

Barney School of Business

Business and government demand people trained in the sophisticated skills and knowledge necessary for effective decision making in a complex, interdependent, and dynamic global community. To compete effectively in and prepare students for this environment, the Barney School of Business has articulated the following vision:

- to increase recognition of the high quality of its programs and
- to distinguish itself from other institutions by the strong relationships it maintains with business, government, and not-for-profit organizations.

Supporting this vision, the mission of the Barney School of Business is to prepare individuals to be leaders and decision makers by

- creating a student-focused learning environment that emphasizes effective, high-quality teaching and learning;
- engaging in a broad range of scholarly activities that enhance and strengthen the quality of instruction and provide intellectual stimulation to our faculty; and
- maintaining strong relationships with regional business, government, and not-for-profit entities that facilitate their interaction with students and faculty in a wide variety of activities that offer exposure to the current application of management tools and techniques.

The concepts and skills acquired by Barney students apply to all types of organizations, including large corporations, family-owned businesses, and not-for-profit organizations.

Through its professional graduate programs, the Barney School provides opportunities for current managers and executives, as well as nonmanagerial employees, to acquire the skills and knowledge they need to manage, lead, and change organizations effectively. Business courses are taught in an interactive manner with cases and projects to give students hands-on learning. This teaching is enhanced through educational partnerships with regional business and governmental partners. Many of the faculty have business experience and regularly work with area businesses to solve problems.

Special Accreditation

The Barney School is accredited by AACSB International—the Association to Advance Collegiate Schools of Business. As a member of the select group of 554 accredited business programs in the United States and around the world, the school is committed to providing high-quality business and management education.

Classes

Graduate classes at the Barney School are limited in size to promote an active learning process and encourage interaction with peers and instructors. Recognizing that a large number of its students are currently full-time professionals, the school tailors its schedule to accommodate their needs, offering not only evening courses but also weekend programs.

Students

More than 70 percent of the Barney School's 500 graduate students attend on a part-time basis. The majority of them are employed on a full- or part-time basis and attend classes in the evening or on weekends, bringing to the classroom a rich background on which they may build. Among their employers are many of the area's largest banks, insurance companies, accounting firms, and manufacturing concerns. In addition, the school regularly enrolls a significant number of international students whose backgrounds and experiences contribute to the global perspectives that are developed in the classroom.

No-Hassle Services

Textbooks and Barney School and University fees are included in the per-course tuition. Textbooks are distributed on the first night of class, and University e-mail accounts are available in Auerbach Hall during the first week of classes each semester. Faculty advisors from each department are on hand each evening during the first week to assist students with registration and program planning.

Facilities

The Barney School is located in Beatrice Fox Auerbach Hall. Two information technology centers are housed within this facility. The Information Technology Center contains 30 computers, arranged in a classroom setting with a multimedia projection system. In addition,

another laboratory has 14 computers. Auerbach Hall is equipped for WiFi connectivity to the Internet. All computers have DVD players and CD-burning capability. All computers use Windows XP and Windows applications. The labs are wired for access to the Internet. The software contained on the systems includes the latest versions of Microsoft Office, SPSS, and SAS.

Programs

Graduate degree programs prepare students to meet the future by offering the opportunity to develop analytical skills, general business knowledge, and specific professional training. The curriculum includes the study of accounting, economics, finance, information systems, insurance, management, marketing, leadership, and quantitative analysis. The Barney School offers master's degree programs that prepare students for advanced positions in private, public, and not-for-profit organizations in local, national, and international settings.

The degree programs are as follows:

- MBA Business Administration**
- AMBA Accelerated MBA**
- MSAT Master of Science in Accounting and Taxation**
- E²M Joint MBA and Master of Engineering**

The MBA program provides general management knowledge and skills while allowing students to concentrate in a specialized area of their choice. The MSAT program provides specific knowledge and skills for the accounting, tax, and financial management professions. It qualifies students to sit for the CPA examination in those states requiring 150 hours of academic education. In addition, the school offers an Accelerated MBA. More information on this program may be found on page 86.

Academic Guidelines

Grading

Professors assign the following grades:

- A 4.0
- A- 3.67
- B+ 3.33
- B 3.0
- B- 2.67
- C+ 2.33
- C 2.0
- C- 1.67
- F 0.0
- W Withdrawal

- I Incomplete
- V Intra-University Transfer (course exempted from grade point average computation, regardless of grade assigned)

Withdrawals

A W designation is assigned to a student who has attended a course for four to 10 weeks. A withdrawal before the fourth week of classes removes the course from the transcript. Withdrawals are not permitted after the 10th week of classes. To withdraw, a Change of Program form must be filed with the registrar. These dates are adjusted for terms that have a duration of less than 15 weeks.

Incompletes

An I (incomplete) designation may be assigned by an instructor to a student who, due to extenuating circumstances beyond the student's control, needs an extension to complete course requirements. Incomplete work should be submitted no later than one year from the last class day of the course, at which time the professor would assign an appropriate final grade. The student and professor may agree to an additional extension; it is the student's responsibility to initiate a request for an additional extension. If such an extension is not arranged, the incomplete grade will automatically revert to a W.

Audits

Individuals may audit a Barney graduate class with the permission of the instructor.

Pass/No Pass

Courses that are part of a student's program of study must be taken for a letter grade. The option of Pass/No Pass is not available in the graduate program of study.

Academic Standards

Students need 6 credits to establish a cumulative average. Once a cumulative average is established, students are expected to maintain the average needed to complete their degrees. Dropping below that average will result in being placed on probation. Probationary students who receive a semester average below the required standard for their degree will be dismissed from the school. Dismissals may be appealed by writing within 14 days after the beginning of the next regular semester to the dean of the Barney School, Auerbach Hall, room 306.

Any grade of F in a graduate course will result in dismissal from the graduate program.

Time Limit

The MBA must be completed within seven years from the semester of admission. The MSAT should be completed within five years from the semester of admission. MBA students who require more time to complete their degree must request an extension in writing from the Office of Academic Services of the Barney School. MSAT students who require more time to complete their degree must request an extension in writing from the director of the MSAT program.

Double Degree

Students who wish to pursue a double degree may develop a program of study with overlapping requirements. A maximum of 25 percent of the smaller degree program may be transferred under this option.

Admission

Admission to the Barney School is competitive and selective. Application forms and general information about graduate programs are available by calling the school's Office of Academic Services at 860.768.4444 or the Center for Graduate and Adult Academic Services at 860.768.4371. Students are admitted at the beginning of the fall, spring, and summer terms. Applications should be received at least 30 days prior to the beginning of the term for which the student is seeking admission. International students should submit their applications six months prior to the beginning of the term. Applications are reviewed continuously; candidates may expect an answer shortly after their application materials are complete.

All candidates must submit (1) a complete application form and fee, (2) official transcripts of all previous baccalaureate and graduate study, (3) two letters of recommendation from academic or professional sources, (4) the results of the Graduate Management Admission Test (GMAT) (Note: Applicants to the MSAT program may waive the GMAT requirement if they have passed the CPA, CMA, CFA, CA, or bar exams), and (5) a letter of intent and résumé.

Applicants who hold a master's degree or higher from an appropriately accredited institution are exempt from taking the GMAT. Applicants for the MBA program with three or more years of continuous, significant work experience may apply for a waiver from the GMAT. In the MSAT program, GMAT waivers based on substantial work experience may be granted in extraordinary circumstances. Each request for a

GMAT waiver is individually evaluated through a personal interview and a letter from a work-related supervisor. The GMAT examination has a new, flexible schedule of test dates. Students may call test centers and arrange for individual computerized testing. Scores are available within a few weeks. GMAT scores are valid for five years.

