

Areas include planning, control, and financing current operations and longer-term capital commitments; management of cash flows; evaluation of income-producing property and expansion. Prerequisite: FNCE387.

**FNCE420 (4)**

**Applications in Corporate Finance**

Focuses on capital budgeting and long-term financing, including such related topics as leasing, mergers, and international investment and financing decisions. Detailed analysis of cash-flow estimation, risk evaluation, portfolio analysis, cost of capital, and capital structure decisions. Prerequisite: FNCE387.

**FNCE426 (4)**

**International Financial Management**

The financial management and maintenance of international enterprises. Short- and long-term capital sources and uses. Capital budgeting in changing foreign exchange conditions. Exchange exposure coverage, taxation impacts, and global-risk diversification. Prerequisites: BSAD265 and FNCE387.

**FNCE429 (4)**

**Portfolio Theory**

Theories and techniques for management of portfolios; emphasis on the portfolio manager's role in diversification and meeting investors' goals, and a review of empirical literature. Prerequisite: FNCE387.

**FNCE450 (4)**

**Advanced Finance**

Advanced study of the financial management of business firms. Emphasizes areas of major interest from both applied and theoretical points of view. Areas include capital budgeting, valuation, financial structure, mergers and acquisitions, and short-term asset management. Prerequisite: FNCE405.

**FNCE474 (4)**

**Estate Planning**

Introduction to the various tools of estate planning, including the purpose and use of wills, trusts, gifts, and life insurance. Stresses the role of the professional. Estate and gift tax consequences considered. Specific applications to non-profit organization development programs are made.

**FNCE490 (4)**

**Seminar in Finance**

An integration of advanced topics in finance, including market structure, restructuring, application of contingent claim analysis to financial decisions, dividend policy, and capital structure. Prerequisite: FNCE387.

**FNCE526 (4)**

**International Financial Management**

The financial management and maintenance of international enterprises. Short- and long-term capital sources and uses. Capital budgeting in changing foreign-exchange conditions. Exchange exposure coverage, taxation impacts, and global diversification. Prerequisite: FNCE387.

**FNCE675 (4)**

**Financial Management**

Application and integration of advanced topics in financial management. Prerequisite: FNCE387.

**FNCE680**

**Investment Strategy**

Study of security risk-and-return concepts, security analysis, and concepts of market efficiency. Emphasizes equity investments, bonds, options, future, and international securities. Prerequisite: FNCE387.

**(4) MANAGEMENT, MARKETING, AND INFORMATION SYSTEMS**

Chan Shun Hall, Suite #218  
616) 471-3339; FAX: (616) 471-6158  
m+m-info@andrews.edu  
http://www.andrews.edu/SBA/

**Faculty**

Allen F. Stembridge, *Chair*  
Betty Gibson  
William Greenley  
Phylis Mansfield  
Robert C. Schwab  
Douglas A. Singh  
Lois Swaine  
Jacquelyn Warwick

**COMPUTER SCIENCE AND INFORMATION SYSTEMS**

For information on Computer Science and Information Systems offerings, see the supplement to the bulletin.

**BBA in Information Systems  
BS in Computing with options in Computer Science and Software Systems  
MS in Software Engineering**

Academic Programs	Credits
BBA in Information Systems	
BBA in Management	105
BBA in Management Long-term Care Emphasis	105
BBA in Marketing	105
BBA/BA: Language and International Business	134
Minor in Marketing	32
Graduate Programs are listed on p 156.	

**Mission.** The Department of Management, Marketing, and Information Systems of the School of Business prepares students for the challenge of working with people in for-profit and not-for-profit organizations, serving world-wide within the Seventh-day Adventist Church organization and in small business operations and large corporations.

Intellectual, spiritual, physical, and social development, built on a solid foundation of ethics and cross-cultural understanding, is the goal of the educational endeavors of the department.

**MANAGEMENT**

Management is a broad-based discipline. The faculty offers courses for students who desire either a specific business emphasis within management or a general business degree. Most management graduates enter into an internship or training program where they can integrate their general business skills with specific job responsibilities.

All management majors must obtain a C+ minimum grade in ACCT111,112,113 and a B minimum grade in BSAD355.

