

# Course Catalog - Fall 2004

## Business Administration

199 **Undergraduate Open Seminar** Credit: 1 to 5 hours.

(B ADM 199) May be repeated.

205 **Business Location Decisions** Credit: 3 hours.

(B ADM 205) Same as GEOG 205. See GEOG 205.

300 **The Legal Environment of Bus** Credit: 3 hours.

(B ADM 200) Examination of the nature of law and the formation and application of legal principles; the role of law in society; the legal environment in which business operates, particularly government taxation; the regulation of commerce, competition, and labor-management relations; and the concept of property: its creation, transfer, and importance to our business society. Prerequisite: Junior standing. Students taking CPA Exam need to register for Section 2.

301 **Summary of Business Law** Credit: 3 hours.

(B ADM 261) Basic principles of the private law of business including the law of contracts, agency, and business organizations; a brief introduction to the law of sales, commercial paper, security devices, and property. Credit is not given for both BADM 301 and 403. Prerequisite: Junior standing

303 **Principles of Public Policy** Credit: 3 hours.

(B ADM 300) Same as ACCY 321, and PS 321. See PS 321.

310 **Mgmt and Organizational Beh** Credit: 3 hours.

(B ADM 210) General analysis of management and organizational behavior from a systems point of view, including classical organizational theory and management, organizational behavior, and management science; environmental forces; planning, organizing, and control processes; motivation, incentives, leadership, communication, and interpersonal relations; and discussion of production and decision-making and mathematical models. Prerequisite: Junior standing

311 **Individual Behavior in Orgs** Credit: 3 hours.

(B ADM 321) Understanding the behavior of employees in work organizations; particular attention to the motivation of individuals to join and perform in organizations and to employee satisfaction with elements of the work environment; and emphasis on various management strategies to modify employee motivation and satisfaction. Prerequisite: BADM 310, graduate standing, or consent of instructor

312 **Org Design and Environment** Credit: 3 hours.

(B ADM 323) Understanding of complex organizations; particular attention to ways of dividing work, achieving coordination, and issues connected with change and adaptation. Prerequisite: BADM 310

313 **Human Resource Management** Credit: 3 hours.

(B ADM 351) Studies concepts and methods used by the staff personnel unit in building and maintaining an effective work force in an industrial organization; development of ability to design the personnel subsystem within the firm and to deal effectively with problems encountered in such areas as recruitment, selection, training, and wage and salary administration; and considerable emphasis on case analysis, role playing, and research. Credit is not given for BADM 313 and PSYC 245. Prerequisite: BADM 312; ECON 203 and 340

320 **Principles of Marketing** Credit: 3 hours.

(B ADM 202) Emphasizes the concepts of planning, organization, control, and decision making as they are applied in the management of the marketing unction. Prerequisite: ECON 202 or equivalent (Statistics I)

321 **Principles of Retailing** Credit: 3 hours.

(B ADM 212) Gives a general analysis of the structure of retailing emphasizing the retailing environment and operating efficiencies; includes patronage behavior, merchandise control, pricing, promotion, location, and vendor relations; and gives special attention to emerging trends in retailing. Prerequisite: BADM 320

322 **Marketing Research** Credit: 3 hours.

(B ADM 320) Focuses on the techniques and methods of marketing research; emphasizes primarily survey research and experimental design; and offers students the opportunity to apply techniques to real-world situations. Prerequisite: BADM 320 and ECON 202

323 **Marketing Communications** Credit: 3 hours.

(B ADM 337) Introduces the student to the topic of marketing communications and promotion management. Topics covered include: advertising, sales promotion, point-of-purchase communications, interactive marketing, and event sponsorships. Prerequisite: BADM 320

324 **Purchasing and Supply Mgmnt** Credit: 3 hours.

(B ADM 343) Examines the analysis, planning, and forms of organization that are associated with the buying functions in business. Major focus on the principal issues involved in the procurement of raw materials, components, equipment, operating supplies, and services. Also treats the unique aspects of institutional and

government purchasing. Case problems constitute a major vehicle of instruction. Prerequisite: Concurrent with BADM 320

**325 Consumer Behavior** Credit: 3 hours.

(B ADM 344) Studies the factors affecting customer behavior in household and organizational markets and their relevance for marketing management planning and analysis; provides an overview of explanations of consumption differences anchored in socioeconomic, demographic, cultural, and psychological processes; and surveys buyer decision-making processes and their implications for marketing strategy. Prerequisite: BADM 320

**326 Pricing Policies** Credit: 3 hours.

(B ADM 352) The role of pricing in contemporary marketing and major pricing decisions facing the firm; theoretical, economic, and practical methods and models for setting prices; pricing new products, initiating price changes, and responding to competitive pricing; the relationship of pricing objectives and strategies to the goals of the firm; and sealed bidding for contracts. Prerequisite: BADM 320