All international applicants must provide an official evaluation of all foreign academic credentials (examination and grade report) that correspond to a four-year baccalaureate degree or its U.S. equivalent. Transcript evaluation requests are performed by the World Education Services (www.wes.org). The \$45 application fee is waived for those applicants who use WES.

In addition, international applicants must submit an acceptable TOEFL score and a Guarantor's Statement of Financial Support.

Admission Standards

The Barney School adheres to the standards of the Association to Advance Collegiate Schools of Business—International (AACSB) and reserves admission to those students showing high promise of success in postgraduate business study. To assess the potential of candidates for admission, the school looks carefully at scores on the GMAT and performance in undergraduate and other graduate programs. In addition, it will review professional and academic recommendations as well as the motivation of the applicant as evidenced in the letter of intent. All application materials, with the exception of the GMAT score, must be submitted prior to initial registration for a class. Prospective students will only be allowed to take one course without having submitted their GMAT scores. Before the end of this course, the official GMAT score must be provided in order to complete the application. No further registration is permitted until a student is accepted into a program.

Financial Assistance

A limited number of graduate assistantships are available to full-time (9 credits), matriculated graduate students in the Barney School. These positions require the student to work for a faculty member or an academic office for 300 hours per semester, 20 hours per week, or 150 hours per semester and 10 hours per week for half-time positions.

Appointments are competitive and based on academic ability, work experience, and the needs of faculty or the academic office. Appli-

cations may be obtained from and then submitted to the Office of Academic Services in Auerbach Hall, room 227. Graduate assistantships are awarded only after the student has been admitted to the Barney School of Business, has registered for the minimum number of credits, and has been interviewed by the appropriate faculty or administrative staff member.

Guaranteed student loans are administered through banks in the home state of the individual students.

Awards and Scholarships

Nancy and Stanley Wells Scholarship

This award is given by Nancy and Stanley Wells to honor the Hartford College for Women legacy by providing scholarship support of women's education.

Edith Cartin Prize

Given in memory of Edith Cartin Goldberg by her children, Arnold and Fanchon Cartin, this award goes to a working female graduate student based on academic excellence.

Regents' Award

This award is presented to an outstanding graduate student based on academic achievement.

Registration

Advance registration begins in late April for the fall semester and in December for the spring semester. Final registration begins three weeks before classes start. Academic Services, Auerbach Hall, room 227, is open from 8 a.m. to 6 p.m., Monday through Thursday; 8:30 a.m. to 5 p.m. on Fridays; or by appointment. Course registration after the first week of a class requires the permission of the instructor.

All degree candidates should agree on a program of study with an advisor before beginning their studies. MBA candidates make advising appointments through the Office of Academic Services, Auerbach 227. Candidates for the MSAT degree are advised in the Department of Accounting and Taxation. Students with a program of study have the option of registering in person or, if they have been enrolled in courses the previous semester, by mail, by telephone, or through the Internet. Certificate students and nonmatriculated students should register in person through the Office of Academic Services.

Master of Business Administration (MBA) Required credits [51]

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Director*, MBA Program, 860.786.4900,
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The MBA degree program is intended to provide a broad exposure to the knowledge, skills, and values needed by successful managers. Candidates for the degree typically include those pursuing a management career, as well as those at mid-career and those contemplating a change from a technical or specialized field into a general management role. The majority of Barney School students pursue their MBA through part-time study in conveniently scheduled evening classes. The school also enrolls a number of full-time students.

Individuals with a BSBA or its equivalent may complete the program in as few as 12 months. Students with a non-business undergraduate degree may earn the MBA in as few as 16 months, based on a review of academic course work and competency examinations.

The MBA curriculum is divided into four components: core, breadth, electives, and capstone. The curriculum consists of 17 courses (51 credits). Students with an undergraduate business degree within the last five years can normally waive some or all of the core classes.

Prior to entering the program, students are expected to have a working knowledge of computers and be able to use word processing software and spreadsheets. International students are expected to demonstrate language proficiency.

The *core* of the MBA program is designed for students without prior business education and covers principles and concepts in the basic functional areas of business. The five courses in *breadth* represent integrative, cross-functional topics that give the Barney MBA its uniqueness. Breadth courses cannot be waived. The *capstone* integrates functional approaches and environment issues by having students make strategic business decisions.

The MBA curriculum is always under review for continuous improvement.

To receive the degree, students must complete all program requirements and maintain a 3.0 grade point average.

Program Modification and Transfer of Credit

The program normally requires 51 credits—17 3-credit courses. Students with a strong undergraduate background in business administration may be eligible for modification of the requirements by requesting a waiver for up to six courses or 18 credits. Only the core courses may be waived. Breadth courses, elective courses, and the capstone may not be waived.

Students who have completed course work at an accredited graduate business school may transfer credit toward the degree for a total of up to six credits of elective courses that have been completed with a grade of B or better. Transfer credit is not included in the grade point average.

Students who have transfer credit may also request to waive courses based on undergraduate background. The total number of waivers and transfer credits combined cannot exceed 18 credits. All students must meet the minimum residency requirements of 33 credits at the Barney School.

Graduate students must present all requests for transfer or waiver of courses within the first semester or first four months (whichever is less) of matriculation in a graduate program.

Required Courses

Core (six 3-credit courses)

- MBA 610 Quantitative Decision Making
- MBA 612 Accounting Concepts
- MBA 614 Economic Analysis for Managers
- MBA 616 Corporation Finance
- MBA 618 Marketing Management
- MBA 620 Operations Management

Breadth (six 3-credit courses)

- MBA 710 Leadership and Management
- MBA 720 Managing Tech. and Innovation
- MBA 730 Managing Customer Interfaces
- MBA 740 Business Law and Society:
The Global Environment
- MBA 750 Performance Analysis
- MBA 760 The Global Business Environment

Electives (four 3-credit courses)

Elective plans of study should be developed in consultation with faculty advisors. Students may elect a broad general orientation or concentrations of specific courses in one area of specialization.

Capstone (one 3-credit course)

- MBA 810 Strategic Management

The core courses serve as prerequisites for the breadth courses. To enroll in any breadth

course the student must have any specific prerequisite listed for the course and must have a minimum of five of the core courses completed and be enrolled concurrently in the sixth core course.

Postgraduate Certificates

Students holding an MBA degree from an accredited institution may apply for a specialized certificate in accounting, finance, insurance, management, or marketing. To receive these specialized certificates, students must complete four graduate courses in the same discipline as approved by the department.

Master of Science in Accounting and Taxation Required credits [30]

See following text for exceptions.

Carl Smith (*Director, Graduate Programs in Accounting and Taxation*, 860.768.4343, casmith@hartford.edu)

Professors Broden, Nodoushani
Associate Professors Bannister (*Department Chair*), Gantt, Lamberton, Machuga,
Smith (*Program Director*), Warren,
Assistant Professors Bertolini, Generas,
Lecturers Hogan, Ruggiero, Thompson
Office Coordinator Beverly Collins

The Master of Science in Accounting and Taxation (MSAT) program is designed for students who seek to develop or advance a career in professional accounting or taxation in industry, public accounting, government, or not-for-profit organizations. The program of study meets the needs of students with undergraduate degrees in accounting who wish a fifth year of study, as well as those students with non-accounting or non-business undergraduate degrees.

