

Course Catalog - Fall 2008

Business Administration

199 ***Undergraduate Open Seminar*** credit: 1 to 5 hours.
May be repeated.

205 ***Business Location Decisions*** credit: 3 hours.
Same as GEOG 205. See GEOG 205.

300 ***The Legal Environment of Bus*** credit: 3 hours.
Introduction to law and the legal system, tort law, products liability, agency law, introduction to business organizations, introduction to government regulation, securities regulation, antitrust law. Prerequisite: Junior standing.

301 ***Summary of Business Law*** credit: 3 hours.
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, negotiable instruments, security devices, and property. Credit is not given for both BADM 301 and BADM 403. Prerequisite: Junior standing. Course is not open to students in the College of Business.

303 ***Principles of Public Policy*** credit: 3 hours.
Same as ACCY 321 and PS 321. See PS 321.

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

312 ***Org Design and Environment*** credit: 3 hours.
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.
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 both BADM 313 and PSYC 245. Prerequisite: BADM 310.

320 ***Principles of Marketing*** credit: 3 hours.
Emphasizes the concepts of planning, organization, control, and decision making as they are applied in the management of the marketing function. Provides an overview of aspects of the marketing discipline. Prerequisite: ECON 202 or equivalent (Statistics I).

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

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.

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 Mgmt** credit: 3 hours.

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: Credit or concurrent enrollment in BADM 320.

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

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.

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.

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.

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: Junior standing.

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

Exposes student to business and marketing decisions in the context of new product development and marketing. Helps students learn how to use state-of-the-art management techniques to identify markets, develop new product ideas, measure customer benefits, and design profitable new products. Prerequisite: BADM 320.

335 **Supply Chain Management Basics** credit: 3 hours.

Course broadly exposes students to the basics of supply chain management. It concentrates on the basic concepts, terminology, techniques and tools in supply chain management. Introduces the main functions of supply chain management and its interface with marketing, finance, and information management. Studies the interactions among the logistics of manufacturing, inventory, and transportation. Students are introduced to mathematical modeling and computer simulations to optimize the performance of supply chains. Prerequisite: Junior standing.

336 **Modeling the Supply Chain** credit: 3 hours.

Course introduces students to supply chain modeling. It covers optimization and simulation modeling, value stream mapping, and the SCOR model for representation of supply chains. Models for strategic and tactical decision-making in supply chain design and operations will be considered. Presents examples of supply chain modeling in practice and integration of supply chain models with other business functions. Prerequisite: BADM 335.

337 **Practicum in Supply Chain Mgt** credit: 3 hours.

This is the capstone course for the Supply Chain Management major. Students are required to work in teams to solve real-world supply chain management problems using the tools and techniques learned from their other classes. Students are required to present their progress and final reports to both the faculty and company sponsors. Also covers some basic elements of project management and a large case study. Prerequisite: Senior standing.

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

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: Junior standing.

351 **E-Business Management** credit: 3 hours.

Designed to provide current perspective about enterprise IT-applications and the management issues that such applications entail. Emphasis is on current developments that will be explored with lectures, case studies, and hands-on applications. The course builds on BADM 350. May be repeated in subsequent terms. Prerequisite: BADM 350.

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

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: Junior standing.

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

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.

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. Prerequisite: BADM 350.

355 **Enterprise Software Management** credit: 3 hours.

Almost every professional who works in a field related to Information Technology requires an understanding of how enterprise projects and IT projects, in general, should be managed. Provides fundamental managerial skills for students who will work on IT projects. Covers different kinds of enterprise software applications - Enterprise Resource Planning Systems, Customer Relationship management systems and supply chain management IT systems. Students will get hands-on understanding through a term project and project-management software. Discusses approaches to estimate and manage costs, schedules and resources. Students get an understanding of real-world challenges through case studies throughout the course. May be repeated in subsequent terms. Prerequisite: BADM 350.

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

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.

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. Prerequisite: Admission to the Technology and Management Program

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

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.

