses, securing start-up financing, and professional presentation methods. Selected guest lecturers will include entrepreneurs and entrepreneurship experts from the region. (Offered occasionally.)

MGT.622 Family Business (3)

Prerequisite: MGT.620. Focuses on the unique challenges facing family business: succession planning, managing change and development, managing role demands and conflicts at the family/firm interface. Students learn fundamental issues facing family firms through readings, lectures by experts, and presentations by members of local family business. (Offered occasionally.)

MGT.624 Special Topics in Entrepreneurship

Prerequisite: MGT.600.

MGT.635 Management of Change (3)

Prerequisite: MGT.600. Discovery and discussion of change in relation to the complexities of organizational life. In attempting to fulfill this goal, this class takes both theoretical and practical approaches as it seeks to meet both the academic and applied aims of most business and management courses. (Offered every Spring semester.)

Management Information Systems

MIS.598 Graduate Reading Course

Prerequisite: Permission of the department chair.

MIS.600 Managing Information Technology (3)

Prerequisite: Permission of the department chair. This course will provide the student with a broadbased understanding of the management of information technology in order to prepare the student to manage change as the technology is implemented in the organizational environment. It will also make the student aware of current technological issues and how they will impact his or her ability to manage. (Offered every semester.)

MIS.605 Project Management (3)

This course provides students with the fundamental concepts of project management and experience applying these concepts. Topics covered will reflect the Project Management Institute's Book of Knowledge and encompass the project life cycle, including project quality, scope, time constraints, cost and budgeting, resource allocation, communication, teamwork and leadership, risk, procurement, and project management tools. Students will create deliverables such as a statement of work, work breakdown structure, project schedule, budget, and risk management plan. The course format typically includes interactive discussion, case studies, in-class activities, and a small-scale simulation project. Students are encouraged to integrate current projects in their work place or volunteer activities into class activities and discussion to reinforce opportunities for practical application of course topics.

MIS.610 Systems Analysis and Design I (3)

Prerequisite: MIS.600 or permission of instructor. In this course, students will explore the various concepts, deliverable reports, and principles in the systems developmental life cycle (planning, analysis, design, and implementation) to gain an understanding of the scope of systems analysis and design in a business organization context. Students will learn about the roles

and coordination effects involved in systems development and the different methods, reports, tools, and techniques used in systems analysis and design. Topics addressed may include feasibility study, analysis of informational needs, specification of system requirements, design and development documentation, data modeling, process modeling, alternative analysis, prototyping, implementation, and evaluation of a project. Typically, students work in small teams to apply the theoretical concepts to a real life project and produce analysis and design deliverables. (Offered every Spring semester.)

MIS.625 E-Commerce Application Development

Prerequisite: MIS.600 or permission of instructor. This course covers the basic approach to the principles of design and implementation for electronic commerce systems. Also covered are issues in project management, underlying technologies that enable electronic commerce at the firm and market levels, and issues of security. The intent of the course is to aid individuals preparing for positions that include membership on and management of electronic commerce development teams. (Offered every Spring semester.)

MIS.630 Database Management Systems (3)

Prerequisite: MIS.600 or permission of instructor. This course provides an overall understanding of database techniques, beginning with a study of the characteristics of relational database management systems and continuing with structured query language (SQL), entity-relationship diagrams, dependencies and normalization, and multi-user systems. Evolving approaches to database management, such as object-oriented databases, will also be examined. Projects will require the student to develop a database design from the analysis stages to the final implementation by utilizing various design tools and a DBMS package such as Oracle. (Offered every other year.)

MIS.635 Data Communications and Networking (3)

Prerequisite: MIS.600 or permission of instructor. This course looks at the types of information used in the business environment and the implications in terms of communications along with the trend toward digital integration of historically stand alone analog and digital technologies. It examines the process of converting voice, data, image, and video information into integrated electromagnetic signals for transmission via various media. Coverage includes communications techniques, transmission efficiency methods, wide area networks (WANs), local area networks (LANs), high-speed trends in networking, and communications architectures and subsequent internetworking issues. (Offered every Spring semester.)

Marketing

MKT.505 Marketing for Public and Non-Profit Organizations (3)

Prerequisite: Permission of instructor. Marketing concepts and methods applied to the management of public and non-profit organizations. Analysis of products and services, delivery systems, promotional activities, and pricing.

MKT.560 Executive in Residence (1-3)

Prerequisite: Permission of department chair. A course offered to selected graduate or professional students by a regionally or nationally distinguished executive in the field of marketing.

MKT.600 Advanced Marketing (3)

Business problem-solving and decision-making to formulate an effective marketing program. Emphasis of marketing management process includes: situation assessment, strategy formulation, marketing planning, organizing and budgeting, marketing implementation, and marketing performance assessment. (Offered every semester.)