**327 Marketing to Business and Govt** Credit: 3 hours.

(B ADM 360) Introduces the general area of industrial marketing; examines the nature of industrial markets especially as they compare to consumer markets and emphasizes such factors as the demand for industrial goods, marketing intelligence systems for industrial firms, marketing strategy in industrial markets, and analyses and control of industrial marketing programs; integrates important concepts from sales management and business logistics throughout the course; uses case studies. Prerequisite: BADM 320

**328 Business-to-Business Selling** Credit: 3 hours.

(B ADM 362) Introduces the use of persuasive personal communication in attracting and retaining customers. Uses experiential learning exercises to address principles and techniques of personal selling and the administration of the selling function as it relates to the development of marketing strategy and the achievement of corporate objectives. Prerequisite: BADM 320 or consent of instructor

**329 New Product Development** Credit: 3 hours.

(B ADM 353) Course exposes business students to business and marketing decisions in the unique context of new product development and marketing. Prerequisite: BADM 320

**350 IT for Networked Organizations** Credit: 3 hours.

(B ADM 390) Examines the information technology and its impact on modern organizations. Topics include: (1) IT, Internet Technologies, E-Commerce and business models, (2) organizing and modeling enterprise data, (3) Network protocol and architecture, (4) development of IT systems and (5) IT management and organization design. Prerequisite: CS 105 and at least two of the following: FIN 221, ACCY 201, BADM 310 and 320.

**352 Database Design and Management** Credit: 3 hours.

(B ADM 392) Introduce the modern concepts, techniques and management practices when dealing with data and use of data in organizations. Topics include data modeling, database logical and physical designs, implementation, database administration and web-based database environment. Students will be involved in constructing a database and researching an advanced topic to solidify the learning. Same as ACCY 352. Prerequisite: CS 105

**353 Info Sys Analysis and Design** Credit: 3 hours.

(B ADM 393) Methodologies and techniques used and deliverables created in developing large-scale information systems, including preliminary planning, feasibility analysis, design implementation, and post-implementation review of the system; a term-long project which familiarizes students with methodology and techniques is required. Same as ACCY 353. Prerequisite: BADM 352

**354 Mgmt of Data Communications** Credit: 3 hours.

(B ADM 397) Course stresses a top-down, business oriented approach to evaluating and selecting data communications technology. Students who successfully complete this course gain practical knowledge of network telecommunications technology including hardware and software. They learn enough to allow them to help design systems that include network components.

**365 New Product Marketing** Credit: 3 hours.

(B ADM 251) Course exposes engineering students to the discipline of marketing and to business decision making in the unique context of new product marketing decisions. Same as TMGT 365. Students may not receive credit for this course and BADM 320. Prerequisite: Admission to the Technology and Management Program.

**366 Product Design and Development** Credit: 3 hours.

(B ADM 253) Course presents an overview of the product development process from concept generation to design manufacturing and project management. There is an emphasis on product definition, early concept development, visual reasoning and engineering graphics. Students work in cross disciplinary teams working through product development projects. Same as TMGT 366.

**367 Mgmt of Innov and Technology** Credit: 3 hours.

(B ADM 255) Course is the first jointly taken course for the engineering and business college undergraduates in the Technology and Management program. It focuses on the strategic management of technology and innovation in organizations. It builds primarily on broad models of technological evolution and organizational change. Same as TMGT 367. Prerequisite: Admission to the Technology and Management program