Graduates of the program are qualified to take the CPA and CMA examinations. The program meets the 150-hour requirement for the CPA examination in the state of Connecticut and the general requirements established by the American Institute of Certified Public Accountants. Students wishing to take the examination in other jurisdictions should contact the jurisdiction to inquire as to specific requirements. Course work focuses on two tracks: Financial and Assurance Services, and Taxation. The application of analytical tools for planning, controlling, and decision-making purposes are contained in both tracks.

Degree requirements normally constitute 30 credit hours of specified courses, including five

accounting courses and three non-accounting courses beyond the requirements for an undergraduate accounting major. The specific required and elective courses are outlined below.

Admission is based on the candidate's undergraduate grade point average, GMAT, a personal statement, and two references. The GMAT requirement is waived for candidates who have passed the CPA, CMA, CFA, or CA examinations, the bar examination, or who possess another graduate degree from an appropriately accredited institution.

Applicants must produce evidence of successful completion of two semesters of introductory accounting. Applicants without the introductory accounting courses will be required to take MBA 612 Accounting Concepts.

In addition to the introductory accounting requirements above, applicants must present evidence of the completion of the following basic accounting core courses or equivalent:

AC 320-321 Financial Reporting Theory I-II
 AC 325 Accounting Information Systems
 AC 332 Cost Management
 AC 425 Federal Income Tax Concepts
 AC 430 Auditing Concepts and Problems

The above accounting core courses must have been taken at a four-year, accredited college or university, at the junior/senior level. Applicants who have not met the above accounting core requirements will be expected to complete successfully, with a minimum 3.0 GPA, the requirements at the start of their program. Applicants who have passed the CPA examination will receive an automatic waiver of the above requirements.

To receive the degree, students must complete all program requirements with a minimum grade point average of 3.0 and no more than one grade below B in the courses beyond the basic accounting core courses.

Transfer of Credit

Students who have completed course work at an accredited graduate business school may transfer credit toward the degree for a total of up to 6 credits of courses that have been completed with a grade of B or better. Transfer credit is not included in the grade point average.

Program Specializations

The MSAT program offers two tracks. The first track is designed for those students who are interested in careers in financial and assurance services. The courses in this track contain information that is of particular interest to

the public financial reporting and assurance services functions.

Financial and Assurance Services Track Required courses:

AC 715 Financial Reporting and Analysis
 AC 720 Advanced Auditing
 AC 748 Seminar in Management Accounting Control Systems
 AC 749 Seminar in Contemporary Accounting
 AC 760 Taxation of Business Organizations
 MGT 701 Managerial Skills

Select up to two of the following:

AC 662 Managing the Financial Management Function
 AC 663 Cash Management and Budgetary Control
 AC 667 Accounting Information Systems
 AC 714 Advanced Accounting Theory and Practice
 AC 716 Accounting Principles for Not-for-Profit Organizations
 AC 667 Accounting Information Systems
 AC 720 Advanced Auditing
 AC 724 Fraud Examination
 AC 725 Ethics for Accounting Professionals
 Approved elective(s)

Select two to four of the following:

BL 662 Business Law
 BL 664 Law of Real Estate Interests
 FIN 630 Investment Analysis
 FIN 636 Real Estate Finance
 FIN 662 Financial Institutions and Markets
 INS 663 Employee Benefits
 Or other approved electives

Taxation Track

Required courses:

AC 760 Taxation of Business Organizations
 MGT 701 Managerial Skills
 AC 774 Advanced Taxation of Pass-through Entities
 AC 776 Advanced Corporate Taxation
 AC 789 Seminar in Taxation
 MGT 701 Managerial Skills

Select one to three of the following:

AC 770 Practice, Procedure, Periods, and Methods
 AC 772 Estate Planning and Administration
 AC 780 Tax Aspects of International Business
 AC 781 Personal Tax Planning
 AC 783 Research in Taxation
 AC 784 State and Local Tax
 AC 785 Taxation of Real Estate Transactions
 Or other approved electives

Select two to four of the following:

BL 664 Law of Real Estate Interests
FIN 630 Investment Analysis
FIN 636 Real Estate Finance
FIN 665/INS665 Risk Management
INS 663 Employee Benefits
Or other approved electives

Certificate in Taxation

Students who hold a J.D. or a master's degree or higher from an appropriately accredited university may apply for admission to our tax certificate program. Study in this program allows students to enhance and expand their expertise in specific areas of taxation. The taxation certificate requires that the student has a basic undergraduate taxation course, or an equivalent graduate-level course, as a prerequisite, followed by completion of four graduate tax courses. One of these four courses must be AC 760 Taxation of Business Organizations, or an equivalent course; the student may choose the remaining three courses according to interest. Students interested in a certificate in taxation should contact the Department of Accounting and Taxation at 860.768.4576. Students are required to submit an application form, official transcripts, a current résumé, and a letter of intent.

Certificate in Accounting

Students who possess an undergraduate degree in a field other than accounting may be admitted into our Accounting Certificate program.

Students are required to complete the following prerequisite courses prior to entering the program:

MBA 612 Accounting Concepts or equivalent
Students are required to take the following two accounting courses as part of the program:
AC 320 Financial Reporting Theory I
AC 325 Accounting Information Systems

And 6 semester hours of accounting courses selected from the following:

AC 321 Financial Reporting Theory II
AC 332 Cost Management
AC 425 Federal Income Tax Concepts
AC 430 Auditing Concepts and Problems

Students interested in a certificate in accounting should contact the Department of Accounting and Taxation at 860.768.4576. Students are required to submit an application form, official transcripts, a current résumé, and a letter of intent.

Accelerated MBA

Annette Rogers (*Administrative Director, AMBA Program, 860.768.5004, arogers@hartford.edu*)

The Accelerated MBA at the Barney School provides an opportunity for select students to complete all requirements for the MBA degree in 20 months. The AMBA is designed to teach management concepts and skills to aspiring mid- and upper-level managers from the public, private, and not-for-profit sectors. The design of the program integrates representatives from many facets of the business world into a cohort whereby they may share their experiences and learn from one another.

A firm foundation in business is developed throughout the first year of the program, allowing students to develop both the hard and soft skills required of managers. Following the business core, the course work becomes more integrated and applied in the second year of the program. Students pursue a concentration in leadership through the weekend format or opt out if they prefer to specialize in one of the other functional areas offered in the evening program.

The compressed schedule of this program is designed for professionals who wish to remain in their careers full time yet complete a degree in a timely manner. Participants receive the MBA degree in 20 months, with classes starting in the fall of the first year and finishing in the spring of the second year. Classes are generally scheduled on Thursday evenings and alternate Saturdays, making the program ideal for busy professionals. Program participants are provided premium services to remove the hassles of pursuing a graduate degree. Course registration, purchasing of textbooks, obtaining parking permits, and even catered meals are all included.

Courses are taught primarily by full-time Barney School of Business faculty who have tailored their traditional MBA courses for an executive audience. Part-time faculty with recognized expertise in their fields and speakers with specialized knowledge supplement the AMBA experience. Class size is limited to facilitate close relationships between faculty and students and to support an active learning environment.

Accelerated MBA Sample Course Sequence Fall I

MBA 612 Accounting Concepts
MBA 614 Economic Analysis for Managers
MBA 710 Leadership and Management

Spring I

- MBA 610 Managerial Statistics
 MBA 618 Marketing Management
 MBA 620 Operations Management

Summer I

- MBA 616 Corporation Finance
 MBA 720 Managing Technology and
 Innovation
 Elective

Fall II

- MBA 740 Business Law and Society
 MBA 750 Performance Analysis
 MBA 760 The Global Business Environment

Winter II

Elective

Spring II

- MBA 730 Managing Customer Interfaces
 MBA 810 Strategic Management
 Elective

Course Descriptions

A complete list of courses to be offered each semester is available in the Office of Academic Services in Auerbach 227.