**Major in Management (BBA)**

**Required courses for major** 12

BSAD384, 436; MKTG456

**Elective major courses** 28

**Major Group A electives** (16-28 credits)

BSAD104, 210, 330, 342, 350, 374, 376, 415, 431, 432, 440, 444, 450, 460, 464, 466, 467, 477, 487, 490, 497, 498, 499; FNCE397, 474

**Major Group B elective** (0-12 credits)

Option 1: Any course in accounting, econom-

ics, management information systems, marketing, or finance.  
 Option 2: Up to 8 credits from courses outside School of Business. The student should be able to demonstrate the need for such courses. Credits approved for application to the 40-credit management major by petition.

**BBA core** 57  
**BBA cognates** 8  
**General Education requirements** 69  
 not included above  
**General electives** 16  
 Only 6 of the 16 credits may be taken in ACCT, BSAD, FNCE, and MKTG prefix courses  
**Total credits for the BBA degree** 190

Since management is a broad field, variation is allowed in academic programs. Management majors are urged to focus their course work in an area of concentration. Emphases available in the department are Long-Term Care Management, Human Resource Management, Not-for Profit Management, and Small Business Management.

**BBA in Management Long-Term Care Emphasis**

**Required courses for major** 40  
 ACCT331, 332, BSAD384, 431, 432, 436, 460, 466, 487, MKTG330.  
**Required cognates** 11  
 NRSRG221, 231, SOCI410  
 Students already meeting the cognate requirements, through formal or alternative means, may elect a suitable substitute from the following: BSAD342, 374, 415, 440, 464, COMM320, 437, 456, JOUR354, 430.  
**BBA core** 57  
**BBA cognates** 8  
**General Education requirements** 69  
 not included above  
**General electives** 5  
 These electives may not include ACCT, BSAD, FNCE, or MKTG prefix courses.  
**Total credits for the BBA degree** 190

The degree listed above is specifically designed to furnish skills in the domain of practice essential for taking the NAB (National Association of Boards of Examiners for Nursing Home Administrators) licensure examination.

**MARKETING**

While course work in the marketing functional areas forms the core of academic preparation for careers in marketing, other business courses and course work in behavioral science, communications, mathematics, and information science, contribute to the well-rounded perspective needed by marketing managers.  
 All marketing majors must obtain a C+ minimum grade in ACCT111, 112, 113 and a B minimum grade in MKTG310.

**Major in Marketing (BBA)**

**Required courses in major** 18  
 BSAD499 (2 credits);  
 MKTG320, 330, 456, 490  
**Elective major courses** 22  
**Major Group A electives** (14-22 credits)  
 BSAD487, 497, 498, 499; MKTG365, 368, 375, 425, 444, 465  
**Major Group B elective:** (0-8 credits)  
 ANTH336; ART414; BSAD431, 432,

440, 444, 450, 467, 497, COMM405, 454; ECON454, JOUR354, 454; PSYC450.  
**BBA core** 57  
**BBA cognates** 8  
**General Education requirements** 69  
 not included above  
**General electives** 16  
 Only 6 of the 16 credits may be taken in ACCT, BSAD, FNCE, and MKTG prefix courses  
**Total credits for the BBA degree** 190

**Minor in Marketing**

**Required courses** 16  
 ECON226; MKTG310, 320, 330  
**Minor electives** 16  
 Courses chosen from MKTG offerings  
**Recommended cognates**  
 ACCT111,112,113; BSAD210, 355  
**Total credits for the minor** 32

**BBA/BA in International Business and Language**

This program prepares students for international careers with business and language skills, providing practical, on-site, work experience and an academic background in international affairs. Students receive two separate but integrated degrees: a Bachelor of Business Administration with a major in management and a Bachelor of Arts in language for international trade. See p. 87 under International Language Studies for a full description.

**General Education Requirements—81**

**Religion—16**  
 RELB100, RELP400  
 Select 2 from the following: RELB210, 225, RELT250, 340  
**Arts and Humanities—12**  
 HIST115,116, IDSC211, 212  
**Physical/Natural Science—8**  
 IDSC321,322  
**Social Science—8**  
 PSYC101, ECON225  
**Language and Communication—12**  
 ENGL111, 112, 306, COMM104  
**Mathematics and Computer Science—12**  
 MATH165, STAT285, INSY110  
**Wellness—3**  
 HLED130 (Plus personal fitness level or activity course sophomore through senior years)  
**Service—2**  
 BHSC100 (plus field work)  
 Alternatives include:  
 a. Departmental "S" courses  
 b. Completing an individual plan for service  
 c. Enrolling in a specific two-credit fieldwork course  
**Breadth—8**  
 SOCI119 and one approved 4-credit choice from Physical/Natural Sciences  
**Specialized Studies in Language—41**  
**French** requires a minimum of 41 credits above FREN141, including FREN420, 430, 468, 478, plus an elective course at the 400 level.  
 All majors must attend a full academic year at the Centre universitaire et pedagogique du Saleve, Collonges, France.  
**Spanish** requires a minimum of 41 credits above SPAN141, including SPAN420, 436,

437, 468, 478, plus an elective course at the 400 level.  
 All majors are required to attend a full academic year at Colegio Adventista de Sagunto, Spain, or Universidad Adventista del Plata, Argentina.