**374 Management Decision Models** Credit: 3 hours.

- (B ADM 274) Introduction to methods of operations research from an executive or managerial viewpoint, emphasizing formulation of business problems in quantitative terms; industrial applications of linear programming, dynamic programming, game theory, probability theory, queuing theory, and inventory theory. Prerequisite: ECON 203, or consent of instructor
- 375 Business Process Management** Credit: 3 hours.  
(B ADM 314) In-depth treatment of decisions involved in designing and implementing productive business processes; particular emphasis on the systematic application of concepts and techniques to achieve the efficient flow of materials and information, and the productive utilization of people and technology.
- 376 Enterprise Proc Integr & Dynm** Credit: 3 hours.  
(B ADM 315) Enterprise-level study of a business that focuses on the integration and management of many interrelated processes. The focus is on linkages between these business processes and the management of these linkages in a dynamic business environment. Prerequisite: BADM 375
- 377 Project Management** Credit: 3 hours.  
(B ADM 316) In-depth treatment of management concepts, tools, and techniques that apply to the organization, planning, and control of projects; particular emphasis on analyzing needs, defining work, scheduling tasks, allocating resources; assessing costs, managing risks; tracking and evaluating performance; and building and leading teams.
- 378 Logistics Management** Credit: 3 hours.  
(B ADM 369) Treats the total flow of materials from their acquisition as basic or unprocessed supplies to delivery of the finished product, as well as the related counter-flows of information that both record and control material movement. Major topics include forecasting material requirements; transportation planning; order processing system; raw material, in-process and finished goods inventory management; packaging; in plant and field warehousing; location theory (space, time, and cost trade-offs); communications; and control. Prerequisite: BADM 324 or 327. Junior standing
- 380 International Business** Credit: 3 hours.  
(B ADM 382) Introduces the field of international business and management. Examines the economic, political, and legal environments of international business. Analyzes differences in financial management, marketing, and management practices for firms doing business abroad. Prerequisite: ECON 101
- 381 Multinational Management** Credit: 3 hours.  
(B ADM 384) Examines critical issues facing managers who work in multinational firms. Designed to develop students' skills for working in a global business environment. Topics include foreign market entry strategies, global management of the functional areas of business, and management and control of multinational firms in the global marketplace. Prerequisite: Junior standing
- 382 International Marketing** Credit: 3 hours.  
(B ADM 370) Analyzes marketing strategy across national boundaries, the problems of marketing within foreign countries, and the coordination of global marketing programs. Includes problems faced by the exporter, licensor, joint venture, and multinational firm. The full range of market activities are discussed from a global perspective. Prerequisite: Junior standing
- 394 Senior Research** Credit: 2 to 4 hours.  
(B ADM 294) Research and readings course for students majoring in business administration. May be taken by students in the college honors program in partial fulfillment of the honors requirements. Prerequisite: Cumulative grade-point average of 3.0, honors in the junior year, or consent of instructor; senior standing.
- 395 Senior Research** Credit: 1 to 4 hours.  
(B ADM 295) Research and readings course for students majoring in business administration. May be taken by students in the college honors program in partial fulfillment of the honors requirements. Prerequisite: Cumulative grade-point average of 3.0 or honors in the junior year; senior standing
- 403 Principles of Business Law** Credit: 4 hours.  
(B ADM 303) Contracts, sales, products liability, commercial paper, debtor-creditor relations, property, agency and employment, partnership, corporation Prerequisite: BADM 300 or consent of instructor
- 420 Advanced Marketing Management** Credit: 3 hours.  
(B ADM 380) Integrative study of methods and models for marketing decision-making; emphasizes the application of analytical tools and behavioral and quantitative models to marketing decision-making. Uses lectures, case studies and simulation exercises. 3 undergraduate hours. Prerequisite: BADM 322 and 325
- 432 Intro to Mgt Info Systems** Credit: 2 to 4 hours.  
(B ADM 391) Same as ACCY 432. See ACCY 432.
- 438 Agri-food Strategic Management** Credit: 3 hours.  
(B ADM 338) Same as ACE 431. See ACE 431.
- 439 Agri-food Management Practicum** Credit: 4 hours.  
(B ADM 339) Same as ACE 439. See ACE 439.
- 445 Small Business Consulting** Credit: 4 hours.

(B ADM 345) Through guided experience, students identify and offer advice to local small business firms; exposes students, serving as consultants, to the wide variety of problems facing the smaller firm as well as enables them to apply current business methods to real problems. Students work in teams. Prerequisite: Junior standing in the College of Business or admission to the Master of Business Administration program; or consent of instructor.

**446 Entrepreneurship Sm Bus Form** Credit: 4 hours.

(B ADM 346) Studies entrepreneurship for those with a serious interest in owning their own business within five years of graduation; students prepare a comprehensive business plan for starting or acquiring such a business; also studies the problems of an existing small business. Prerequisite: Consent of instructor

**447 Legal Strat for Entrep Firm** Credit: 4 hours.

(B ADM 347) Addresses the legal and managerial strategies important to the emerging firm, with particular focus on defensive legal strategies in the context of entrepreneurship. From the entrepreneur's perspective, examines the law of partnerships, sole proprietorships, corporations, joint ventures, agency, and defensive strategies to thwart takeovers.

**449 Business Policy and Strategy** Credit: 3 hours.

(B ADM 389) Analysis of policy formulation and implementation from a company-wide standpoint; emphasis on integration of knowledge and approaches across functional areas; both endogenous and exogenous factors which affect company policies; and the role of the firm in society. 3 undergraduate hours. Prerequisite: Senior standing in College of Business

**453 Decision Support Systems** Credit: 3 hours.

(B ADM 395) This advanced course examines recent developments in information technology for managerial decision support with an emphasis on Internet-based and mobile information technologies. Real-world cases will be used to discuss the application of these technologies to management information systems. 3 undergraduate hours.

**454 Enterprise Computing Mgmt** Credit: 3 hours.

(B ADM 396) Aims to prepare students with programming skills for building and managing enterprise applications. Java is used as the language for implementation. C and C++ are also introduced briefly. General principles of computing are emphasized over specific languages. 3 undergraduate hours.