Business Administration

BAR 510-511 Applied Financial Analysis and Investments [1.5-1.5] This course provides an applied financial analysis and investment opportunity for both undergraduate and graduate students. Students obtain hands-on experience in establishing, managing, and reporting on an actual investment fund set up with the University. Students review the overall economic operating environment, review selected industry trends, and understand the global/political impact of investment decisions. Topics include applying a risk-based approach to identify investment opportunities, conducting investment research and analysis, establishing performance benchmarks, selecting individual investments for acquisition, executing actual trades, reviewing investment results, and evaluating monthly and final portfolio performance. Students also examine the tax implications of investment decisions and the necessary oversight controls to comply with legal and regulatory requirements. **Students must take both semesters of this course.** Prerequisites: Fin 310 (grade of B or better) and permission of instructor, or MBA 616 (grade of B or better) and permission of instructor.

MBA 610 Managerial Statistics [3] This course provides the student with necessary skills and understanding of the role of quantitative methods in decision making. Topics include probability distributions, sampling, estimation and testing, regression and correlation, and time series and forecasting. Laboratory fee. Students without any prior course work in math and/or quant courses are required to take QNT 501 or test out before enrolling in this course.

MBA 612 Accounting Concepts [3] This course provides an introduction to financial and managerial accounting concepts utilized to provide organizations with the accounting information necessary for external reporting and management decision-making purposes.

MBA 614 Economic Analysis for Managers [3] This course covers economic principles, analytical tools, and concepts applicable to managerial decision-making problems. The course exposes students to a wide range of business decisions to which economic theory can be fruitfully applied. Specific topics include supply and demand analysis, organization of the firm, incentive compensation, information problems and uncertainty, production and costs, market structure, pricing strategies and techniques, and the application of game theory to managerial decisions and negotiations. Corequisite: MBA 610.

MBA 616 Corporate Finance [3] This course introduces students to the basics of the corporate financial decision-making process. Topics include time value of money, discounted cash-flow analysis, valuation of stocks and bonds, overview of financial statements and financial statement analysis, risk and return, equilibrium asset pricing, capital budgeting, cost of capital, and capital structure decisions. Prerequisites: MBA 610 and 612.

MBA 618 Marketing Management [3] This course examines marketing systems, concepts, institutions, marketing function in organizations, and marketing management decision processes. Emphasis is on developing integrated approaches to solving marketing problems under turbulent environmental conditions. Major topics include marketing organization, consumer behavior, product policy, integrated marketing communications, and strategic market planning. Cases of companies in sectors ranging from services to consumer-packaged goods to high-technology industrial goods will be analyzed to develop problem-solving and decision-making skills of course participants.

MBA 620 Operations Management [3] An introduction to the managerial processes underlying operations management in both manufacturing and service organizations. Topics such as operations strategy, product and process design, advanced manufacturing technologies, operations planning and control, just-in-time production systems, quality and productivity, and project management will be covered. The topics will be integrated using a systems approach to the operations of an organization. Corequisite: MBA 610 or equivalent.

MBA 710 Leadership and Management [3] Course examines how individuals can achieve goals in traditional and continuous improvement work environments. Emphasis is placed on understanding how personal, group, and organizational factors influence individual success and satisfaction. Case studies provide an opportunity to reflect upon and enhance teamwork skills. Field research into current best practices complements formal class work. Prerequisite: MBA 620 or equivalent. Corequisites: MBA 614, 616, and 618.

MBA 720 Managing Technology and Innovation [3] This course focuses on how to manage technology and innovation in organizations. The main topics are the nature of technological change, technology's competitive impact; how to manage the acquisition, generation, and commercialization of new technologies; and human and ethical issues concerning technology. While the course pertains to a broad range of technologies, specific attention will be given to information and communications technologies. Corequisites: MBA 614, 616, 618, and 620.

MBA 730 Managing Customer Relationships and Experiences [3] This course focuses on building relationships between an organization and its customers. Students explore methods of identifying customer needs, expectations, and satisfaction, as well as determination of lifetime customer value to develop target customer priorities. Distinction is made between customer relationships management (CRM) as a strategy versus CRM programs and tools. Customer experiences as they relate to overall customer/organization relationship are stressed. Prerequisite: MBA 610, 618, or equivalent. Corequisites: MBA 614, 616, and 620.

MBA 740 Business Law and Society: The Global Environment [3] This course helps students understand how business decisions affect and reflect society. Because the decisions of

managers not only influence but also are influenced by public policy concerns and moral issues, students will learn how to integrate economic, social, legal and regulatory, and moral considerations in decision making. Specific topics include the role of law in society, business regulations and antitrust policy in the global environment, ethical and social values in different cultures, and employment and labor relations. Prerequisite: MBA 614 or equivalent. Corequisites: MBA 616, 618, and 620.

MBA 745 Cases in Business Ethics [3] This course offers an advanced study and analysis of ethical concerns in business. By studying the writings of the leading scholars and examining contemporary real cases and issues in business ethics, students will learn how to integrate business and managerial decisions with social and moral considerations. Specific topics include theories of ethics; cases in corporate social responsibility; ethical issues and cases in investment, in marketing, in the environment, in employment, and in global business. Prerequisites: MBA Core Courses and MBA 740, or permission of the instructor.

MBA 750 Performance Analysis [3] This course demonstrates how corporations extract information from accounting, finance, operations, and marketing; analyze the results; and plan for future activities. Topics include activity-based costing, management decision making and pricing in a global economy, decentralization issues, balanced scorecard, financial performance measures and budgeting, and incentive and ethical implications of compensation systems. Prerequisite: MBA 616 or equivalent. Corequisites: MBA 614, 618, and 620.

MBA 760 The Global Business Environment [3] This course explores the complexities, conflicts, and opportunities facing firms operating in a global environment. Students improve decision-making skills by considering the impact of cultural, legal, political, ethical, economic, financial, and organizational environments on global business. Prerequisites: MBA 614, 616, 618, and 620.

MBA 810 Strategic Management [3] Broadly integrative course that considers the strategic leadership of organizations as a whole within ever-changing and increasingly global environments. Course frameworks and concepts build on previous course work to develop students' abilities to analyze complex situations, identify issues, and provide specific solution plans and steps for implementation. The course

relies heavily on class discussions of concepts and cases. Students formally present both individual and team projects. Prerequisites: MBA 710, 720, 730, 740, and 750.

MBA 985 Internship in Business [3] Students can apply theory to practice through work experience with profit and not-for-profit organizations. Students work under the supervision of a faculty member. Prerequisites: Completion of MBA equivalent, breadth and core courses or equivalents, and permission of instructor and department chair.

Accounting

AC 621 Accounting and Financial Reporting [4] An intensive study of the theory and practice of financial reporting. Emphasis is placed on the generally accepted accounting principles leading to the dissemination of information through the financial statements. Topics include methods of asset valuation and classification, liability recognition, income recognition, and measurement of equity. The ramifications of accounting method choice and earnings management on financial statement informativeness are considered. This course may not be used for credit in the MSAT program; however, it provides prerequisites for the MSAT. MBA students may take it as an elective toward their degree. Prerequisites: AC 210 and 211, or MBA 612; or equivalent.

AC 650 International Accounting [3] Designed for the student concerned with accounting and financial control of international operations. Presents a series of accounting and control problems in their international dimensions and the solutions applied in various countries. A framework for translating and analyzing financial statements from foreign subsidiaries and foreign corporations is developed. Prerequisite: MBA 612 or equivalent.