**Business Core and Business Major with Cognate** 93

**Business core—49**  
 ACCT111-113, BSAD265, 341, 345, 355,475, 494, ECON226, FNCE387, INSY315, 316, MKTG310  
**Business major—40**  
 BSAD384, 436, 450, 467, ECON427 or FNCE426, ECON454, MKTG456, 465, MDLG490, 495  
**Cognate—4**  
 MATH182  
**Total credits for the BBA/BA** 215

**INFORMATION SYSTEMS**

For information on the BBA in Information Systems, see the supplement to the Bulletin.

**Courses** (Credits)

See inside back cover for symbol code.

**BUSINESS ADMINISTRATION**

**BSAD104** (4)

**Introduction to Business**  
 The nature of the American business system, including the role of business in society, examination of the functions of a business enterprise, contemporary problems, and future challenges. Career decision making in terms of business careers. Does not apply towards management major during junior and senior years.

**BSAD210** (4)

**Small Business Management**  
 A practical course on the principles and problems of organizing and operating a small business. Topics include a procedural system for establishing a new business, providing physical facilities, financing, organizing, and management of the small business. Does not apply towards a management major during junior and senior years.

**BSAD265** (4)

**International Environment of Business**  
 A survey of the world environment in which international business is conducted, including both economic relations among nations and environmental factors that affect business operations within different nations. Topics include international trade and trade restrictions, the balance of payments, the international monetary systems, and the multinational corporation.

**BSAD297** (1-4)

**Topics in \_\_\_\_\_**  
 Intensive study of selected topics of current interest in the sub-discipline area noted and not ordinarily covered in-depth in other courses. Repeatable in different topics with approval of the department. Permission of the instructor required.

**BSAD330** (4)

**Entrepreneurship**

A systematic study of entrepreneuring, with an emphasis on contemporary trends. The creation, assessment, development, and operation of new and emerging ventures. Entrepreneurial assessments are done to determine the possibility of success for each student. Students learn how to write business plans and how to start their own company.

**BSAD341****Business Law I**

Introduction to general principles of law and its interpretation including limited coverage of business torts and crimes, as well as coverage of contract and sales law, property law, agency, and commercial paper.

**BSAD342****Business Law II**

Extensive coverage of debtor-creditor relations including secured transactions and bankruptcy; business organization, including partnership and corporate law; consumer and environmental protection, employment law and insurance, estate planning and international law. Prerequisite: BSAD341.

**BSAD345****Business and Society**

A study of how business operates within the political, legal, and social environment, its relationship to government agencies and government controls, and how business relates its activities to various social problems. Ethical considerations of business decisions as related to this environment.

**BSAD350****Quality Management**

Major aspects include management attitudes and management of the work force, customer expectations, organizational structure, product design and manufacture, purchasing and inventory control, and service provision. Assumes a background in management, marketing, personnel, and purchasing theory.

**BSAD355****Management and Organization**

Introduces concepts of effective management in organizational settings. Primary emphases include the organizational processes necessary for organizational effectiveness (planning, organizing, leading, and controlling), the nature of individual and group behavior, and the role of management in facilitating a mutually satisfying fit between employee needs and organizational requirements.

**BSAD374****Compensation Administration**

A study including job analysis, job descriptions, job specifications, job evaluation, setting of wage scales, fringe benefits, wage incentives, management of wage, and salary problems. Prerequisite: BSAD355.

**BSAD376****Management of Insurance**

Principles of personal and business insurance, kinds of insurance, risk management for individuals and business firms.

**BSAD384****Personnel Management**

A survey of the objectives and issues associated with personnel management in organizations. Topics include studies in human resources plan-

ning and forecasting, job analysis and evaluation, personnel recruitment, selection and assessment, training and development, performance evaluation, compensation and benefits, grievance procedures and disciplinary actions. Prerequisite: BSAD355.

