

College of Business

Copeland Hall

Glenn Corlett
Dean

<http://www.cob.ohiou.edu/>

The College of Business offers the Master of Business Administration (M.B.A.). The M.B.A. is available through a full-time program, Executive MBA, and the Professional MBA. The full-time M.B.A. is offered on a residential basis on the Athens campus. The Executive MBA is offered at the Ohio University Pickerington Center in a two-year sequence of weekend courses and is open only to experienced business executives. The Professional MBA blends traditional classroom instruction with internet-mediated project-based coursework and weekend residencies to deliver a practical part-time M.B.A. study experience. All programs are accredited by AACSB International—The Association to Advance Collegiate Schools of Business.

Graduate Programs and Courses

Information on graduate programs appears in the following pages. For further details on M.B.A. programs, contact College of Business Graduate Programs, Ohio University, Copeland Hall, Athens OH 45701-2979, telephone 740.593.2053.

Information on the college and its graduate programs is also available on the college Web site.

The Integrated M.B.A.

<http://www.cob.ohiou.edu/grad/>

...leveraging education and experience.

Ohio University's MBA program is innovative and intense. It uses applied learning to expand the student's knowledge far beyond traditional classroom methods. Working in teams, the MBA students learn to research and solve authentic business problems. With knowledge gained from the classroom, guidance and mentoring from faculty and businesspersons, MBAs will be involved in crafting solutions for a range of actual businesses. This integration of content driven learning with real world application ensures a deep understanding of the tools necessary for success.

The Learning Process

A 15-month learning experience beginning in mid June every year, the full-time MBA program uses an action-learning format that develops skills in communication, collaboration

and teamwork, and the personal characteristics (initiative, diligence, creativity, and personal responsibility) that are necessary for success. The understanding of the complexities of international business will be enhanced through participation in the Joint Student Consulting Project (JSCP). Comfort with information technology will increase dramatically as MBAs acquire information using the Internet, collaborate electronically with faculty members and peers, and develop professional computer-driven presentations.

With this successful problem-based experience as past, integral part of the OU MBA, the College of Business faculty, with the endorsement of the College of Business' Executive Advisory Board (an external consultative group of corporate executives) have decided to move its full-time MBA program to a totally integrated format that leverages education and experience. A partnership with OU's Voinovich Center promises to elevate the MBA's applied learning to a new level.

The Voinovich Center is Ohio University's largest outreach program and pursues two main objectives: to provide research, technical assistance and training to local and state agencies, businesses, nonprofit organizations and communities, and in doing so, to create quality project-based learning experiences for students. Past MBAs completing graduate assistantships at the Voinovich Center have worked with, but more importantly learned from, the experienced, professional, consulting staff. The Voinovich Center developed a detailed training program for these graduate assistants which built on the value delivered in

the MBA core areas thus equipping them with skills and knowledge to solve a variety of real business problems. This management training program has been pivotal in helping these MBAs develop strong business management skills by providing them with invaluable consulting skills, exposure to a wide range of industries and practical application of business models and concepts. With this new practicum experience intertwined with the intense content delivery of the restructured program, you as an OU MBA, will acquire these highly sought after skill sets.

The Learning Participants

Approximately 60 students participate in the MBA program from all parts of the world. About half of the students have liberal arts or technical backgrounds, and all the students are committed to a challenging, interactive learning environment.

A dedicated team of graduate faculty members contribute to the learning process both in the classroom and in the field. All graduate faculty hold doctoral degrees and many have relevant, often multifunctional, industry experience. Voinovich Center consultants will join the faculty team, adding an invaluable level of professional experience and expertise to assist in guiding the learning of the MBA students.

Dual degree opportunities bring graduate students from the Master of Sports Administration and the Master of Health Administration programs to the learning community. These two year dual degree programs prepare students for leadership positions by combining the business teachings of the MBA program with the specific content and issues of the growing sport and health care industries. During the first year, students complete MBA core courses. During the intervening summer, Sports Administration students choose between joining the international consulting experience or completing a sports internship. Health administration dual majors complete the global experience before returning to Athens to begin their second, and final year of health administration courses.