**459 Mgt Info and Control Systems** Credit: 2 to 4 hours.

(B ADM 394) Same as ACCY 455. See ACCY 455.

**460 Business Process Modeling** Credit: 3 hours.

(B ADM 256) Course is designed for students enrolled in the Technology and Management program, and introduces the identification and analysis of various aspects of business processes. The course defines business processes, and provides tools for designing and analyzing them. Same as TMGT 460. 3 undergraduate hours. Prerequisite: BADM 367

**461 Integrated Project** Credit: 2 hours.

(B ADM 254) Course is the capstone interdisciplinary new product development project course for the Technology & Management Program. Students work in cross-functional teams (joint business and engineering teams) to solve new product development project problems provided by client firms. Because the client firms differ each year, so do the problems. Same as TMGT 461. 2 undergraduate hours. May be repeated to a maximum of 4 hours. Students may register in more than one section per term. Prerequisite: BADM 366, 367

**503 Classics in Business Admin** Credit: 2 hours.

(B ADM 403) Graduate seminar. Presents foundational literature to introduce the theoretical origins of the different areas of Business Administration and explores the linkages among these areas. Outlines the impact of the foundational works on subsequent research. Approved for S/U grading. Prerequisite: Ph.D. standing in BADM or consent of instructor.

**504 Phil of Science and Bus Admin** Credit: 2 hours.

(B ADM 404) Introduction to philosophy of science that focuses on the nature of discovering and justifying knowledge in the business disciplines. Specific issues of interest are the nature of scientific truth, validation of theories, prediction and explanation. Discusses applications to research in various business disciplines. Prerequisite: Ph.D. standing in BADM or consent of instructor

**505 Stat Analysis w/Business App** Credit: 4 hours.

(B ADM 405) This topics course introduces the student to the theory and applications of probability (deduction), statistics (inference) and data analysis (linear models) that are relevant for the conduct of research in Business Administration. May be repeated to a maximum of 8 hours. Students may take each section (A and B) once for credit towards degree requirements. Prerequisite: Ph.D. standing in BADM or consent of instructor

**507 Behav Res Methods in Bus Admin** Credit: 4 hours.

(B ADM 407) Theory and practice of research methodology for the study of administrative, industrial, and consumer behavior and organizations; alternative methods of data collection and their strengths and weaknesses; observational, questionnaire, field, and laboratory experimentation and statistical analysis of pregathered time-series and cross-sectional data; and examples of good and bad research in business disciplines. A completed individual research project of potentially publishable nature is formally presented in class. Prerequisite: Basic inferential statistics course; credit or concurrent registration in BADM 508.

**508 Organizational Behavior** Credit: 4 hours.

(B ADM 408) Develops and integrates fundamental behavioral concepts and theory having administrative applications; initially focuses on the individual decision maker and ultimately includes interpersonal, organizational, and social structures and influences; and develops strategies and methods of research on behavioral applications in business.

**509 Managing Organizations** Credit: 4 hours.

(B ADM 409) Examines and analyzes the organization as a social system and the impact of its various components on work attitudes and behavior; topics include the development of organizational structures, organizational effectiveness, decision making and policy formulation, leadership, and change.

**510 Founds of Organizational Behav** Credit: 4 hours.

(B ADM 410) Introduction to the principal theories and important empirical research in various disciplines that study organizations; in addition to examination of the subject matter content of various disciplines, students critically examine the capacities and limitations of the various fields to make contributions to the study of organizations. Same as PS 514, PSYC 553, and SOC 575. Prerequisite: Enrollment as a major in organizational sciences in a cooperating program or consent of instructor

**511 Topics in Personnel Mgmt** Credit: 4 hours.

(B ADM 411) Examines the organization and administration of the personnel function in management; the relations of personnel administration to operating departments and the scope of business and industrial personnel services; analytical appraisal of policies and practices in selected areas of personnel administration, such as selection and training, carried out through case studies and direct industrial contracts; and specific consideration given to problems up to and including placing the person on a job. Same as LIR 548. Prerequisite: Consent of instructor

**512 HR Management and Strategy** Credit: 4 hours.

(B ADM 414) Same as LIR 565. See LIR 565.