**BSAD415****Training and Development**

(4) Theories and practices for developing and training people in the organization. Considers facilities, media, and human resources used in selecting, developing, implementing, staffing, and evaluating training programs. Emphasizes methods to upgrade employees' skills based on their aptitudes and interests, in addition to the needs of the organization. Prerequisite: BSAD355.

**BSAD431****Perspectives in Health-Care Delivery**

(4) An overview of how health-care is delivered in the U.S., including organizational aspects of health-care delivery, managed care, financing of services, the government's role in health care, current direction, and emerging trends.

**BSAD432****Problems and Issues in Health-Care Delivery**

(4) Discussion of proposals for reform, issues of access and cost, competition versus regulation, problems with the current financial mechanisms, national health insurance, market-driven reform, and lessons from other countries. Prerequisite: BSAD431.

**BSAD436****Motivation and Work Behavior**

(4) Advanced topics dealing with individual and organizational factors affecting employee motivation, performance, and satisfaction. Areas may include the work climate, organizational attachment, job design, goal-setting, group dynamics, and reward systems. Cases and projects. Prerequisite: BSAD355.

**BSAD440****Purchasing Management**

(4) A study of materials handling from determination of need, selection of sources, purchasing, transportation, receiving and storage to issuing for manufacturing or sales inventory.

**BSAD444****Not-for-Profit Management**

(4) Evaluation of the policies and problems unique to nonprofit organizations. Application of organizational behavior and design concepts, with specific attention to denominational organizations. Case studies. Prerequisite: BSAD355.

**BSAD450****Multicultural Business Relations**

(4) A study of globalization and the increasing ethnic and cultural diversity in the workplace that requires managers to become more aware of and sensitive to the role of culture in business relations. Communication, negotiation, principles and practices of management in a cross-cultural context is the focus of study.

**BSAD460****Delivery and Management of Long-Term Care**

(4) A study of long-term care services and management of long-term care facilities. Prerequisites: BSAD355, 432.

**BSAD464****Personnel Law**

(4) Study and practical usage of legislation on personnel and labor-relations law, wage-and-hour law, EEOC, and Civil Rights Law, Social Security Law, ERISA, Unemployment Law, Worker's Compensation Law, OSHA, Personal Rights of Employees, NCRA, Law of Public Employees, and educational facilities. BSAD341 or 342 recommended.

**BSAD466****Practical Skills for the Long-Term Care Administrator**

(4) The main objective is to prepare students for the national and state licensure examinations. Mainly emphasizes the domains of practice not receiving enough coverage in other courses, such as patient-care management, physical-resource management, and life safety code. Prerequisite: BSAD460.

**BSAD467****International Management**

(4) Among the subjects considered are the decision process in making investments abroad, relationships with host governments, and organizational and operating problems of the multinational corporation including setting strategic goals, personnel management, planning, communication, and control. Assumes a background in management and in the international environment of business.

**BSAD475****Operations Management**

(4) Analysis of problems and issues faced by production/operations managers in manufacturing and service industries. Concepts and techniques include operations scheduling, quality control, plant layout, facility location, line balancing, queues, production and inventory controls, forecasting and linear programming. Prerequisite: STAT285.

**BSAD477****Financial Management of the Long-term Health-Care Facility**

(4) Overview of the fiscal mechanisms and problems unique to long-term health-care facilities. Topics include the practical application of cost accounting to a long-term facility; techniques for budgeting and cost control; interpretation of fiscal data for planning, decision making, and evaluation of patient care.

**BSAD487****Internship in \_\_\_\_\_**

(2-4) A program of business experience. Student must be a Junior and have at least a B- cumulative GPA. For each hour of credit 50 hours of work experience is required. Full arrangements for a structured program must be made in advance. Graded S/U.

**BSAD490****Organizational Development**

(4) Emphasizes improving organization effectiveness and enhancing the productivity and quality of worklife for organizational members through initiating and confronting needed changes in the organization as a totality. Prerequisite: BSAD355.

**BSAD494****Business Strategy and Decisions**

(4) The goal of this interdisciplinary course is to enable students to develop and/or fine tune skills in the analysis of strategic and organizational problems and issues. Assumes the student has

completed all BBA core requirements or is currently enrolled in the remainder.

**BSAD497** (1-4)  
*Topics in \_\_\_\_\_*  
Topics of current interest in the sub-discipline area noted not ordinarily covered in depth in other courses. Repeatable in different topics with the approval of the department. Permission of the instructor required.