The Learning Outcomes

Accounting – To understand the basic tenets and processes of accounting systems for external financial reporting for investor and creditor decisions, and internal managerial reporting for decision-making and evaluation.

Economics – To understand and appropriately utilize quantitative tools necessary for basic economic relations and marginal analysis in decision making as well as economic optimization.

Management – To understand the responsibilities and opportunities of managing human capital in the workplace, with specific attention to building personal capacity for high performance leadership that advances the strategic intent of the organization.

Management Information Systems – To assess organizations for strategic opportunities where information intensity can be leveraged using information technology with particular attention to describing the capabilities provided by advanced information technologies from a managerial perspective and identifying underlying technologies that support business models.

Managerial Communication – To focus on improving strategic managerial communication skills in the complex and sometimes problematic workplace. Critical communication issues will be addressed in workshop format and will include such topics as conflict management, collaborative problems solving, leadership, emotional intelligence, performance evaluation, and managing difficult conversations.

Marketing – To understand the role of marketing as a bridging function between the firm and its environments, marketing's responsibilities to aid the organization in understanding its customers and its environment, and its responsibilities to assist the organization in creating a sustainable competitive advantage by fulfilling customer needs.

Strategic Management – To understand the responsibilities and opportunities of strategic leadership, with specific attention to strategy formulation,

strategy implementation and change leadership in competitive global business environments.

The Learning Sequence

The Fall Core

Fall quarter begins with an introductory project that requires integration and intensity. Student teams are immediately asked to begin leveraging the knowledge they're learning in the classroom by applying it in a case project. The central theme of both the project and the content covered is how to assess and add value to business. Each course addresses the concept of value generation, with Managerial Economics, Accounting, Marketing, and Management all represented during the fall quarter. At the end of the first project, intense classroom delivery continues building a solid base of knowledge that students will use throughout the year and beyond. During the fall quarter, students also learn how knowledge represents their competitive advantage; hence they learn how to acquire information, how to assimilate that information, how to know which information is relevant to solve a problem, and how to apply their knowledge.

After the mid-point of the quarter students begin their formal application training by applying what they're learning in the classroom on another project. This project is conducted under the guidance of faculty and helps students understand how to use the knowledge from the classroom in a field setting. Students are also instructed in the principles and applications of Project Management to assist them with this and future projects. This training period also includes an orientation to the Voinovich Center.

By the end of fall quarter students have completed their Voinovich Center training and are ready to begin their application experience. During the intercession students begin working with area businesses under the supervision of faculty and Voinovich Center staff.

Winter Core

The Winter Core entails the integration of classroom knowledge with

application experiences throughout the quarter. During this quarter the content includes Managerial Finance, Operations, Organizational Change, Strategy, and Management Information Systems. Throughout this quarter students work in teams to directly apply what they're learning with a range of businesses. Additionally, as students face actual business problems, course content is receptive to issues raised in the field setting.

Spring Core

During the ten-week Small Business Competition, all MBA students form teams which spend an estimated 400 to 500 consulting hours helping companies in Southeastern Ohio develop a plan to meeting their objectives. This annual, judged event is sponsored by the Ohio Small Business Development Center and the Appalachian Regional Entrepreneurship Initiative, Ohio University's Voinovich Center for Leadership and Public Affairs. At current market rates, that equals roughly \$20,000 work of consulting and research for each business that participates, not to mention great practical experiences for the MBAs. Following a preliminary round of presentations to faculty and clients, five teams are selected to present their projects to a panel of external judges with monetary prizes awarded to the top placing teams!

Simultaneous with the Small Business Competition, students are involved in International Strategy and Marketing courses. These courses begin with content necessary for the Small Business Competition, and extend to content that is more expansive throughout the quarter.

The end of the Spring Core and the beginning of Summer Core is spent building the necessary knowledge base for the international application experience (the Joint Student Consulting Project). Students receive a series of seminars in International Business, followed by an integrative international simulation.