AC 662 Managing the Financial Management Function [3] This is a case method course that is designed to study the major functions and issues dealt with in regard to accounting, finance, organization, and systems functions from the perspective of the chief financial officer, controller, and treasurer of an organization. The course material will be broad-based across all of the business disciplines. Prerequisite: MBA 612 or equivalent.

AC 663 Cash Management and Budgetary Control [3] This course explores the concepts of the budget preparation process and the control of expenses from an activity-based approach, with a strong emphasis on operational

and fiscal analysis. In addition, the related cash-budgeting and management systems are discussed. Prerequisite: MBA 616 or equivalent.

AC 667 Accounting Information Systems [3] Provides the student with the background, principles, and techniques required to analyze the information requirements of an organization and to design the information system. Emphasis on computer-based systems. Prerequisite: AC 325 or MBA 720, or equivalent.

AC 714 Advanced Accounting Theory and Practice [3] An intensive examination of advanced topics in accounting theory and reporting. Specific topics include partnership organization, liquidation and operation, branch accounting, accounting for mergers and acquisitions, consolidated financial reporting with domestic and international subsidiaries, accounting for transactions involving foreign currencies, and foreign currency-based financial statement translation. Prerequisite: AC 321 or AC 621, or equivalent.

AC 715 Financial Reporting and Analysis [3] A study of the structure and use of corporate financial disclosures in the global economy. Topics include financial reporting requirements using financial disclosures for risk and performance analyses, adjusting for alternative reporting techniques, assessment of market valuation, and assessing the quality of earnings. Potential misuses of alternative reporting methods are considered. Prerequisites: AC 321 or AC 621, and MBA 616; or equivalents.

AC 716 Accounting Principles for Not-for-Profit Organizations [3] Examines financial accounting principles, fund accounting, and analysis of financial reports, as well as management accounting and control techniques pertinent to health care and other not-for-profit and public-sector organizations. Case studies and problem materials are required. Prerequisite: MBA 612 or equivalent.

AC 720 Advanced Auditing [3] A critical and intensive study of selected topics in auditing. The course provides an in-depth analysis and practical application of the current auditing standards and professional codes of conduct. It emphasizes ethical decision making in an audit client's environment, the practical applications of the Single Audit Act on auditing not-for-profit entities, and case analyses that emphasize accounting, tax, and auditing research to satisfy auditor-client disagreements in the application of accounting principles. Prerequisite: AC 430 or permission of instructor.

AC 724 Fraud Examination [3] This course provides an overview of the methods and analysis used to detect and prevent fraud. The focus will be on forensic accounting and fraud investigation techniques, the legal elements of fraud, the expense of fraud, and ethics. Prerequisite: AC 430 or equivalent.

AC 725 Ethics for Accounting Professionals [3] An understanding of general ethical theory is basic to the understanding of ethical issues. This course introduces the student to the study of ethics, applies that study as an interdisciplinary business topic, then extends to the application of ethics in the accounting profession. The course addresses the major issues in business ethics, as well as the predominant positions on and arguments concerning these issues. Particular attention is given to the AICPA Code of Professional Conduct and to federal legislation. Prerequisite: AC 430 or equivalent.

AC 748 Seminar in Managerial Accounting Control Systems [3] An intensive study and discussion of the underlying assumptions and theories upon which management accounting control systems are implemented and operated. These systems include the policies, procedures, and information-gathering technology used to plan, monitor, and control firm performance. Prerequisites: AC 332 and AC 621, or equivalents.

AC 749 Seminar in Financial Reporting [3] An intensive study and discussion of the underlying assumptions and theories on which are based the generally accepted accounting principles and procedures in use today. Alternative methods are evaluated. This course satisfies the seminar requirement for the MSAT degree. Prerequisites: AC 321 or AC 621 or equivalent, and final year of MSAT program.

AC 760 Taxation of Business Organizations [3] An analysis of the tax concepts applicable to corporations, partnerships, S corporations, and limited-liability companies/partnerships, including definitions, formation, operations, distributions, and liquidations. Prerequisite: AC 425 or equivalent.

AC 770 Practice, Procedure, Periods, and Methods [3] A study of the organization of the Internal Revenue Service, procedural problems with respect to the tax return and tax return audits. Selected topics dealing with accounting periods and methods (e.g., installment sales, long-term contracts, inventories) are also covered. Prerequisite: AC 425 or equivalent.

AC 772 Estate Planning and Administration [3] Intensive study of the nature of estate planning and the problems of administering a decedent's estate. Topics include integration of estate, trust, gift, and income taxes, and trusts and their uses. Prerequisite: AC 425 or equivalent.

AC 774 Advanced Taxation of Pass-through Entities [3] A detailed analysis of the income tax problems of these business forms, including organization, operations, allocations, sales and exchanges of ownership interests, built-in gains, distributions, and liquidations. Prerequisite: AC 425. Corequisite: AC 760.

AC 776 Advanced Corporate Taxation [3] A detailed analysis of corporate income tax problems, including distributions, redemptions, liquidations, affiliated companies, reorganizations, and penalty taxes. Prerequisite: AC 760.

AC 780 Tax Aspects of International Business [3] Examines problems of United States taxation of foreign business activities, advantages of different corporate forms and methods of overseas operation, and compliance with Treasury regulations affecting foreign trade. Prerequisite: AC 760.

AC 781 Personal Tax Planning [3] Emphasizes effective tax and financial planning for individuals, including techniques of mitigating tax rates; exempting, deferring, and deflecting income; as well as maximizing tax deductions and credits. Attention will be devoted to use of investments in creating assets for educational funding, retirement, and estate planning, including the use of insurance for asset protection. Prerequisite: AC 425 or equivalent.

AC 783 Research in Taxation [3] Examines the techniques of conducting tax research and the necessary oral and written communication skills required in practice. Prerequisite: AC 425 or equivalent.

AC 784 State and Local Tax [3] Examines the sources of state and local revenues derived from taxation, the taxation of multinational and multistate businesses, and the constitutional restrictions on the rights of state and local governments to impose taxes on business entities. Personal income tax, consumer and transaction taxes, property tax, business excise and death taxes imposed by state and local jurisdictions are also examined. Prerequisite: AC 425 or equivalent.

AC 785 Taxation of Real Estate Transactions

[3] Study of tax issues affecting personal and commercial real estate transactions. Topics include residences, depreciation, sales and exchanges, passive activity and at-risk rules, REITs, and choice of business entity. Prerequisite: AC 425 or equivalent.

AC 786 Consolidated Tax Returns [3] A detailed analysis and study of the principles and practices involved in preparing consolidated tax returns, with an emphasis on tax planning. Prerequisite: AC 776.

AC 787 Federal Tax Elections [3] This course reviews the most important federal tax elections available to individuals, corporations, partnerships, estates and trusts, and retirement plans. Prerequisite: AC 760 or equivalent.

AC 788 Deferred Compensation [3] Analysis of deferred compensation plans, including pension, profit-sharing, and stock bonus plans. Other topics include reasonable compensation, IRAs, nonqualified plans, and ESOPs. Prerequisite: AC 425 and graduate standing.

AC 789 Seminar in Taxation [3] Supervised research in the field of tax policy of approved topics, and the preparation of a formal and oral report suitable for publication. Prerequisite: Substantial concentration in the tax field or permission of department chair.

