

# College of Business Administration

The mission of the College of Business Administration is to provide a quality education grounded in Catholic, Jesuit values that enables students to function effectively and ethically in a diverse workplace and global economy. Our goal is to foster a community of scholars committed to improvement and collaboration, and to enhance interaction with business and service organizations. In doing this, we create a superior environment for our students to learn and develop.

## **UNDERGRADUATE PROGRAM DESCRIPTION**

Professional undergraduate business education at Marquette University provides students with an educational foundation that makes them effective and responsible business leaders. This requires a focus on preparing individuals for responsibility in all aspects of their lives in an era of constant change. It implies that we will strive to graduate men and women who not only will become highly competent professionals but whose careers will be built on integrity and the highest values of professional and personal conduct.

The College of Business Administration stresses three elements of business education: perspectives, knowledge and skills. The first is grounded in the liberal arts traditions of Marquette University and builds on the Core of Common Studies taken by all of our students. It is built on the premise that an effective business leader will develop a deep understanding of the religious, cultural, social, political, economic, international, scientific and technical environments in which individuals and organizations exist. This helps our students develop their own internalized value systems and prepares them to apply these values broadly throughout their lives. It also enables them to place business decisions in a larger context, developing an understanding of the potential impact of business actions more broadly on society. We believe that a liberal education is a necessary part of a professional education, and our curriculum is structured on this premise.

The College of Business Administration builds on the foundational educational experience provided by Marquette's Core of Common Studies. It does this through a college curriculum that amplifies and deepens the knowledge, skills and values imparted to students in the nine knowledge areas of the Common Core, and by offering students the opportunity to develop specialized knowledge and skills in a variety of undergraduate majors and minors. The College of Business Administration extends the student's core experiences, and focuses on further learning in pursuit of a specialized degree.

The second element focuses on knowledge of businesses and how they work. Initially, this portion of the curriculum focuses on college curriculum business knowledge required of all College of Business Administration graduates. This provides the foundation for a career as a business leader. It provides each student with an introduction to the various functions generic to an organization such as marketing and finance and manufacturing and service operations. It also stresses development of a clear understanding of the dynamics of the firm and the economy, the basic managerial and organizational concepts necessary to function in an organization, the

interaction between a firm and its environment, and an overall view of policy making within an organization. Building on this core, the curriculum provides the students an opportunity to specialize in a specific business area, such as accounting, information technology, human resources or international business. This prepares graduates for entry-level business positions — the start of their business careers.

Third, the curriculum stresses skill building, helping students develop their personal potential, allowing them to grow professionally as their careers progress. The building of skills in areas such as communication, quantitative analysis, team building, leadership, ethical reasoning and critical thinking is an integral part of the curriculum throughout a student's program of study. The development of these skills prepares graduates to continue to grow and develop in a rapidly changing work environment.

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## DEGREES OFFERED

Marquette University confers the degree bachelor of science in business administration on those students who have satisfactorily completed one of the regularly prescribed curricula of the College of Business Administration.

The master of business administration, master of science in accounting, master of science in applied economics and master of science in human resources are offered through the Marquette University Graduate School of Management. Also offered is a certificate in entrepreneurship. Details on these programs are contained in the *Graduate Bulletin*.

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## MAJORS OFFERED

Majors in the College of Business Administration are offered in accounting, business economics, entrepreneurship, finance, human resource management, marketing, information technology, international business, operations and supply chain management, and real estate; students also may earn a major in general business. Students majoring in any of the majors offered by the College of Business Administration must be resident in that college to complete the major(s) and earn the corresponding degree. The college also offers minors to non-business students in business administration, human resources, information technology, marketing and operations and supply chain management.

All undergraduate majors and minors in the college are open to part-time degree students taking day classes. Courses also are available for credit or audit to non-degree students with the proper prerequisites. Part-time students are assigned to academic advisers in the college.

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## ADMISSION REQUIREMENTS

For admission requirements for the College of Business Administration see the Admissions Procedures in the University section of this bulletin.