**518 Adv Topics in Org Behavior** Credit: 2 hours.

(B ADM 418) Review and analysis of major organization theory topics stressing the sociological, economic and managerial foundations or macro organizational behavior. Topics include: the role of the social and economic environment on the functions, evolution and transformation of individual organizations; and inter-organizational relations, the ecology of organizations and institutional factors that shape organization action. May be repeated in the same or separate terms to a maximum of 4 hours. Students may take multiple topics under the course designation, but can only take each topic once for credit towards degree requirements. Prerequisite: Ph.D. standing in BADM or consent of instructor

**519 Adv Topics in Org Theory** Credit: 4 hours.

(B ADM 419) Seminar in topics of organizational behavior and organizational theory. Topics include: Seminar in Organizational Behavior (explores the most recent research in the field of Organizational Behavior); and Seminar in Organizational Theory (explores the most recent research in the field of Organizational Theory). May be repeated in the same or separate terms to a maximum of 8 hours. Students may take multiple topics under the course designation, but can only take each topic once for credit towards degree requirements. Prerequisite: Ph.D. standing in BADM or consent of instructor

**520 Marketing Management** Credit: 4 hours.

(B ADM 420) Introduces concepts useful in understanding marketing systems and buyer behavior in addition to developing skills in making marketing decisions; the orientation is primarily managerial and uses examples from both business and non-business contexts.

**521 Marketing Strategy** Credit: 4 hours.

(B ADM 421) Formal analysis of strategy drawing on concepts from the theory of games, decision theory, value theory, and information theory; topics cover elements of game models, classes of decision problems, games against nature, modern utility theory, information theory, group decision making, statistical decision theory, and linear and nonlinear optimization.

**522 Marketing Models** Credit: 4 hours.

(B ADM 422) Concepts, methods, and applications of decision modeling to marketing issues including segmentation, targeting and positioning, new product design and development, advertising, sales force and promotion planning, and sales forecasting. Assists students to build "smart" spreadsheets to improve marketing decisions. Prerequisite: First year of the MBA program or equivalent

**523 Consumer Behavior** Credit: 4 hours.

(B ADM 423) Studies alternative models of buyer behavior; focuses attention on psychological, sociological, and economic factors including motivation, learning, attitudes, personality, reference groups, social stratification, demographics, life-styles, and cross-cultural differences and their impact on purchasing, consumption, and choice decisions. Prerequisite: BADM 520 or first year of MBA program or equivalent.

**524 Pricing Strategy and Tactics** Credit: 4 hours.

(B ADM 424) Develops concepts and techniques for formulating and administering prices in a variety of business situations. Focuses on understanding the internal and external environment through relevant information acquisition and analysis for developing appropriate pricing strategies and tactics. Prerequisite: First year of the MBA program

or equivalent.

**525 New Product Development** Credit: 4 hours.

(B ADM 425) The decisions on the firm's total market offer, including such topics as use of market analysis in making decisions on assortment, product development, pricing, packaging, branding, and sales forecasting; coordination of these decisions and actions with market communications, physical movement, production, finance, and the overall goals and policies of the firm; and emphasizes the use of analytic and research methods in making assortment and product decisions. Prerequisite: BADM 520 or first year of MBA program or equivalent

**526 Marketing to Organizations** Credit: 4 hours.

(B ADM 426) Case and discussion-based course that focuses on how firms that are engaged in marketing to organizations. Examines how to identify competitive marketing advantages, assess market needs, and leverage or sustain these advantages Prerequisite: First year of the MBA program or equivalent

**527 Sales Force Management** Credit: 4 hours.

(B ADM 427) Examines primary elements and problems in the area of sales force management; studies such topics as the dyadic interaction between the buyer and seller, the sales presentation, important salesperson characteristics, the selection, training, assignment, motivation, and compensation of salespeople, supervision and evaluation of the sales force, and coordination of the sales force with other elements in a firm's marketing program. Uses case studies. Prerequisite: BADM 520 or first year of MBA program or equivalent

**528 Promotional Strategy** Credit: 4 hours.

(B ADM 428) Management orientation to promotional strategy for the medium and large size organization: includes analyses of the primary elements of the promotional function from both qualitative and quantitative perspectives emphasizing such factors as (1) selection among alternative promotional tools, (2) the promotional budgeting and allocation process, and (3) determination of appropriate messages and media schedules for given product/market situations. Explores widely used models in depth for strategic usefulness; emphasizes case analysis and contemporary situations. Prerequisite: BADM 520 or first year of MBA program or equivalent

**529 Marketing Research** Credit: 4 hours.

(B ADM 429) Examines the collection and analysis of information applied to marketing decisions; stresses quantitative methods including samplings, scalings, experimental design, forecasting, and multivariate procedures through the use of class projects on actual market research problems. Prerequisite: BADM 520 or first year of MBA program or equivalent.

**531 Survey Methods in Mkt Res** Credit: 4 hours.

(B ADM 431) Analysis of survey methods in marketing with emphasis on sample design, data collection, and data processing; an advanced course in the methods required to design, implement, and evaluate a research project. Same as SOC 576.

**534 Marketing Theory and Systems** Credit: 2 hours.

(B ADM 434) Detailed review of approaches to marketing theory. Specific emphasis on understanding the development of marketing theory and current trends in marketing thought. By a comprehensive review of selected literature, the student will be prepared to interpret and conduct research in marketing. Prerequisite: Ph.D. standing in BADM or consent of instructor.