AC 980 Independent Study in Accounting Taxation [1–3] Topics and projects selected by student and participating faculty member. Study will require the student to survey current literature and conduct research in a specialized area of interest. Prerequisite: Permission of instructor and department chairman.

AC 985 Internship in Accounting [3] Students apply theory to practice through accounting work experience with CPA firms and other organizations, both profit and not-for-profit. Students work under the supervision of an accounting faculty member. Prerequisites: AC 320 or equivalent, and permission of instructor and department chair.

AC 990-991 Special Topics in Accounting and/or Taxation [3-3] A critical and intensive study of specific and selected problems in the fields of accounting and taxation, with comprehensive reading of the latest available literature and studies related to the problems involved. Prerequisite: AC 321 for accounting topics or AC 336 for taxation topics.

Business Law

BL 662 Business Law [3] An introduction to the basic purposes and logic of the law as it applies to business enterprises and their operations. Emphasizes the essential elements of an enforceable agreement, the legal aspects of required performance, and the establishment of an agency relationship. The legal duties of the principal and agent to each other and to third parties. Actual cases are studied to observe the development and application of legal principles in a business activity. Prerequisites: MBA 614, 616, 618, and 620; or equivalents; or permission of instructor.

BL 664 Law of Real Estate Interests [3] This course is intended to provide nonlawyers with a general understanding of real property law and how it comes into play in their personal lives.

Economics

EC 664 Urban and Regional Economics [3] An introduction to the study of where firms and consumers choose to locate, and how and why they make their choices. Topics include location theory; market forces in development of cities; policies that affect land rent and land use within cities, spatial aspects of poverty, discrimination, and housing; and state and local government spending on education and property taxation. Prerequisite: MBA 614.

QNT 501 Introduction to Managerial Statistics [1.5] This course provides students with the necessary quantitative skills for a foundation in business. Topics include a review of basic mathematics relevant to business, including basic algebra and applications of linear and non-linear relationships, optimization, descriptive statistics, random variables, general probability distributions, and the binomial distribution. *Credits earned in this course are not applied to graduate programs.* Prerequisite: Graduate standing. Laboratory fee.

QNT 720 Business Forecasting [3] The course presents the techniques used to prepare forecasts and to facilitate long-term planning by the firm. Emphasis is on the application of techniques used by management for decision making. Case studies are discussed to provide students with the necessary links between theory and practice. Topics include review of statistical techniques; data sources; and exploring data patterns with a view to choosing the appropriate forecasting techniques, such as moving average and smoothing methods, regression analysis, time

series analysis, Box-Jenkins (ARIMA) methods, and analysis of judgmental factors in forecasting. Prerequisite: Completion of MBA core.

Finance

FIN 620 Cases in Finance [3] Designed to train the student in the many ways of thinking about corporate financial problems. The cases provide the basis for class discussions on the approach to financial problem solving. Prerequisite: MBA 616 or equivalent.

FIN 630 Investment Analysis [3] The objective of this course is to introduce the students to various investment alternatives and their valuation. Topics are analysis of common stocks, corporate and government bonds, mortgage-backed securities, options and futures contracts. The course also includes study of the market structure and its participants, as well as alternative measurements of risk and return on investment. (Students who have taken FIN 430 at the University of Hartford are not permitted to take this course for credit.) Prerequisite: MBA 616.

FIN 632 Portfolio Management [3] This course introduces students to the theory and practice of portfolio management. Topics are formulation of appropriate portfolio objectives, alternative asset-allocation techniques, portfolio revision, criteria for evaluating investment portfolio performance, international diversification, the use of derivative securities, and portfolio insurance techniques. Prerequisite: MBA 610 and MBA 616. (Sp)

FIN 636 Real Estate Finance [3] The rationale and framework of the real estate investment decision. Appraisal techniques and investment analysis in both the public and private sectors. Real estate development: residential and commercial with emphasis on market-oriented economic decisions. Institutional policy and lending on real estate are examined. Prerequisite: MBA 616.

FIN 650 International Finance [3] This course is designed to expose the students to the international dimension of corporate finance. It is aimed at providing a conceptual framework for analysis of major financial problems of the global company. Topics include the international monetary systems, the foreign exchange market, determination of exchange rates, managing foreign exchange exposure, the foreign direct investment decisions, capital budgeting, and working capital management. (Students who have taken FIN 450 are not permitted to take this course for credit.) Prerequisite: MBA 616.

FIN 662 Financial Institutions and Markets

[3] The objective of this course is to introduce the students to the structure, function, and activities of the various financial institutions and markets. Domestic as well as international institutions and markets are studied, including recent regulatory changes. Topics include central banking; the process of money creation; instruments and institutions of the money market; commercial banking and savings institutions; and the role of insurance companies, pension funds, and investment companies. Prerequisite: MBA 616.

FIN 665/INS 665 Risk Management [3] This course examines how corporations approach the problem of dealing with risks in today's complex marketplace. Emphasis is given to the economic impacts of losses and alternative methods of risk financing (captives, bond issues, capital markets). The exposures of multinational firms are explored in a team-learning format. Since risk management is usually a multidisciplinary team effort, all assignments and class discussions involve teamwork. Emphasis is given to incorporating multidisciplinary, multiobjective input into a comprehensive risk management plan for sample firms.

FIN 668 Mergers and Acquisitions [3] An analysis of mergers, acquisitions, and other restructuring activities. Topics include the M&A process, corporate takeover market, M&A valuation techniques, analysis and valuation of privately held companies, financing M&A transactions and divestitures. Analysis of cases and computer applications are used. Prerequisite: MBA 616.

FIN 684 Entrepreneurial Finance [3] An examination of financial issues and problems encountered by small businesses. Case studies and lectures will be used to develop skills in the areas of financial statement analysis, forecasting, working capital management, coping with financial distress, business valuation techniques, sources of capital, dealing with banks and venture capitalists, preparing for an initial public offering, community resources, and ethical issues. Students will prepare team presentations of cases and a comprehensive business plan. Assignments will include empirical articles dealing with current topics in small-business finance. Extensive use of computer spreadsheet programs required. Prerequisite: MBA 616.

FIN 725 Derivative Securities [3] This course provides an understanding of the nature, application, and valuation of derivative securities. The role of commodities and financial futures contracts is studied in managing costs and revenues of a business enterprise. Relevant applications of financial options contracts are examined in monitoring the firm's asset value and earnings. Various uses of swap contracts are examined for their impacts on optimizing the cost of financing for a corporation. Course coverage also extends to insurance of institutional funds management, risk management, and investment portfolio hedging. Various strategies using futures, options, and swap contracts are utilized. Valuation of derivative securities is also considered. Prerequisite: MBA 610, or MBA 616, or equivalents.

FIN 760 Seminar in Finance [3] A study of recent theoretical and empirical work in the field of finance. Independent research, reports, and discussions are utilized. Prerequisites: Two graduate courses in finance. (Sp)

FIN 980 Independent Study in Finance [3] Content to be determined by student and assigned advisor.

Insurance

INS 660 Risk and Insurance [3] A survey course focusing on practice and theory of private insurance and its economic and social significance. Analysis of major lines of insurance, including life, health, and property-casualty. A number of managerial and ethical considerations are reviewed.

INS 661 Life and Health Insurance [3] Detailed examination of life insurance; nature and uses of life insurance, mathematics of life insurance, and underwriting life risk. Organization of life insurance companies is reviewed, as are several managerial and ethical issues. Life company strategies are discussed and analyzed. The course includes a review of individual health insurance.