**BSAD498** (1-4)  
*Independent Readings/Study in \_\_\_\_\_*  
Directed study or readings under the guidance of the instructor. Oral and reading reports may be required. Graded S/U. Permission of the dean required. Prerequisite: previous upper-division work in the discipline; minimum cumulative GPA of 2.75 and minimum GPA of 3.00 in business subjects.

**BSAD499** (2-4)  
*Independent Research in \_\_\_\_\_*  
Study under the supervision of the instructor. Permission of the dean required. Prerequisites: previous upper division work in the discipline; minimum cumulative GPA of 2.75 and a minimum GPA of 3.00 in business subjects.

**BSAD500** (2-2)  
*Survey of Management/Marketing*  
Introduces concepts of effective management in organizational settings, and a general survey of the major marketing methods, institutions and practices. Not available for MBA program.

**BSAD515** (4)  
*Organizational Behavior*  
Application of behavioral-science concepts to understanding individual and group behavior in organizations. Students develop analytical skills necessary to interpret and apply basic psychological and sociological research findings. Topics include attitude formation, perceptual processes, motivation, job design, reward systems, leadership, group processes, organization structure and design. Prerequisite: BSAD355 or 500.

**BSAD530** (4)  
*Management of Not-for-Profit Organizations*  
Issues facing managers in third-sector organizations. Studies of the mission and objectives pursued, strategic leadership and board composition, organizational structure and operation, marketing and fund-raising, financial management, training and motivation of volunteers, assessment of stakeholder satisfaction and overall operating effectiveness. A major field project is required. Prerequisite: BSAD355 or 500.

**BSAD531** (4)  
*Health-Care Delivery in the U.S.*  
Financing mechanisms, delivery organizations, and payment systems for health-care services in the U. S. Explores the historical development, current trends, and future directions. Another approved course may be substituted if the student has already completed BSAD431 with a grade of B or better.

**BSAD532** (4)  
*Health-Care Policy and Management*  
Surveys current problems, policies, and management issues in health-care reform. Prerequisite: BSAD531. Another approved course may be substituted if the student has already completed

BSAD432 with a grade of B or better.

**BSAD533** (4)  
*Health-Care Institutional Management I*  
A study of health-care institutions, with special emphasis on the management of a community hospital. Prerequisites: BSAD532; BSAD355 or 515.

**BSAD545** (4)  
*International Management*  
Understanding the global enterprise and how management concepts, principles, and practice transcend national boundaries. Focus on global strategies, the importance of cultural differences to organizational effectiveness, management of people in international organizations, personnel selection and repatriation, political risks, ethics and social responsibility. Recommended: BSAD355.

**BSAD550** (4)  
*Business Research Methods*  
Study of the various needs for research in business and of research methods; includes the foundations of research, research design, data collection, analysis, and reporting. Prerequisite: STAT285.

**BSAD554** (4)  
*Legal Aspects of Health-Care Administration*  
Legal liability of health-care facilities and staff, malpractice insurance and suits, government controls, and legislation affecting health-care institutions.

**BSAD556** (1-4)  
*Topics in Business Administration*  
Topics of current interest in the management area not ordinarily covered in-depth in regular courses. Repeatable to 16 credits.

**BSAD560** (4)  
*Intercultural Business Relations*  
The process of globalization demands culturally aware managers, both in the domestic and the international market. This course studies the role of culture in business, aims to develop skills in cross-cultural communication and negotiations; and prepares the student for the increasing cultural diversity in the workplace.

**BSAD635** (4)  
*Health-Care Institutional Management II*  
Study of health-care institutions, with special emphasis on the management of alternative delivery systems; ambulatory-care centers, outpatient surgery centers, community health clinics, rural health clinics, home health care, HMOs, etc. Prerequisite: BSAD533.

**BSAD648** (variable)  
*Workshop*

**BSAD660** (4)  
*Long-Term Care Management*  
The continuum of retirement-living and elder-care services, history of long-term care, psychology of aging, management of long-term care organizations, financial management, marketing, quality assurance, and licensure and certification. Prerequisite: BSAD533. Another approved course may be substituted if the student has already completed BSAD460 with a grade of B or better.

**BSAD670** (4)

**Human Resources Seminar**  
Topics may include human-resources planning, job analysis and design, recruitment, screening and selection, training and career development, performance evaluation, compensation and rewards, affirmative action, discipline, unions, grievances, and conflict resolution. Emphasis on cases, projects, and research. Prerequisite: BSAD515 or permission of instructor.