**535 Sampling Hum Popul and Soc Org** Credit: 4 hours.

(B ADM 435) Procedures for selecting samples from and estimating population parameters for human populations and social organizations; types of sample designs treated include simple random samples, stratified, and cluster samples together with random number and systematic selection techniques; and emphasis given to the study of various kinds of advanced sample designs for both area and institutional settings together with the problems involved in the application of analytical statistics to complicated sampling procedures. Each student is required to participate in a field project which involves the actual selection of a cluster sample from the local area. Same as PSYC 585, and SOC 577. Prerequisite: SOC 587 or consent of instructor

**537 Advanced Topics in Marketing** Credit: 4 hours.

(B ADM 437) Seminar on topics associated with the development of marketing theory. Topics may vary from year to year, and include classics in marketing exchange, development, and thought as well as current research frontiers involving product usage, market definition, data base modeling, and pricing. May be repeated to a maximum of 8 hours. Students may take multiple topics under the course designation, but can only take each topic once for credit towards degree requirements. Prerequisite: Ph.D. standing in BADM or consent of instructor

**538 Res Sem in Consumer Behavior** Credit: 4 hours.

(B ADM 438) Advanced doctoral level seminar which critically examines the relevance of behavioral and social constructs for generating consumer behavior theories. It specifically discusses the need for, and procedures with which to modify behavioral/social processes. Prerequisite: Ph.D. standing in BADM or consent of instructor.

**539 Math Models in Marketing** Credit: 4 hours.

(B ADM 439) Seminar in model building as a tool for research in marketing. Application of the mathematics of optimization, dynamics, linear algebra and games to marketing topics including consumer choice, retailing, price promotions, advertising, personal selling, positioning, new product diffusion. Research project using marketing models required. Prerequisite: Ph.D. standing in BADM or consent of instructor

**542 Competitive Analysis** Credit: 4 hours.

(B ADM 442) Develops concepts and techniques critical for formulating competitive strategy in a variety of business environments. Focuses on analyzing the structure of industries, the evolution of this structure, the pattern of interaction among competitors, and the competitive position and advantage of firms in the industry. Prerequisite: First year of the MBA program or equivalent.

**543 Technology Strategy** Credit: 4 hours.

(B ADM 443) Develops concepts and analytical frameworks for evaluating the role of technology in the competitive advantage of the firm. Focuses on the technological environment of the firm, the use of technology to secure competitive advantage, and the management of innovation. Emphasizes the products, processes, and people of technology and innovation management. Prerequisite: First year of the MBA program or equivalent

**544 Strategic Management** Credit: 4 hours.

(B ADM 444) Policy construction and planning of policy implementation at the executive level; case studies of company-wide situations from the management point of view; and integration and application of material from previous courses. Credit is not given for both BADM 544 and 339. Prerequisite: BADM 509, 520, and 567, FIN 520, or equivalent.

**545 Found of Strategy Research** Credit: 2 hours.

(B ADM 445) Seminars on topics in the development of strategic management theory. Topics include: Classics in Strategic Management (explores the historical development of the foundational literature of strategic management); and Theory Development and Assessment in Strategic Management (focuses on the process of conducting and critiquing research in the field). May be repeated in the same or separate terms to a maximum of 4 hours. Students may take multiple topics under the course designation, but can only take each topic once for credit towards degree requirements. Prerequisite: Ph.D. standing in BADM or consent of instructor.

**546 Strategy Content Research** Credit: 2 hours.

(B ADM 446) Seminar covering the foundations of strategy content and formulation research. Topics include: Economic Theories in Strategic Management (including strategic management applications of industrial organization economics); and Economic Approaches to Strategic Management Research (including transaction costs, resource-based and property rights research). May be repeated in the same or separate terms to a maximum of 4 hours. Students may take multiple topics under the course designation, but can only take each topic once for credit towards degree requirements. Prerequisite: Ph.D. standing in BADM or consent of instructor.

**547 Strategy Process Research** Credit: 2 hours.

(B ADM 447) Seminar on research into strategy formulation and implementation processes. Topics include: Behavioral Theories in Strategic Management (theoretical and empirical research on complex organizations and their environments); and Behavioral Approaches to Strategic Management Research (behavioral research into strategy formulation and implementation processes). May be repeated in the same or separate terms to a maximum of 4 hours. Students may take multiple topics under the course designation, but can only take each topic once for credit towards degree requirements. Prerequisite: Ph.D. standing in BADM or consent of instructor

**548 Corp & Comp Strategy Research** Credit: 2 hours.

(B ADM 448) Research seminars on topics in firm-level and business-level strategy. Topics include: Corporate Strategy (explores issues associated with the scope of the firm, corporate governance and value creation), and Competitive Strategy (focuses on strategic positioning, timing, competitive advantage and sustainability). May be repeated in the same or separate terms to a maximum of 4 hours. Students may take multiple topics under the course designation, but can only take each topic once for credit towards degree requirements. Prerequisite: Ph.D. standing in BADM or consent of instructor