Summer Core

One of the capstone experiences of the MBA program is the Joint Student

Consulting Project (JSCP). Experience has shown that the most effective way to learn global competence is to place students in a foreign environment where they must build effective interpersonal relationships with people from a different culture. Accompanied by a faculty member, groups of 12-15 MBAs travel together to another country. Two to three Ohio University MBA students form consulting teams with two to three students from the host country university and complete a consulting assignment in the host country. The projects have been established and agreed to in advance by the faculty in the College of Business, the faculty of the host universities, and the local company representatives. Countries that have hosted the JSCP project in recent years include Brazil, South Africa, Hungary, Italy, Spain, and China.

Admission

Admission is competitive. Factors considered include undergraduate grade-point average (g.p.a.), Graduate Management Admissions Test (GMAT) scores, work experience, M.B.A. questionnaire, interview, and recommendations. International applicants also must include their score on the Test of English as a Foreign Language (TOEFL). Successful applicants typically have at least a 3.0 undergraduate g.p.a. (on a 4.0 scale) and a score of 500 or better on the GMAT; international applicants typically have a TOEFL score of 600 or better.

To apply, submit two official transcripts of your undergraduate work, three letters of recommendation, a resume, and responses to the MBA questionnaire (available from the College of Business Graduate Programs Office). In addition, you must have GMAT scores submitted by the Educational Testing Service (ETS), Box 966, Princeton NJ 08540. If your native language is not English, you must also have ETS submit your TOEFL scores.

The priority deadline for application is February 1; candidates with complete applications will be contacted to schedule a mandatory interview. International candidates will be interviewed by phone.

Financial Aid

The College of Business has a number of graduate assistantships available for students who demonstrate outstanding potential.

Requests for financial aid should be noted on the application form. All awards for financial aid are generally announced in April.

Executive MBA

<http://www.cob.ohiou.edu/emba/>

The Executive MBA Program (EMBA) is designed for managers, professionals, and business leaders with significant experience who want to earn the M.B.A. degree without career interruption. Classes meet exclusively at the Ohio University Pickerington Center on three Saturdays and one Friday a month for two academic years. There are no formal class meetings during the intervening summer; rather, participants engage in an applied consulting experience choosing either the domestic or international option.

The EMBA benefits both the participant and the employer. Companies have the opportunity to strengthen management resources and the participant-executive is able to upgrade their management skills and network with other seasoned and successful managers. The extensive business experience of both faculty and EMBA participants, seminar classes, and the deliberate selection of participants from diverse functional areas and industries provides a stimulating intellectual experience.

Admission to the Executive MBA Program is selective and highly competitive. Factors considered in the admission decision include strength of recommendation letters and career achievements. Applicants are encouraged to apply by June 1 of the year in which they wish to begin study. Applications completed after June 1 will be considered as seats are available in the program. To apply, complete the online Graduate Student Application and submit two sets of official transcripts from all institutions of higher education attended. Submit

directly to the MBA Programs office three letters of recommendation, a resume, and professional goals statement. A personal interview is required for admission.

Professional MBA

<http://www.cob.ohiou.edu/pmba/>

The Professional MBA Program (PMBA) blends traditional classroom instruction with Internet-mediated, project-based coursework and weekend residencies to deliver a practical part-time MBA study experience for the working professional.

The PMBA is a cohort program that can be completed in seven academic quarters. Week night classes can be attended at any one of Ohio University's five regional campuses or Athens. Through the Ohio University Learning Network, all six sites are connected simultaneously for real-time, interactive televised classes. A series of Saturday and weekend residencies held throughout the 22-month program duration brings together participants and faculty at the same location at the same time for an intense learning experience that both supports and complements the week night class meetings.

Designed for emerging business leaders, the PMBA builds the manager's toolkit while developing team management skills, problem-solving techniques, and oral presentation and written communication skills. Because participants are able to maintain full-time employment while enrolled in the PMBA, both theory and applied learning are addressed in the coursework. The final two quarters build on the experiences of the previous five quarters by concluding with a team project and formal presentation.

Applicants are encouraged to complete the application process by June 1 of the year in which they wish to begin study. Applications completed after June 1 will be considered as seats are available in the program. To apply, complete the online Graduate Student Application and submit two sets of official transcripts from all institutions

of higher education attended. Submit directly to the MBA Programs office three letters of recommendation, a resume, and professional goals statement. Factors considered in the admission decision include performance in prior academic work, relevant work experience, strength of recommendation letters and the goals statement, and a personal interview.