INS 662 Property and Casualty Insurance [3] This course examines applications of economic and financial concepts to the solution of problems faced by insurers. Management and key operational functions of an insurer are discussed in a financial context. The effects of economic, legal, and regulatory environments, as well as technological advances in loss prediction and distribution on insurer strategy, are studied.

INS 663 Employee Benefits [3] Employee benefits are a basic source of economic security. This course provides an analysis of management strategy and planning for employee benefit plan design and financing. Benefits ranging from cafeteria plans to dependent care to 401(k) plans are studied. A public-policy viewpoint is incorporated, and the purpose, usage, value, and shortcomings of employee benefits are examined.

INS 665/FIN 665 Risk Management [3] This course examines how corporations approach the problem of dealing with risks in today's complex marketplace. Emphasis is given to the economic impacts of losses and alternative methods of risk financing (captives, bond issues, capital markets). The exposures of multinational firms are explored in a team-learning format. Since risk management is usually a multidisciplinary team effort, all assignments and class discussions involve teamwork. Emphasis is given to incorporating multidisciplinary, multi-objective input into a comprehensive risk management plan for sample firms.

INS 666 Insurance Regulation [3] Study and analysis of interrelationships of changing social and economic values, shifting public policy, and reaction of insurance industry.

INS 880 Independent Study in Insurance [3] Content to be determined between advisor and student.

International Business

IB 610 Regional International Business Studies [3] An in-depth study of the conflicts, constraints, and opportunities facing firms operating in a specific international region. The course provides students with the opportunity to undertake an intensive analysis of operating a global business in a specific region of the world. Course may include a study abroad component. Course may be repeated for credit if focused on a different region of the world. Prerequisite: Permission of instructor.

Management

MGT 620 Exploring Contemporary Business [3] This course is designed specifically for entering MBA students with minimal business experience or for students making a career change. The course introduces students to the customs and behaviors in contemporary business organizations. Students explore leadership and teams through experiential activities, as well as lecture, readings, company visits, a team service project, and guest speakers. Students become

acculturated to current business practices, corporate culture, and customer expectations. Prerequisite: Graduate standing.

MGT 674 Operations Strategy [3] An examination of the development and implementation of production/operations strategy and the integration of this strategy with the corporate business unit; examination of other functional strategies of the organization. Topics include alternative production/operations strategies; choice of process; strategy selection; technology management; integration of information, quality, and productivity into the operations function. Prerequisite: MBA 620.

MGT 701 Managerial Skills [3] This course focuses on the assessment and development of competence in individual, interpersonal, and applied management and leadership skills. Topics include presentation of self, time and stress management, communication, negotiation, and coaching. Diagnostic instruments, practice exercises, and active student involvement are part of the course.

MGT 705 Individuals, Groups, and Organizations [3] An overview of levels of organizational behavior. Organizational behavior topics include communication, motivation, learning, perception and attribution, group dynamics and organization structure, design and change. Focus will be on both academic research literature and current organizational trends.

MGT 711 Dynamics of Group Decision Making [3] This course examines the processes that occur among a group of decision makers or team members, with emphasis on the factors that facilitate positive outcomes. The patterns of interaction among the decision makers are identified, and students are involved in a variety of real tasks and simulations to develop an awareness of their own behavior in group and team situations.

MGT 712 Complex Organizations [3] This course focuses on organizing and leading change. It identifies macro concepts such as environmental characteristics, strategies and structures, the role of information technology, measurement and evaluation processes, and reward systems. The course also investigates their relevance for management and explores the ramifications of choice in organization design and change processes. Students design and carry out organizational assignments based on course theories, and conclude with a formal presentation of findings.

MGT 720 Organization Development [3] Examines major organization development (OD) theories, approaches and techniques that managers, leaders, and consultants use to improve organizational effectiveness. Focuses on both underlying models (e.g., action research, open systems, levels of intervention, sociotechnical) and tools used in OD work (e.g., team building, process, third party and intergroup, structural, appreciative inquiry, future search, and quality interventions). Students will learn to diagnose current levels of organization effectiveness, recognize obstacles to change, and develop recommendations and action plans. Several presentations are required; students regularly use the newest technology. Prerequisite: MBA 710 or equivalent.

MGT 725 Training in Organizations [3] This course is a guide in the assessment, design, delivery, and evaluation of training programs in business and industry. Practical emphasis is on the development of a training program, including needs assessments and supportive evaluation instruments, program instructional design, and delivery and facilitation of the program. Topics include adult learning theory, the use of instructional material, the role training plays in organizations, and facilitation skills. Emphasis is also on the impact such activities have on the organization and the individual employee. Students learn about the potential for information technologies—such as computer-based training, the Internet, and electronic performance systems—on training program delivery and program administration. Prerequisites: MGT 701 and MBA 710, or permission of instructor.

MGT 730 Human Resource Management [3] This course explores the changing roles required of human resource (HR) managers to enhance the performance of their organizations as leaders in today's global marketplace. Technical, administrative, and strategic components of HR are presented through readings, cases, and exercises. A wide range of HR topics is covered along with legal and legislative issues. The increasing importance of information technology and international issues in the practice of HR are also stressed. Prerequisite: MGT 705 or MBA 710, or permission of instructor.

MGT 731 Advanced Human Resource Management [3] Focuses on theories, techniques, and legal/ethical aspects of personnel administration activities from an implementation standpoint. The technical aspects of job analysis, testing and selection, compensation, and

performance appraisal are examined in depth so that students have the knowledge and skill to develop these programs in organizational settings. Fieldwork projects are included. Prerequisite: MGT 730 or permission of instructor.

MGT 732 Strategic Human Resource Management [3] Management of human resources is viewed from a systems perspective. Attention is directed toward the development of strategies to utilize job analysis and design efforts, performance appraisal and reward systems to control recruiting, selection, socialization, career training and development, as well as termination processes. Case studies are examined from multinational corporations, public agencies, and nonprofit organizations, along with an in-depth analysis of a significant human resource issue currently being faced by a firm. Prerequisite: MGT 730 or permission of instructor.

MGT 740 Conflict Management [3] An examination of conceptual models of human conflict in interpersonal, intragroup, and intergroup situations. Emphasizes development of practical skills in resolving conflict both as a principal actor in the conflictual relationship and as a third party.

MGT 745 Managing Organizational Crises [3] Events and their interpretations can harm the people, financial condition, and reputations of organizations. Crises usually entail (1) an unfolding sequence of events and their interpretations by affected stakeholders, leading to (2) the decisive moment, or turning point, when it is decided what change is required. Both scholars and practitioners try to observe, measure, and understand the dynamics of organizational crises—those in the making and those under way. Significant attention is paid to the study of values, preferences, and interests of all stakeholders embedded in strategic organizational decision making and oral, written, and visual forms of communication before, during, and after the crisis. The course uses lecture, discussion, student presentations, and case studies. Prerequisite: MBA 710 or permission of instructor.

MGT 750 Bargaining and Negotiations [3] The skills, theory, and processes used in a variety of negotiation settings are addressed. Topics include negotiating styles, power, coalitions, conflict, distributive versus integrative bargaining, representational negotiations, mediation, intercultural bargaining. Skills are developed through a series of role-played simulations in which everyone negotiates and receives feed-

back. Prerequisite: MBA 710 or permission of instructor.

MGT 760 Supply Chain Management [3] Supply chain management involves the cross-functional integration of business processes across the entire value stream of business activities. The course focuses on the supply chain strategy. Topics address integration points among strategic initiatives, such as e-commerce, enterprise resource planning, strategic sourcing, operations, and corporate strategy. Some of the tools used for optimization and decision making include flow charts, value stream mapping, and make/buy analysis. Case studies and term projects help students to visualize how supply chain management works and can be a source of competitive advantage. Prerequisite: MBA 620 or equivalent.