**BSAD688** (4)  
*Management and the Environment*  
Introduces the interplay between organizations and their social, political, legal, and cultural environments. Equips students with basic knowledge of issues in organization-environment relations which they are likely to face as managers, and to introduce the student to timely pragmatic, problem-solving approaches for dealing with such relations.

**BSAD689** (4)  
*Strategic Management*  
The analysis of strategy—its formulation, development, and implementation. Emphasis on deriving and integrating functional policies in terms of the strategic orientation of the organization. Primarily taught by case method. Assumes that the student has completed all MBA Core requirements or is currently enrolled in the remaining courses.

**BSAD690** (1-4)  
*Independent Readings*  
Designed for the individual needs of a student. Oral/written reports may be required. Graded S/U. Permission of the dean required. Prerequisite: Completion of 24 graduate business credits with a cumulative GPA of at least 3.25.

**BSAD694** (2-4)  
*Independent Research*  
Designed to fit the individual needs of the student. Permission of the dean required. Prerequisite: Completion of 24 graduate business credits with a cumulative GPA of at least 3.25.

**MARKETING**

**MKTG310** (4)  
*Principles of Marketing*  
A general survey of the major marketing methods, institutions, and practices examined from the viewpoint of their effects on exchange transactions linking producers with consumers. Assumes a working knowledge of micro-economics.

**MKTG320** (4)  
*Consumer Behavior*  
An integration of the various disciplines in the behavioral sciences with marketing theory to understand, explain, and predict consumer decisions. Explores both the theoretical and practical implications of individual behavioral variables, group influences, and consumer decision processes. Prerequisite or corequisite: MKTG310.

**MKTG330** (4)  
*Marketing Management*  
An investigation of the strategic issues and decisions facing marketing managers. Emphasis on the analytical process by which market opportunities and environmental events translate into marketing plans. Prerequisite: MKTG310.

**MKTG365** (4)  
*Personal Selling*

Principles and practices of personal selling and sales promotion. Emphasizes steps in the personal selling process, use of technology in personal sales, and trade promotion. Explores sales-force management including recruitment, compensation, and assignment. Prerequisite: MKTG310.

**MKTG368****Advertising and Promotion**

Focuses on the role of promotion and communication in the marketing mix. Explores the nature and types of promotion, including advertising and point-of-purchase display, the steps in developing an advertising campaign, and measures of advertising effectiveness. Explores the management of the promotion and advertising functions in an organization. Prerequisite: MKTG310.

**MKTG375****Direct Marketing**

Marketing goods and services directly to consumers, marketing through catalogs, direct-mail, telemarketing, TV and radio direct response, magazine and newspaper direct response, electronic shopping and kiosk shopping. Prerequisite: MKTG310.

**MKTG425****Marketing Channel Management**

Focuses on the major channel decisions made by marketing management. Attention to the marketing strategy problems of designing channel objectives, distinguishing major channel alternatives, and selecting the most appropriate channel to facilitate the flow of goods from producers to consumers. Prerequisite: MKTG310. Recommended MKTG330.

**MKTG444****Not-for-Profit Marketing**

Examines the meaning and role of marketing concepts and tools in nonprofit institutions such as hospitals, schools, public agencies, foundations, and churches. The role of activities such as marketing research, product development, pricing, advertising, publicity, personal selling, and marketing control are examined in the nonprofit sector. Prerequisite: MKTG310.

**MKTG456****Marketing Research**

Focuses on the systematic collection of business and marketing-related data to provide information to decision makers. Emphasis on translating management problems into research questions, developing a research design to address these questions, and analyzing research results with recommendations to management. Prerequisites: STAT285, MKTG310.

**MKTG465****International Marketing**

Marketing problems arising from various degrees of foreign involvement. Includes marketing research, project planning and development, pricing, promotion, distribution, and organization. Emphasis on management of these marketing functions in a multinational context where the parameters differ from those in domestic marketing. Prerequisite: MKTG310. Recommended MKTG330.

**MKTG490****Marketing Decision Making**

An integrative capstone course for marketing majors. Emphasizes process by which marketing managers seek solutions to marketing problems

and considers marketing opportunities. Field studies provide students with opportunities to apply knowledge gained in marketing coursework to concrete situations. Assumes completion of majority of courses in marketing major.