Courses

Accountancy Courses (ACCT)

501 Accounting Principles (4)

Intensive overview of accounting theory, practice, and statement preparation.

502 Managerial Accounting (4)

Prereq: 501. Uses of accounting information for making managerial decisions.

503 Intermediate Accounting I (4)

Prereq: 502. In-depth study of conceptual framework of accounting, disclosure standards for general purpose financial statements, and measurement standards for cash, receivables, inventories, and associated revenues and expenses, including application of compound interest techniques.

504 Intermediate Accounting II (4)

Prereq: 503. Measurement and reporting standards for tangible and intangible operating assets, investments, liabilities, contingencies, stockholders' equity, and special problems of revenue recognition.

505 Intermediate Accounting III (4)

Prereq: 504. Measurement and reporting standards for pensions, capital leases, interperiod tax allocation, dilutive securities and earnings per share, accounting changes and error correction, statement of cash flows, financial statement analysis, special disclosure standards, financial reporting, and changing prices.

510 Cost Accounting (4)

Prereq: 502. Emphasis on manufacturing and service organizations. Topics include process costing, activity-based costing/activity-based management, analysis of cost variances, and complex capital budgeting issues.

513 Accounting for Governmental and Not-for-Profit Organizations (4)

Prereq: 503. Accounting theory for government and nonprofit organizations: financial reporting, fund accounting, budgeting, and control.

517 Federal Income Taxes (4)

Provides an overview of the impact of federal income taxes on conducting business as individuals, corporations, partnerships, and fiduciaries. *W or Sp.*

545 Accounting Information Systems and Internal Controls (4)

Prereq: 503. Use of computer technology and internal control concepts in the design, implementation, and operation of accounting information systems.

551 Auditing Principles (4)

Prereq: 505. Basic concepts and applications in external, internal, and governmental auditing. Includes an introduction to current audit technology.

610 Foundations of Accounting (4)

Introduction to the basic tenets and processes of accounting systems for financial statements and managerial reports. Study of the financial reporting process for investor and creditor decisions, including internal controls. Study of cost behavior, budgeting, and capital budgeting for managerial reports. Spreadsheet design and application integrated throughout the course.

611 Financial Statement Analysis (4)

Analysis of accounting data and financial statements to make decisions concerning financial position, operating results, and resource flows. Emphasis upon understanding accounting policy choices, integration of financial and non-financial information, and analytical techniques to assist in performance evaluation and profit planning. An additional emphasis will be use of managerial reporting on evaluation of corporate units, including strategic business units.

Business Administration Courses (BA)

570 Administrative Policy (4)

Top management view of decision making affecting future operations of a business, and opportunities, risks, and responsibilities accompanying formulation of company policy and strategy.

585 International Business (4)

Emergence of U.S. and non-U.S. multinational corporations, scope of their operations, and impact on U.S. economy and consumers.

690 Research (3-5)

Methodology, data analysis, and preparation of research findings.

691 Seminar (1-5)

Selected topics of current interest.

693 Readings (1-5)

Readings on topics selected in consultation with faculty member.

697 Independent Research (1-5)

Research in selected fields of business administration under direction of faculty member.

698 Internship (1-5)

Business Law Courses (BUSL)

500 Law and Society (4)

Conceptual approach to origin, nature, structure, functions, and procedures of law with study of contractual relationships.

556 Law of the Management Process

Prereq: 500. Conceptual framework of legal nature of organizations, particularly corporations and partnerships: rights, powers, and limits of managers in relation to duties and responsibilities to their organizations, owners, creditors, employees, customers, state, and public.

557 Law of Commercial Transactions

Prereq: BUSL 500 or perm. Legal aspects of commercial paper, consumer credit, and bankruptcy.

565 Law of Sports (4)

Addresses legal issues raised by industry with vast contours. Regulations of amateur athletics, public regulation of sports activities, legal relationships in professional sports, enforcement of professional sports contracts, antitrust aspects of sports activities, liability for injuries in sports activities.