MGT 771 Entrepreneurship [3] This course provides an opportunity for participants to examine their own skills, interests, and desire to lead in the creation of a new venture. Formal class work is supplemented with fieldwork necessary to ensure the development of a realistic business plan. (Sp)

MGT 980 Independent Study in Management [3] Projects selected by student in consultation with assigned instructor. The purpose is to permit the student to survey the literature of, and to conduct research in, a specialized area of interest. Prerequisite: Permission of instructor. (Sp)

MGT 990 Special Topics in Organizational Behavior [3] Seminar in selected areas of organizational behavior, organization development, organizational theory, or human resource management, personnel administration. The course is designed to give students a focused study of selected current topics in organizational behavior. Prerequisite: MBA 710 or permission of instructor.

MGT 991 Special Topics in Management [3] Seminar in selected areas of management/administration, the management decision process, production/operations research, or management information systems. The course is designed to give students a focused study of selected current topics in management. Prerequisite: Permission of instructor.

Management Information Systems

MIS 661 Data Processing and Application Programming [3] An introductory course for computer programming in a business environment. Topics include structured programming,

development, and documentation. Problem solving is stressed throughout the entire course, which will include report generating and table and file processing. Prerequisite: MBA 720 or permission of instructor.

MIS 662 Information System Analysis and Design [3] Overview of the system development life cycle. Topics include data flow diagram, processing logic specification, data dictionary and data store, data structure and file organization, input/output design, and system specification. Emphasis will be on logical system design. Prerequisite: MBA 720 or permission of instructor.

MIS 763 Business Data Communications [3] This course introduces the fundamental concepts of data and voice communication to students from both a business and a technical perspective. Emphasis is on how organizations choose and manage appropriate data communication technologies to meet business objectives. It includes technical aspects of data communications and emerging issues and trends affecting society and organizations. Students develop decision-making abilities for selecting appropriate alternative technology solutions for business needs. Prerequisite: MBA 720.

MIS 764 Database Systems [3] This is an introduction to database systems. Topics include the fundamental concepts of database, logical database design, physical database implementation, use and management of enterprise databases, data query language, use of Internet technology, and database administration. A contemporary DBMS software will be used. Prerequisite: MIS 662.

MIS 765 Strategic Information Systems [3] This course emphasizes the use of information technology as a source of strategic competitive advantage. Strategic information systems facilitate radical change in the internal operations of organizations. The objectives of this change are to enhance the organizational capability to develop innovative products and services, to forge new relationships with suppliers and customers, and in the process, to edge out competitors. The notion of strategic competitive advantage will be examined within the context of all relevant factors, such as economic cost/benefits, legal aspects, ethical issues, and sociotechnical issues of information systems. Prerequisites: MBA 720 or equivalent, MBA 618 (formerly MKT 610), and MBA 614 (formerly EC 610); or permission of instructor.

MIS 990 Special Topics in Management Information Systems [3] Seminar in selected areas of management information systems. The course is designed to give students a focused study of selected current topics in management information systems. Prerequisites: Graduate standing and permission of instructor.

Marketing

MKT 640 Sales Program Management [3] Explores the role of management of the sales force in relation to the total marketing effort. Basic considerations are line and staff responsibilities of the sales manager; organization and control of the field sales organization; selection, supervision, compensation, and motivation of sales personnel; and coordination with other departments. Prerequisite: MBA 618.

MKT 650 International Marketing [3] Examines specific marketing management issues that arise when entering overseas markets and when conducting marketing operations on an international or global, as compared to a domestic, scale. The course emphasizes the challenges of identifying and evaluating market opportunities abroad; developing marketing strategies adapted to specific national, regional, or global needs, cultures, and constraints; and coordinating strategies in world markets. Stress is on strategic issues of global marketing. Prerequisites: MBA 610, 614, and 618.

MKT 659 Marketing Communications [3] Stresses an integrated approach to the use of advertising, public relations, publicity, personal selling, and sales promotion. Considered are basic communications theory; communications plan development; and relations with media, the general public, the community, employees, stockholders, vendors, and customers. Cases reflecting actual practice are regularly assigned. Prerequisite: MBA 618.

MKT 660 Advertising Management [3] Provides an overview of advertising and its role in a marketing program. Marketing analysis of competitive position, product/service imagery, consumer attitudinal profiles, perceptual processes, and other factors are developed as a basis for decision making. Establishing operational objectives, setting the budget, selecting media, and deciding on copy content and positioning are decision areas emphasized. Prerequisite: MBA 618.

MKT 662 Public Relations Management [3] Surveys current public relations practices and problems as applied in business, government, and not-for-profit organizations. Public relations functions; communication; publicity techniques; and analysis of relationship with various groups, such as press representatives, the general public, employees, stockholders, and consumers. Prerequisite: MBA 618.

MKT 664 Industrial Marketing [3] Studies the workings of business-to-business, government, and institutional marketing. Presentation of contemporary research and analysis of industrial marketing, including industrial marketing research, buyer characteristics, selling of industrial products, and marketing communication strategies. Prerequisite: MBA 618.

MKT 668 Product Innovation and Development [3] Examines the conceptual framework for the initiation, guidance, and control of new product development for consumer and industrial markets. The course covers innovation models, product management, market analysis, product positioning, test marketing, launch marketing strategies, and venture corporate architecture. Cases with an international motif—either American firms in Pacific Rim and Eurocentric markets or offshore transnational companies seeking to penetrate the epicentral U.S. market—provide ample vistas for the application of the theory and method of one-off product innovation, as well as multi-generational product platform genesis. Prerequisite: MBA 618.

MKT 681 Internship in Marketing [3] Project selected by student in consultation with assigned instructor. The purpose is to enable the student to apply concepts and skills learned in courses with real-world work situations.

MKT 710 Services Marketing [3] This course provides students with the theory and practice of services marketing. Services now dominate the U.S. economy; therefore, it is necessary to learn and apply quality and service strategies to achieve a competitive advantage. This course

focuses on the challenges of managing services in organizations that deliver pure service (banks, professional services, hotels, education, etc.) and those that use service as a differentiation strategy (manufacturers of technology, automotive, consumer packaged goods, etc.). The Internet is examined as a channel for the delivery of quality services in a cost-effective manner. Prerequisite: MBA 618 or permission of instructor.

MKT 715 International Services Marketing This course provides students with the theory and practice of international services marketing. Services now dominate global markets; therefore, it is necessary to learn and apply quality and service strategies to achieve a competitive advantage. The course focuses on the challenges of managing services in organizations that deliver pure service (banks, professional services, hotels, education, etc.) and those that use service as a differentiation strategy (manufacturers of technology, automotive, consumer packaged goods, etc.) in a variety of global settings. The Internet is examined as a channel for the delivery of quality services in a cost-effective manner. *Class will be held at partner universities outside of the United States.* Prerequisites: MBA 618 and permission of instructor.

MKT 750 Market Planning and Corporate Strategy [3] Capstone course that focuses on the strategic planning concept: the triangular relationship between a firm, pertinent market structures, and industry rivals. Prerequisite: MBA 618.

MKT 882 Independent Study [3] Project selected by student in consultation with assigned instructor. The purpose is to permit the student to survey the literature and to conduct research in a specialized area of interest.

MKT 990 Special Topics in Marketing [3] Seminar in selected areas of marketing. The course is designed to give students a focused study of selected current topics in marketing. Prerequisites: Graduate standing and permission of instructor.