**549 Current Strategy Research** Credit: 2 hours.

(B ADM 449) Seminar on current theoretical and empirical research relating to emerging areas of knowledge in the strategic management field. Reflecting the emphasis of current research on strategic and organizational phenomena, topics vary from year to year. May be repeated in the same or separate terms to a maximum of 4 hours. Students may take multiple topics under the course designation, but can only take each topic once for credit towards degree requirements. Prerequisite: Ph.D. standing in BADM or consent of instructor

**552 Legal Aspects of Mgt Decisions** Credit: 4 hours.

(B ADM 452) The legal environment in which business decisions are made, including the legal system and the role of courts, government taxation and regulation of business, administrative law, antitrust law, labor law, and trends in the law affecting business policy.

**553 Ethical Dilemmas in Business** Credit: 4 hours.

(B ADM 453) Examines business decision making and the role ethics plays in that process. Analysis of how managers behave and whether ethical choices are knowingly made or only realized thereafter. Prerequisite: First year of the MBA program or equivalent

**554 Enterprise Database Management** Credit: 4 hours.

(B ADM 455) Examines the design and management of enterprise-wide data base systems. Topics include: (1) information modeling and presentation; (2) computerized methods for organizing information; (3) object-oriented information representation; (4) web-based enterprise information systems; and (5) business application and

management of enterprise data base systems. Credit is not given for this course and BADM 352. Prerequisite: Graduate student standing

**555 Info Sys Development and Mgt** Credit: 4 hours.

(B ADM 454) Addresses issues relevant to the development of large-scale information systems including systems concepts and thinking, systems development life cycle, objectives, methodology and deliverables in each phase, behavioral implications of systems development and integration information systems with business processes. Credit is not given for this course and BADM 353. Prerequisite: Graduate student standing.

**556 Electronic Commerce** Credit: 4 hours.

(B ADM 457) Graduate seminar in Electronic Commerce (EC), focusing on the integration of IT and business models. Topics include: (1) business-to-consumer EC; (2) business-to-business EC; (3) enterprise information management; (4) infrastructure development; (5) knowledge management; and (6) EC strategy. Prerequisite: First year of the MBA program or equivalent

**557 Dec Support and Knowledge Mgt** Credit: 4 hours.

(B ADM 456) This graduate level course examines emerging information technologies, in particular based on the Internet and mobile applications, to support management decisions. This course combines the technical, business and managerial aspects of developing advanced electronic business systems. Credit is not given for this course and BADM 453.

**558 Software Prog Dev and Mgmt** Credit: 4 hours.

(B ADM 458) Graduate level course. Covers software development principles and implementations. Course topics include: Object-oriented programming, Java, C, C++, C#, with Java as the main language of implementation. Prerequisite: Graduate student standing

**561 Found of IS/IT Research** Credit: 4 hours.

(B ADM 461) Doctoral seminar aimed at preparing students for conducting research in the IS/IT area. Topics covered include: IS/IT research methods, approaches, and applications. Different research perspectives are surveyed. Emphasizes the scholarly process and the development of IS/IT research programs for an academic career. Prerequisite: Ph.D. standing in BADM or consent of instructor

**565 Design & Mgt of Service Sys** Credit: 4 hours.

(B ADM 465) Focuses on unique challenges arising in services because customers cannot be separated from service creation and delivery processes; emphasizes integration of operations, marketing, and human resources management; and includes topics such as design/delivery of services, service quality/productivity, and strategic role of information technology in services. Prerequisite: First year of the MBA program or equivalent

**566 Supply Chain Management** Credit: 4 hours.

(B ADM 466) Focuses on how to manage flows of products and services from raw material sources to final customers and associate flows of information. Helps students to develop a system view of measuring channel performance, integrating cross-functional activities, and coordinating processes across organizations. Prerequisite: First year of the MBA program or equivalent

**567 Process Management** Credit: 4 hours.

(B ADM 467) Introductory course in decision-making problems in production; includes the theoretical foundations for production management as well as the applications of decision-making techniques to production problems in the firm; and considers production processes, plant layout, maintenance, scheduling, quality control, and production control in particular. Prerequisite: First year of the MBA program or equivalent

**568 Planning and Control Systems** Credit: 4 hours.

(B ADM 468) In-depth treatment of concepts involved in designing and implementing planning and control systems within the context of a dynamic environment; particular emphasis on the systematic use of information to maintain the efficient flow of materials, utilization of people and technology, coordination with suppliers, and communication with customers. Prerequisite: First year of the MBA program or equivalent.