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.

375 **Business Process Management** credit: 3 hours.

Explores methods of design and management of manufacturing and service business processes; central concepts include managing process-speed, -capacity, -inventory, and -uncertainty; additional topics include simultaneous product and process design, and an introduction to quality management, process improvement and lean thinking.

376 **Enterprise Proc Integr & Dym** credit: 3 hours.

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.

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. Prerequisite: Junior standing.

378 **Logistics Management** credit: 3 hours.

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: Junior standing.

379 **Business Process Improvement** credit: 3 hours.

The survival and growth of any organization requires the continuous improvement of its processes. This course focuses on philosophies and tools for enhancing customer-defined value created through processes. Contemporary process improvement programs are emphasized along with conventional ideas - topics include Statistical Quality Control, Value Stream Mapping, Total Quality Management, and Six Sigma. Prerequisite: Junior standing.

380 **International Business** credit: 3 hours.

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: Junior standing.

381 **Multinational Management** credit: 3 hours.

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.

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: BADM 320.

394 **Senior Research** credit: 2 to 4 hours.

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.

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.

Contracts, sales, debtor-creditor relations, negotiable instruments, property, business organizations. Prerequisite: Credit or current registration in BADM 300.

420 **Advanced Marketing Management** credit: 3 hours.

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. No graduate credit. Prerequisite: BADM 320 and Senior standing.

432 **Intro to Mgt Info Systems** credit: 2 to 4 hours.

Same as ACCY 432. See ACCY 432.

436 **Intl Business Immersion** credit: 4 hours.

Same as ACE 436. See ACE 436.

438 **Agri-food Strategic Management** credit: 3 hours.

Same as ACE 431. See ACE 431.

439 **Agri-food Management Practicum** credit: 4 hours.

Same as ACE 439. See ACE 439.

445 **Small Business Consulting** credit: 4 hours.

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: Undergraduate, Junior standing; for Graduate students, priority enrollment is granted to students in the MBA program or other MS programs in BADM.

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

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: Undergraduate, Junior standing; for graduate students, priority is granted to students in the MBA program or other MS programs in BADM.

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

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.

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. No graduate hours. Prerequisite: Senior standing in the College of Business.

451 **E-com Apps & Web-based Systems** credit: 3 or 4 hours.

Provides students with technical skills for building web-based e-commerce applications using the Microsoft.NET framework as well as knowledge of web services. Topics include: ActiveServerPages.NET (ASP.NET), VisualBasic.NET (VB.NET), XML, web services, the Microsoft.NET framework. 3 undergraduate hours. 4 graduate hours. Prerequisite: BADM 350.

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

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. No graduate credit. Prerequisite: BADM 350.

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

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. No graduate hours. Prerequisite: BADM 350.

458 **IT Governance** credit: 3 or 4 hours.

Provides students with a core body of knowledge concerning the state of development, research and business practice of IT governance on topics such as: managerial issues for the prevention of business frauds and threats; the key technology for IT governance for users and businesses; issues concerning integrity control, privacy, ethics, risk management, and reliability; best practices concerning regulatory compliance requirements; and enterprise information management issues, policies and practices. 3 undergraduate hours. 4 graduate hours. Prerequisite: BADM 350.

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

Same as ACCY 455. See ACCY 455.

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

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. No graduate credit. Prerequisite: BADM 367.

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

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. No graduate credit. May be repeated to a maximum of 4 undergraduate hours. Students may register in more than one section per term. Prerequisite: BADM 366, BADM 367.

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

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 only. Prerequisite: Ph.D. standing in BADM or consent of instructor.

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

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.

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 **Emp. Res. Methods in Bus. Adm.** credit: 4 hours.

Research methodology for the study of administrative, industrial, and consumer behavior and organizations; Foundations of measurement - Construct definition, Domain delineation, Reliability, Dimensionality, and Validity, Reliability analysis, Exploratory and Confirmatory factor analysis; Alternative methods of data collection - laboratory experimentation, survey research design, and qualitative research. A completed individual research project involving the development of an entire method is formally presented in class and submitted as a paper. Prerequisite: Enrollment in Doctoral Program.