**MKTG540****(4) Not-for-Profit Marketing**

Study of marketing concepts and tools for not-for-profit institutions. Topics include marketing research, product development, pricing, advertising, publicity, personal selling and marketing control. Prerequisite: MKTG310.

**MKTG676****Marketing Management**

A survey of marketing management processes of analyzing market opportunities, researching and selecting target markets, designing marketing strategies and tactics, and evaluating and controlling marketing programs. Emphasis on how marketing managers anticipate and react to a changing environment and evolving market structures to facilitate exchange transactions between producers and consumers. Prerequisite: MKTG310.

**OFFICE SYSTEMS  
MANAGEMENT****OFSY100****Keyboarding**

Mastery of alpha-numeric keyboard; student registers for the level that represents his/her speed objective. Each hour of credit consists of 20-25 lab hours arranged to accommodate the student's schedule. Credit not applicable toward a major or minor in the School of Business.

**OFSY102****Office Software Applications**

Development of skills in various microcomputer office software applications. Choices include DOS, word processing, spreadsheet, calculating software. Repeatable as content varies. Prerequisite: typing skill of 20 wpm. Credit not applicable toward a major or minor in the School of Business.

**OFSY302****Advanced Office Software Applications**

Concentrates on advanced features of office software applications such as word processing, spreadsheets, word publishing, and other applications. Emphasis on problem solving. Students are encouraged to provide original applications for critique. Prerequisites: typing skills of 25 wpm and INSY110 or OFSY102 or permission of instructor.

**OFSY307****Business Communications**

Develops skills in those oral and written presentations essential to communications in business.

## Graduate Programs

**Faculty***Accounting, Economics, and Finance*

Leonard K. Gashugi, Chair

Samuel Chuah

Ann M. Gibson

Mary Ann Hofmann (on leave)

Darlene R. Kausch  
Malcolm B. Russell  
Delynn J. Shepard

*Management, Marketing, and Information Systems*

Allen F. Stenbridge, Chair

William Greenley

Phylis Mansfield

Robert C. Schwab

Douglas A. Singh

Jacquelyn Warwick

## Master of Business Administration

Students who enter the program without prior course work in business must take a 2-year (7-quarter) MBA degree program. The graduate curriculum in business administration is divided into foundation courses and advanced courses. The foundation courses approximate three quarters of work; advanced courses—a minimum of four quarters. Foundation courses provide study in business fundamentals; advanced courses emphasize the understanding of administrative processes in resolving problems faced by business executives.

All or part of the prescribed foundation program may be waived for students with appropriate undergraduate course work from an accredited institution with acceptable grades, or an acceptable score on a departmentally prepared examination. Waiver examinations for previous course work may be required for courses taken more than five years before entering the MBA program or when the content of previous work is judged insufficient. All waiver exams must be taken during the first quarter of enrollment in the MBA program.

**Standards of Scholarship.** All graduate students are expected to maintain a 3.00 GPA in all graduate courses that apply to the degree requirements.

No grade of D or F (or U) may be used to satisfy degree requirements; however, these grades are included when computing the cumulative GPA and, if they occur in courses normally meeting degree requirements, the degree GPA.

The GMAT is required for regular admission status. The examination must be taken before 16 credits have been completed. Regular admission status must be met no later than the quarter before the last quarter in which the student expects to enroll.

Only courses numbered above 500 may be used to meet MBA requirements. Other graduate programs in the School of Business may include a limited number of 400-level swing courses.

A maximum of 9 credits in approved courses may be taken off-campus or in another school of the university.

**Foundation Courses.** Foundation courses provide an introduction to the broad field of Business Administration. Such courses must be completed early in the program of study.

The following courses constitute the foundation for the MBA degree: ACCT111,112; 113 or 331; BSAD341, 345 (BSAD688 may be taken as an elective in the MBA program in place of BSAD345), 355, 475; ECON225, 226; FNCE387; INSY315, 316; MKTG310, STAT285.

**MBA Course Work**

Advanced courses are divided into two groups, required and elective; 32 are in courses required of all students, and 16 are in elective courses. All

advanced courses are offered only at the graduate level.

**Core Requirements 32**  
 These courses help the student view the business enterprise as an integrated unit operating in a complex economic, political, and social system: ACCT610, BSAD515, 550, 689, ECON520, 528, FNCE675, MKTG676.

Students who have taken the approximate equivalent of any of the required core courses as an advanced undergraduate course with a minimum of a B grade may be permitted to replace it with an elective.