MKT.605 Seminar in Current Marketing Issues (3)

Prerequisite: MKT.600 or permission of instructor. Topics of current interest to the development of marketing theory and practice, e.g., brand management, ethics, services, regulation, environmental impact, etc. (Offered occasionally.)

MKT.610 Sales Management (3)

Prerequisite: MKT.600 or permission of instructor. An examination of the strategic principles that guide the hiring, development, and evaluation of a sales force. Includes the analysis of sales operations, time and territory management, and quantitative techniques for forecasting sales and evaluating sales productivity. Utilizes case studies, lecture, and quantitative analysis. (Offered every year.)

MKT.612 Marketing and Electronic Commerce (3)

Prerequisite: MKT.600. Concepts and best practices relating to marketing and electronic commerce. Focuses on multi-channel integration. Course format consists of a combination of lecture/discussion, guest speakers, in-class assignments and case analyses, and student project presentations and reports. (Offered occasionally.)

MKT.615 New Product Management (3)

Prerequisites: MKT.600 and MBA.502. Development and marketing of new products/services. Examines skills in interpreting market research, idea generation, physical product design, image building, product mix selection, test marketing, monitoring and refining the product and mix during transition from test market to national launch. Steps in opportunity identification, design, testing and launching are stressed. (Offered every year.)

MKT.620 Consumer Analysis and Buyer Behavior (3)

Prerequisite: MKT.600. Concepts and constructs used to identify, measure, and target consumer market segments. Theories explaining attitude formation, decision-making, and purchase behavior. Development of applied marketing strategies. (Offered every year.)

MKT.625 International Marketing (3)

Prerequisite: MKT.600. Analysis of economic, cultural, political, and competitive factors affecting firms in global markets. Role of global marketing planning and strategy in overall firm growth and survival and study of marketing in major trading blocs and developing markets. (Offered every year.)

MKT.626 Environmental and Marketing Implications (3)

Prerequisite: MKT.600. Analysis of local, national and global environmental concerns. Focus is on learning how to develop environmentally responsible marketing programs in light of environmental issues. (Offered occasionally.)

MKT.630 Advertising Management (3)

Prerequisite: MKT.600. Stimulation of primary demand and selective demand; building successful advertising campaigns; budget management; effectiveness of advertising as a form of communication and selling; client-agency relations; social aspects; emphasis on national advertisers of consumer and industrial goods. (Offered every year.)

MKT.635 Business Marketing Management (3)

Prerequisite: MKT.600. Examination of issues related to the marketing of products and services from one business to another. Topics include analysis of the buying center, understanding the buyer's purchasing operation, relationship marketing, and marketing mix strategies for the business-to-business environment. Students will work in teams to analyze cases and short project assignments.

MKT.640 Management of Marketing Research (3)

Prerequisites: MKT.600 and MBA.502 or permission of instructor. A study of how firms obtain information which is used to identify marketing opportunities and to measure customer wants and needs. Emphasis is on survey methods and includes: research problem formulation, how to design a questionnaire, what is an attitude and how to measure it, what is a good sample, the fundamentals of data analysis, and how to measure customer satisfaction. (Offered occasionally.)

MKT.646 Strategic Marketing (3)

Prerequisite: MKT.600 and/or permission of instructor. A study of how firms gain competitive advantage by creating customer value in a dynamic environment. Topics include: the strategic process, competitive analysis, becoming a cost leader, making quality a strategic weapon, customer value analysis, and global positioning. Students will undertake a group project to analyze a firm's competitive market strategy and value positioning, and will recommend alternative approaches. (Offered every year.)

MKT.682 Seminar in Marketing Theory (Doctoral Seminar) (3)

Prerequisite: Ph.D. program. Philosophies of marketing theory, the nature of scientific inquiry, the nature of marketing data, and various approaches to data collection. (Offered every other year.)

MKT.683 Seminar in International/Global Marketing (Doctoral Seminar) (3)

Prerequisite: Ph.D. program. Review and analysis of the resources and objectives required to maximize international and global marketing opportunities. Special emphasis on the interplay of driving and restraining forces in global marketing initiatives. Ethnocentric, polycentric, regiocentric, and geocentric management orientation are presented. (Offered every other year.)

MKT.695 Special Study for Examinations (0)

Prerequisite: Permission of the department chair.

MKT.697 Research Topics (1-3)

Prerequisite: Permission of the department chair.

MKT.698 Graduate Reading Course (1-3)

Prerequisite: Permission of the department chair.

MKT.699 Dissertation Research (0-6)

Prerequisite: Permission of the department chair.

MKT.6CR.99 Doctor of Philosophy Degree Study (0)

Prerequisite: Permission of the department chair.