570 Environmental Law (4)

Legal aspects of individual and societal environmental rights and duties with respect to U.S. Constitution, private property, nuisance, negligence, statutes, regulatory agencies, and court decisions.

690 Research (3–5)

Methodology, data analysis, and preparation of research findings.

691 Seminar (1–5)

Selected topics of current interest.

693 Readings (1–5)

Readings on topics selected in consultation with faculty member.

697 Independent Research (1–5)

Research on topics selected in consultation with faculty member.

Finance Courses (FIN)**525 Foundations of Finance (4)**

Role of financial management in business enterprise; financial analysis; planning needs for short-term and long-term funds; planning for profits; capital budgeting; internal management of working capital and income; raising funds to finance growth of business enterprises.

527 Financial Markets and Institutions (4)

Functions of commercial banking system and other financial institutions. Flow of funds and interest-price movements in money and capital markets. Supply of loanable funds and demand for funds in mortgage loan market, consumer credit market, corporate securities and municipal obligations. Considers effects on financial markets of Federal Reserve and Treasury policies.

528 Management of Financial Institutions (4)

Analysis of objectives, functions, practices, and problems of financial institutions as viewed by management of these institutions.

536 Life Insurance (4)

Fundamental economics of life insurance. Principles and practices of life insurance, including types of contracts, group and industrial insurance, and annuities.

542 Security Analysis (4)

Selection and evaluation of individual securities and industries. Fundamental analysis and determination of intrinsic value based on estimates of payment streams, capitalization rates, and rapidity of price convergence. Technical analysis and study of price-volume, trend following, and crowd psychology.

545 Portfolio Management (4)

Decision-making processes in management of individual and institutional securities portfolios. Theoretical foundations of portfolio selection and construction. Model building and other criteria applicable to selection, risk-return trade-offs, revision, and evaluation of portfolio performance. Applications of computer technology and other quantitative techniques to different aspects of portfolio management.

555 International Finance (4)

Developing skills to deal with variables influencing financial decision making for multinational firm and international business. Foreign exchange rate determination, measurement of exposure, and exchange risk management. Study of strategies of entry in foreign markets and investment analysis of foreign projects. Study of working capital management. Study of institutions, practices, and problems related to financing foreign trade.

561 Financial Management and Policy (4)

Case study of financial management in business enterprises. Planning current and long-term financial needs, profit planning, allocation of funds, raising funds, dividend policies, expansion and combination, recapitalization and reorganization.

563 Capital Allocation (4)

Planning capital outlays, ranking investment proposals, theories of financial structure and cost of capital, and approaching investment decisions under conditions of uncertainty.

565 Mathematical Analysis of Financial Decisions (4)

Application of quantitative methods to financial management, with special emphasis on systems approach to evaluating proposed financial decisions.

620 Financial Management I (4)

Covers financial analysis, planning, control, and various aspects of long-term financing, including equity versus debt, refunding, leasing, and convertibility.

621 Financial Management II (4)

Involves the application of financial theory and analysis techniques to the major financial decisions facing managers. Topics include financing current operations, capital structure, cost of capital, dividend policy, investment decisions.

650 Seminar in Money and Capital Markets (4)

Analysis of conditions in money and capital markets as they affect business decisions; flow of funds in the U.S.; states; structures of interest rates; role of monetary policy and its effects on financial markets; principal instruments and intermediaries in money and capital markets; analysis of important segments of financial markets.

651 Seminar in International Finance (4)

Prereq: BA 685. Addresses advanced topics in international finance from both conceptual and practical viewpoints. Topics include foreign exchange risk management, long-term investment decisions for the multinational firm, home and host country sources of financing (including Eurocurrency and Eurobond markets).

690 Research (3–5)

Methodology, data analysis, and preparation of research findings.

691 Seminar (1–5)

Selected topics of current interest.

693 Readings (1–5)

Readings on topics selected in consultation with faculty member.

697 Independent Research (1–5)

Research under direction of faculty member.