508 **Organizational Behavior** credit: 2 or 4 hours.

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.

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.

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.

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.

Same as LIR 565. See LIR 565.

514 **Managing Innovation** credit: 2 hours.

Provides a solid grounding to students interested in managing various aspects of the innovation process that facilitate the creation, synthesis, and organization of knowledge for the development of economically valued products, processes, and services within organizations. Covers both the analytic frameworks for understanding the innovation process as well as the strategic and organizational challenges involved in managing technological innovation. Specifically focuses on managerial actions that create the organizational environment in which new opportunities are identified and new business models are developed to create value. Prerequisite: BADM 508 or consent of the instructor.

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

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.

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: 2 or 4 hours.

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.

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.

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.

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.

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: 2 or 4 hours.

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.

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.

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.

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.

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.

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.

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.

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.

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.

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.

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.

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: 2 or 4 hours.

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.

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 BADM 339. Prerequisite: BADM 509, BADM 520, and BADM 567, FIN 520, or equivalent.

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

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.

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.

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.

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.

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.

551 **Managing Intellectual Property** credit: 2 hours.

How do firms compete with ideas? How do they create, exploit and vindicate intellectual property ("IP") assets and

capabilities in competition with others at home and abroad? We will address these critical questions, and gain a better understanding of what IP is, how firms nurture its creation, protect and meter its use, and integrate it into the broader competitive strategy of the firm. We will also investigate different types of IP legal regimes around the world, and investigate how multinational firms manage these regime differences for competitive advantage globally. We will do this through review and discussion of published legal decisions, international agreements and business case studies designed to highlight practical challenges that managers face when deciding how best to protect, transfer and or exploit IP within and across markets. Students should come away from this course with practical management insights and techniques for dealing with IP issues and helping the firm compete with ideas more effectively.

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

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.

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.

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.

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.

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.

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.

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.

559 *Enterprise IT Governance* credit: 4 hours.

Addresses enterprise IT governance, with a focus on (1) IT governance strategy, including strategic mapping, IT portfolio management, and IT risks assessment; (2) IT control frameworks for organizing IT processes and defining management control objectives, and (9) Trustworthy information management.

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

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.

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: 2 or 4 hours.

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: 2 or 4 hours.

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.

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.

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.

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: 2 or 4 hours.

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.

574 ***Simulation and Risk Analysis*** credit: 2 hours.

This course provides quantitative tools for solution of management problems involving risk, competing objectives, and complex constraints. The course will provide hands-on experience with techniques for solving these problems, with a particular emphasis on models and methods that enable managers to proactively manage and mitigate risk, obtain insight, and support decision making. Models are illustrated with applications to operations management, finance, and marketing, with a particular emphasis on issues associated with project portfolio management. Hands-on modeling skills are developed using spreadsheet-based software tools. We will consider challenges that executives and organizations encounter when implementing these approaches, and demonstrate how mathematical models can improve on "seat of the pants" methods.

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

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 CS 125 and STAT 400, or equivalent background

in computer and statistical principles, or consent of the instructor.

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

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.

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.

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.

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.

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.

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.

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.

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.

589 ***Project Management*** credit: 2 hours.

The objective of this course is to master the principles of efficient project planning and control - needs analysis, work breakdown, scheduling, resource allocation, risk management, and performance tracking and evaluation - within the timeframe and cost projections stated in the overview section. Concepts and techniques will be developed by navigating through a recent textbook in project management and through a popular project management software package. In addition, task teams of five members each will have the opportunity to hone skills through homework problem sets and a comprehensive project plan.

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

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.

Lectures in topics of current interest not covered by regular course offerings. Subjects are announced in the Class Schedule. 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.

Approved for both letter and S/U grading.

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

Directed reading and research. Approved for both letter and S/U grading.

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

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.