**Elective courses 16**  
 ACCT550, 567, 586, 615, 630, BSAD530, 531, 532, 533, 545, 554, 556 (up to 16 credits of topics may be elected, provided no one specific topics course is greater than 4 credits), 560, 635, 660, 670, 688, 690, 694, FNCE526, 680.

**ACCOUNTING/FINANCE EMPHASIS**

Many states require candidates to study one year beyond the baccalaureate degree in order to be eligible to take the CPA examination. The School of Business offers a graduate program of studies in business and accounting that culminates in meeting the AICPA requirements and receiving the MBA degree. Undergraduate courses in business and accounting taken at other schools must be equivalent in content and credit hours to be transferred to the program.

The MBA with an accounting emphasis consists of two phases. Phase I includes undergraduate courses that provide a strong foundation in the functional areas of accounting. Most states require CPA examination candidates to complete these courses at the undergraduate level. Phase I courses may be waived if the courses have been completed successfully prior to enrollment in the MBA program.

Phase II has 48 quarter credits that help the student view the business enterprise as an integrated unit and emphasize strategic thinking and the development of managerial, finance, and accounting skills. Students may move from Phase I to Phase II, or may enter Phase II directly, depending on course work taken at the undergraduate level.

**Phase I: Accounting Foundation courses 36**  
 ACCT311-313, 331, 365, 455, 456, 465, 476

**Phase II: Graduate courses 48**  
**MBA core requirements 32**

See list of core requirements above  
**Accounting/Finance Emphasis 16**  
 Select from ACCT567, 586, 615, 630, FNCE526, 680

**Health-Care Management Emphasis**

Changing political, sociological, and technological factors in the U.S. and other advanced nations creates new opportunities for skilled administrators to manage various health-care systems in which the cost-efficient delivery of quality services is paramount. By electing 16 credits in advanced-level courses in health-care management, which must be taken in the prescribed sequence, students can tailor the traditional MBA degree to the skills needed for supervisory and executive-level positions in health-care organizations, such as hospitals, clinics, managed-care organizations, special-

ized centers of health services, and skilled nursing facilities.

**MBA Core Requirements 32**  
 See list of core requirements above  
**Health-Care Management Emphasis 16**  
 Must take BSAD531, 532, 533, and 635 or 660

**Master of Science in Administration (MSA)**

The Master of Science in Administration program is designed to prepare students for leadership in various industry-specific settings. The MSA degree is offered in church administration and engineering management.

**MSA with Church Administration Emphasis**

The MSA degree in church administration is for students seeking management roles in church or church-related organizations. Offered jointly by the School of Business and the Theological Seminary, the program blends business management and church management.

Students must take any lacking prerequisite courses in addition to the 48 graduate credits required for the MSA degree.

**Prerequisites**  
 ACCT111-113, BSAD355, MKTG310  
**MSA degree program 48**

**MSA core—20**  
 ACCT550, BSAD515, 530, ECON540, MKTG540  
**MSA electives—28**

Choose at least one course from each cluster.  
 CHMN527\*, 630, 638  
 CHMN526\*, 655\*, 658\*  
 CHMN529\*, 545\*, 570\*  
 CHMN525, 535, 585\*, 624  
 CHMN534, 610, 664, COMM475, INSY505\*

\*Recommended courses for individuals who have not studied in these areas.

**MSA with Engineering Management Emphasis**

The MSA degree in engineering management is for students who already have a background in engineering or technology and who wish to assume management roles in engineering, manufacturing, or other industrial operations. The program, offered jointly by the School of Business and the College of Technology, blends course work in business management with course work in industrial engineering and engineering management.

Students who have not taken the following prerequisite courses must take the course(s) they lack in addition to the 48 graduate credits required for the MSA degree.

**Prerequisites**  
 BSAD355; COSC125, 161 or INSY110, FNCE387, MATH163 or 172 or 182; MKTG310; STAT251

**MSA Degree Program 48**  
**Core—16**  
 BSAD515, ECON540, FNCE675, MKTG676

**School of Business**  
**Group A Electives—4**  
 Choose one of the following: BSAD545, 670, 688, FNCE680, INSY448, 460

**College of Technology**  
**MSA Core Requirements—20**  
 ENGM520, 565, 570, 690, INDT440, 460  
**Group B Electives—8**  
 Choose two of the following: ENGM510, 555, 690, INDT450, TCED456