698 Internship (1–5)**Human Resource Management Courses (HRM)****520 Human Resource Management (4)**

Prereq: MGT 200, 202, 300, or 500. Survey of human resource management practices in areas of human resource planning, recruitment, selection, training and development, performance appraisal, compensation, discipline, safety audits, and personnel research. Includes applications in employment law and discussion of interface of line and staff responsibilities in organization.

525 Labor Relations (4)

Prereq: MGT 200, 202, 300, or 500. Study of labor-management relationships, organization campaigns, contract negotiations, grievance procedures, arbitration, and mediation and conciliation. Case studies and class exercises used extensively.

530 Compensation (4)

Human Resource management function of compensation administration. Includes job analysis and evaluation compensation surveys, pay structure design and implementation, benefits administration, and incentive programs.

540 Human Resource Training, Development, and Research (4)

Topics include new employee orientation, training needs analysis, training program design, implementation and evaluation, applied personnel research methods, and costing human resource programs.

550 Recruitment, Selection, and Appraisal (4)

Topics include recruitment planning and strategy, predictors for employee selection, criteria for evaluating job success, validation strategies, equal employment opportunity and affirmative action programs, and design and administration of employee performance appraisal systems.

560 Human Resource Policy, Planning, and Information Systems (4)

Application of human resource strategies, techniques, and constraints through cases, experiential exercise and other projects. Role of human resource information systems as basis for planning and policy decisions.

691 Seminar (1–5)

Selected topics of current interest in human resource management.

697 Independent Research (1–5)

Research involving some human resource management topic. Topic selection and study are under direction of faculty member.

Management Courses (MGT)**500 Management (4)**

Management and organization concepts and theory. Emphasis on integration of concepts, case analysis, and application.

530 Management Systems: Decision Making (4)

Decision making and problem solving in organizations from a managerial perspective.

540 Organizational Behavior—Micro Perspective (4)

Conceptual framework of behavioral sciences to management and organizations. Motivation and leader behavior within organizational settings.

545 Organizational Behavior—Macro Perspective (4)

Organizational theory and behavior emphasizing formal organizational theory and work group behavior. Concentrates on interaction between organization, its environment, and its members and influence of informal work groups on member behavior.

580 Business Organizations—Change and Development (4)

Examines the theories, concepts and applications relating to change leadership in organizations. The focus is on understanding change models and strategies, resistance to change, and change leadership roles in the context of a dynamic, uncertain and ever-changing external environment.

584 International Comparative Management (4)
Survey and analysis of similarities and differences in management systems, processes, and styles, as well as evaluation of changes and their impact in selected groups of countries.

586 Business World of Asia (4)
Prereq: 500 or perm. Examines the current business environment of Asia, with a special interest in Southeast Asia. Actual business cases and environmental conditions are examined with sensitivity to the influences of history, culture, religion, political economy, geography and current events. Emphasis is on broad reading, current affairs awareness, and access to global information resources. Students are also encouraged to develop special familiarity with one country, to network for broader understanding, and to pursue research of personal interest.

590 Strategic Business Leadership (4)
The focus of this course is on the executive's responsibility to develop and implement strategic choices that generate superior performance by organizations. Leadership theories are examined in the context of the global competition, technological advances and the growing importance of human capital.

591 Seminar (1-5)
Selected topics of current interest in management and organizational behavior.

691 Seminar (1-5)
Selected topics of current interest.

693 Readings (1-5)
Readings on topics selected in consultation with faculty member.

697 Independent Research (1-5)
Research in selected fields under direction of faculty member.

698 Internship (1-5)

Management Information Systems Courses (MIS)

520 Business Systems I (4)
Introduction to systems development methods and application development techniques. Lab activities will focus on prototyping systems in a graphical environment.

580 Business Database (4)
Introduction to database design techniques including normalization and entity relationship modeling. Lab activities will focus on implementing databases in a commercial database management system.

620 Business Systems II (4)
Advanced systems development techniques are applied to the creation of a functional prototype of an entire system. Lab activities will focus on prototyping systems using databases and web-based interfaces.