**569 Res Topics in Operations Mgt** Credit: 4 hours.

(B ADM 469) Current and classical literature in the area of Operations Management. The topics covered may vary from year to year and may include performance measures, inventory management, planning, scheduling, location, layout, product design, process design, and forecasting. May be repeated in the same or separate terms to a maximum of 12 hours. Prerequisite: Ph.D. standing in BADM or consent of instructor

**572 Stat for Mgt Decision Making** Credit: 4 hours.

(B ADM 472) The application of classical and modern statistics for business decision making. The level of the course assumes some prior knowledge of basic statistics as well as facility with elementary calculus.

**573 Quant Analysis of Decisions** Credit: 4 hours.

(B ADM 473) Introduction to operations research techniques; topics include the construction and solution of linear models under certainty, and the construction of probabilistic models, specifically queuing theory, Markov chains, and sequential decisions.

**575 Systems Modeling & Simulation** Credit: 4 hours.

(B ADM 475) Elements of computer simulations, including modeling deterministic and stochastic systems, generation of random numbers and variables, and probability and statistics related to modeling, validating, running,

and of interpreting computer simulations. Same as CS 545. Prerequisite: CS 105 or 125 and STAT 400, or equivalent background in computer and statistical principles, or consent of the instructor.

**576 Business Forecasting Models** Credit: 4 hours.

(B ADM 476) Introduction to maximum likelihood estimating techniques; topics including the use and limitations of least squares, two-stage least squares, limited-information and full-information estimates; and consideration of problems with observational errors, multicollinearity, and autocorrelation in time-series and cross-section structural estimation. A major portion of the course is devoted to the application of the econometric techniques in business forecasting and analysis. Prerequisite: BADM 573 or equivalent

**577 Economics of Decision Making** Credit: 4 hours.

(B ADM 477) The operational analysis of the problems of individual decisions under uncertainty that arise in the practice of management.

**578 Stochastic Models in Mgmt Sci** Credit: 4 hours.

(B ADM 478) Application of Markov processes to describe, analyze, and design systems of interest in management science, including queues, inventory, production, brand loyalty, stock market, and other applications. Prerequisite: MATH 461 or STAT 400, or equivalent

**579 Math Prog for Mgmt Science** Credit: 4 hours.

(B ADM 479) Mathematical programming models (linear, integer, quadratic, nonlinear, dynamic, and combinatorial) used to describe, analyze, and design systems such as production, transportation, scheduling, and planning. Prerequisite: MATH 415 or equivalent

**582 Multinational Management** Credit: 4 hours.

(B ADM 482) Examines critical issues facing managers who work in multinational firms. Designed to develop students' skills for working in a global business environment. Topics include foreign market entry strategies, global management of the functional areas of business, and management and control of multinational firms in the global marketplace. Prerequisite: Graduate standing

**583 Current Topics in Intl Bus** Credit: 4 hours.

(B ADM 483) Continuation of BADM 582. Examines topics related to management and integration of multinational firms not covered in BADM 582. Possible topics include foreign investment decisionmaking, global manufacturing and supply chain management, international joint ventures and strategic alliances, cross-border mergers, global R&D, and global strategic human resource management. May be repeated. Prerequisite: Graduate standing

**584 Global Marketing** Credit: 4 hours.

(B ADM 484) Analyzes marketing strategy across national boundaries, the problems of marketing within foreign countries, and the coordination of global marketing programs. Includes problems faced by the exporter, licensor, joint venture, and multinational firm. The full range of market activities are discussed from a global perspective. Prerequisite: Graduate standing

**586 Intl Comparative Management** Credit: 4 hours.

(B ADM 486) Compares and contrasts different regional/national business systems and organizational practices including those from both developed and developing countries. Designed to advance students' global management knowledge and cross-cultural skills for functioning effectively in a transnational economy. Includes an optional overseas study trip to visit local companies and subsidiaries of multinational firms. Prerequisite: Graduate standing

**590 Seminar in Business Admin** Credit: 0 to 4 hours.

(B ADM 490) Special topics in the general area of business. Topics are selected by the instructor at the beginning of each term. Approved for letter and S/U grading.

**591 Proseminar in Business Admin** Credit: 0 to 4 hours.

(B ADM 491) Lectures in topics of current interest not covered by regular course offerings. Subjects are announced in the Timetable. Approved for letter and S/U grading. Prerequisite: Consent of instructor or head of department

**593 Research in Special Fields** Credit: 1 to 8 hours.

(B ADM 493) Approved for both letter and S/U grading.

**594 Independent Study and Research** Credit: 2 or 4 hours.

(B ADM 494) Directed reading and research. Approved for both letter and S/U grading.

**599 Dissertation Research** Credit: 0 to 16 hours.

(B ADM 499) Required of all students writing doctoral dissertations in business administration; guidance in writing theses and seminar discussions of interim progress reports. Approved for S/U grading only.