

practices examined from the viewpoint of their effects on exchange transactions linking producers with consumers. Assumes a working knowledge of micro-economics. *Fall, Spring*

MKTG320 (3)
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. *Fall*

MKTG368 (3)
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. *Spring*

MKTG375 (3)
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. *Spring*

MKTG435 (3)
Marketing Ethics and Contemporary Issues

Emphasizes the ethical challenges that confront the decision maker and their impact on society at large as well as ethically-based contemporary issues. Marketing ethics topics include: survey of ethical decision-making theories, organizational processes, ethics research, and case histories. Contemporary issues are constantly updated. Prerequisite: MKTG310.

MKTG440 (3)
Marketing Management

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 course work to concrete situations. Assumes completion of majority of courses in marketing major. Prerequisites: MKTG310, 320, 368 and 456, or permission of instructor.

MKTG444 (3)
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 non-profit sector. Prerequisite: MKTG310. *Fall*

MKTG450 (3)
Retailing

Designed to help students increase awareness of the retailing process, understand the changes in customer needs, demographics, and shopping behaviors, assess the emerging technologies which have a dramatic effect on retail operations, and analyze the strategic long-term plans which retailers are using for creating

advantages in this rapidly changing environment. Prerequisite with concurrency allowed: MKTG310.

MKTG456 (3)
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. *Fall*

MKTG465 (3)
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. *Fall*

MKTG500 (2)
Survey of Marketing

A general survey of the major marketing methods, institutions, and practices. Not available for the MBA program.

MKTG540 (3)
Marketing for Non-Profit Organizations

The study of marketing concepts and tools for not-for-profit institutions. Topics include marketing research, conducting a marketing audit, communication strategy, publicity, development and philanthropy. A field project and case analyses are required. Prerequisite: MKTG310 or permission of instructor.

MKTG680 (3)
Marketing Strategy

Survey of the strategic marketing process of analyzing research and market opportunities, selecting target markets, designing marketing strategies and evaluation of marketing programs. Emphasis on how marketing managers anticipate and react to a changing environment. Case analyses and a business research paper are required. Prerequisite: MKTG310. *Spring*

Graduate Programs

Faculty

Accounting, Economics, and Finance

Leonard K. Gashugi, *Chair*
David Beckworth
Samuel Chuah
Ann M. Gibson
Mary Ann Hofmann

Management, Marketing, and Information Systems

Robert C. Schwab, *Chair*
José R. Goris
William Greenley
Ben Maguad
Lauren Strach
Charles Tidwell
Jacquelyn Warwick

Master of Business Administration (MBA)

MISSION

The mission of the MBA program is to prepare students from many cultural backgrounds for responsible positions in domestic and international business, in government, and in not-for-profit organizations. The program emphasizes the integration of business principles with Christian principles and philosophy to prepare students for leadership roles which require clear and critical thinking, wise judgment, effective communication, integrity in all actions, and recognition of opportunities for service.

MBA PROGRAM

With the appropriate business background, the MBA at Andrews University can be completed in three semesters. However, the MBA is also designed for students with any bachelor's degree. Students who enter the program without prior course work in business must take a two-year (5-semester) degree program, as prerequisites in the common body of knowledge are required to bring the student up to the minimum expectations of our graduate faculty. These prerequisite courses may be waived for students with appropriate undergraduate course work from an accredited institution. If the prerequisite courses are more than five years old or the grades earned are below C, students may be required to repeat these courses.

The prerequisite courses provide an introduction to the broad field of business administration. Such courses must be taken by the time the student has completed no more than 50% of his/her course work for the master's degree. The following courses constitute the prerequisites for the MBA degree: ACCT121, 122; BSAD341, 355, 475; ECON225, 226; FNCE317; INFS215; MKTG310; STAT285. Competency in computers is assumed.

The graduate courses, which approximate three semesters of work, are divided into two groups, required and elective; 21 credits are in courses required of all students, and 12 credits are in elective courses. These advanced courses emphasize the understanding of administrative processes in resolving problems faced by business executives. All advanced courses are offered only at the graduate level.

MBA Course Work—33

Core Requirements—21

These courses help the student view the business enterprise as an integrated unit operating in a complex economic, political, and social system: ACCT635; BSAD515, 620, 689; ECON525, 530; MKTG680.

Elective courses—12

ACCT586, 615, 620; BSAD530, 531, 545, 560, 615, 638, 670; FNCE526, 680; INFS510; MKTG540.

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 student may not enroll for more than 6 credits of graduate work before the GMAT requirement is met.

Students admitted under provisional status must make regular progress toward achieving regular enrollment status and toward completion of their selected graduate degree. If insufficient progress is made, provisional status will be revoked after four enrolled semesters.

Regular admission status must be met no later than the semester before the last semester 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 6 credits in approved courses may be taken off-campus or in another school of the university.

English Language Proficiency Requirements. The School of Business does not permit students to register for graduate classes unless they have met the University requirements for Regular Admission Status for English proficiency (i.e. TOEFL=550(213) or MELAB=80). The School of Business also does not permit graduate students to register for prerequisite courses for the MBA or MSA programs unless they are at the Advanced Level in ELL.

Accounting/Finance Emphasis (Not currently enrolling students in this program)

Most 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 recognized for preparation courses.

The MBA with an accounting emphasis consists of three phases. The accounting foundation courses (Phase I) include undergraduate courses that provide a strong undergraduate foundation in the functional areas of accounting. These accounting foundation courses may be waived if previously taken at the undergraduate level at an accredited institution.

Phase II are the MBA Foundation courses as outlined above.

Phase III is composed of the MBA Course Work—Core Requirements which consist of 21 credits as outlined above and the Accounting/Finance Emphasis which consists of 12 credits.

Phase I: Accounting Foundation Courses—24

ACCT321, 322, 330, 365, 455, 456, 465, 476

Phase II: MBA Foundation Courses (see list above)—33

Phase III: MBA Core Requirements (see list above)—21

Accounting/Finance Emphasis—12

Select from ACCT586, 615, 620, FNCE526, 680, INFS510

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.

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 33 graduate credits required for the MSA degree.

Prerequisites

BSAD355, MKTG310

MSA degree program—33

MSA core—9

BSAD515, 620, MKTG680

School of Business electives—6

Select two of the following:

ACCT635, BSAD530, 560, 670, FNCE680, MKTG540

MSA Seminary electives—18

Choose at least one course from each cluster.

Cluster #1

CHMN527, 630, 638, 655

Cluster #2

CHMN539, 606, 612, MSSN635

Cluster #3

CHMN529, 545, 643, THST615

Cluster #4

CHMN525, 535, 585, THST634

Cluster #5

CHMN518, 570, COMM475, PREL460

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 33 graduate credits required for the MSA degree.

Prerequisites

BSAD355, 475; CPTR125 or 151, ECON226, MATH141 or 166 or 182; MKTG310; STAT340

MSA Degree Program—33

Core Requirements—9

BSAD515, ECON530, MKTG680

School of Business electives—6

Select two of the following: ACCT635, BSAD545, 615, 620, 670, FNCE680, INFS428

College of Technology

Core Requirements—9

ENGM565, INDT440, 460

Select three of the following—9

CPTR460, ENGM520, 555, 570, 690; INDT450; TCED456

Note: If INDT440 and/or INDT460 have been taken to fulfill degree requirements at the undergraduate level, they cannot also be taken at the graduate level to fulfill degree requirements for the MSA in Engineering Management. Please see the degree advisor for appropriate course substitution.