697 Independent Research (1-5)
Research under direction of faculty member.

Marketing (MKT)

501 Marketing Principles (4)
Emphasis on practices and problems of marketing manager and environment in which he or she operates, supplemented with business cases.

504 Management of Distribution (4)
Problems encountered by manufacturer in establishing and maintaining effective distribution system, concentrating on channel design and strategies.

520 Services Marketing (4)
Prereq: 501. Reflects the increasing proportion of GNP taken up by the service sector. Included are the recreation industry, government agencies, financial institutions, professional services, and industries which do not sell physical goods as their main offering to the public. Consists of lecture, case analysis, and outside assignments. Students analyze materials and write short reports.

525 Industrial Marketing (4)
Investigation and analysis of problems involved in marketing of industrial products.

541 International Marketing (4)
Marketing problems, opportunities, and organization of multinational firms to serve overseas markets. Government aids and impediments, and a comparison of markets and marketing techniques in U.S. and foreign countries.

544 Consumer Behavior (4)
Individual, social, and cultural influences that affect consumer behavior. Consideration of explanatory and predictive models. *F, W, Sp; Y.*

550 Management of Promotion (4)
Problem-solving course leading to development and management of firm's promotional mix with emphasis on use of mass media and on stimulation of reseller's cooperation.

558 Sales Management (4)
Principles and practices in planning, organizing, and controlling sales force. Selection, training, compensating, supervising, and stimulating salesmen. Analysis of sales potentials and costs.

579 Marketing Research (4)
Techniques involved in collection, tabulation, and analysis of marketing information.

645 Seminar in Consumer Behavior (4)
Behavioral science research as it applies to marketing process.

663 Marketing Strategy (4)
Analysis of preparation and organization of overall marketing plans, and elements of marketing mix. Also developed are merchandising analyses, objectives, and strategies that take into consideration the ever-changing consumer, trade, and legal environment, as well as firm's costs.

690 Research (1-4)
Methodology, data analysis, and preparation of research findings.

691 Seminar (1-5)
Selected topics of current interest in marketing area. *D.*

693 Readings (1-5)
Readings on topics selected in consultation with faculty member.

697 Independent Research (1-5)
Research under direction of faculty member.

698 Internship (1-5)

M.B.A. Core Courses (MBA)

601 Core I (14)
Prereq: full-time M.B.A. program candidate. Business-related subjects delivered in modular format. Consists of 14 cr hrs of modular units in accounting, financial markets, management, and operations. Units may be added by the faculty team from other 600-level business courses based on the current business environment. Students must take 4 cr hrs of practicum in addition to the 14 cr hrs of business modules. *F.*

602 Core II (14)
Prereq: 601. Modular content of business-related subjects. Consists of 14 cr hrs of modular units in finance, organizational change, marketing, management, and strategy. Units may be added from other 600-level business courses based on current business environment. Students must take 4 cr hrs of practicum in addition to the 14 cr hrs of business modules. *W.*

603 Core III (14)
Prereq: 602. Modular content of business-related subjects. Consists of 14 credit hours of modular units in management information systems, marketing, management, and international business. Units may be added from other 600-level business courses based on current business environment. Students must take 4 credit hours of practicum in addition to the 14 credit hours of business modules. *Sp.*

604 Core IV (18)
Prereq: 603. Modular content of business-related subjects. Consists of 18 credit hours of modular units in organizational behavior, strategy, finance, management, and international business. Units may be added from other 600-level business courses based on current business environment. *Su.*

Operations Courses (OPN)

510 Production/Operations Management (4)
Introduction to the management of operations in manufacturing and service industries with emphasis on identifying key problems in the areas of design, planning, and control. The utility of various models and quantitative methods in addressing the problems are illustrated.

Quantitative Business Analysis Courses (QBA)

500 Mathematical Foundations (4)
Introduction to differential calculus, integral calculus, and linear algebra with economic and business models and application.

510 Statistical Foundations (4)
Introduction to probability theory, statistical distributions, sampling, estimation, testing, and decision theory for economists and business administrators.

691 Seminar (1-5)
Selected topics of current interest in quantitative business analysis areas.

697 Independent Research (1-5)
Research under direction of faculty member.