## 2. BUSINESS CURRICULUM COURSES

LEAD 1000 (Foundations for Business Leadership) . . . . .	1
<i>NOTE: Students (with junior standing or higher) transferring into the college from another university are required to complete BUAD 1002 (Computer Literacy in Business) instead of LEAD 1000.</i>	
LEAD 2000 (Applying Business Leadership Skills) . . . . .	1
LEAD 3000 (Strategies for the Future and Dealing in the Business Community) . . .	1
ACCO 2030 (Principles of Financial Accounting) . . . . .	3
ACCO 2031 (Principles of Managerial Accounting) . . . . .	3
ECON 3001 (Applied Business Economics) [non-ECON majors]	
or ECON 3003 (Intermediate Microeconomic Analysis) [ECON majors] . . . . .	3
FINA 3001 (Introduction to Financial Management) . . . . .	3
MANA 3001 (Behavior and Organization) . . . . .	3
OSCM 3001 (Operations and Supply Chain Management) . . . . .	3
MARK 3001 (Introduction to Marketing) . . . . .	3
INTE 3001 (Introduction to Information Technology) [non-ACCO majors]	
or ACCO 4050 (Accounting Information Systems) [ACCO majors] . . . . .	3
Ethical and Societal Issues – select one from: . . . . .	3
MANA 3002 (Business and Its Environment)	
PHIL 4330 (Business Ethics)	
FINA 4370 (Advanced Investment Management, Ethics and Society)	
[AIM and IAIM students only]	
MANA 4101 (Strategic Management) . . . . .	3
Legal and Regulatory Environment – select one from: . . . . .	3
BULA 3001 (Legal Environment of Business) [ACCO majors]	
BULA 3040 (The Legal and Regulatory Environment of International Business)	
FINA 4310 (Introduction to Applied Investment Management)	
[AIM and IAIM students only]	
HURE 3001 (Management of Human Resources) [HURE majors]	
<b>Total Business Curriculum Core Credits . . . . .</b>	<b>36</b>

## 3. MAJOR COURSES

Business degree students also must complete the requirements for one of the following majors: accounting, business economics, finance, human resources, information technology, marketing, operations and supply chain management, real estate, or general business; majors in entrepreneurship and international business are second majors. Double counting of courses for two or more majors is not permitted, e.g. students can not double count FINA 4001 for both real estate and finance majors.

**At least one International Business course within or outside the major field(s) in the College of Business is required.**

### *ACCOUNTING MAJOR (33 CREDITS)*

- ACCO 3001 (Intermediate Accounting)
- ACCO 4000 (Accounting Communications)
- ACCO 4010 (Individual Income Taxation)
- ACCO 4020 (Advanced Accounting 1)
- ACCO 4030 (Cost Accounting)
- BULA 4001 (Business Law)
- Three ACCO electives from: ACCO 4040, ACCO 4045, ACCO 4080, ACCO 4119, ACCO 4170, ACCO 4986 and selected graduate ACCO courses, if approved.
- Two business electives

*Wisconsin and Illinois, as well as most states, require students to complete 150 semester hours, including a bachelor's degree in accounting, to qualify for the CPA exam. Many students may prefer to meet this requirement by earning a graduate degree in addition to their undergraduate degree. Marquette's accounting program offers a master of science in accounting degree which meets the 150-hour requirement. For information, consult the Graduate School of Management section of the Graduate Bulletin or contact the Department of Accounting at (414) 288-7340.*

**BUSINESS ECONOMICS MAJOR (27 CREDITS)**

- ECON 3004 (Intermediate Macroeconomic Analysis)
- ECON 4060 (Introduction to Econometrics)
- Three upper division ECON electives
- Four business and/or economics electives

*In addition to the bachelor's degree program outlined above, the Department of Economics offers a special five-year program enabling students to earn an undergraduate degree and a master of science in applied economics (MSAE) degree. For information, consult the Graduate School of Management section of the Graduate Bulletin or contact the Department of Economics at (414) 288-7377.*

**ENTREPRENEURSHIP MAJOR (27 CREDITS)**

Specific Entrepreneurship Course Requirements:

- ENTP 3001 (Understanding Entrepreneurship)
- ENTP 4010 (New Venture Creation)
- Three electives (with at least one of ENTP 4986 or ENTP 4020) from:
  - REAL 3001 (Principles of Commercial Real Estate Development)
  - ENTP 4020 (Consulting to Entrepreneurs)
  - ENTP 4931 (Topics in Entrepreneurship)
  - ENTP 4986 (Entrepreneurship Internship – Grading Period)
  - MANA 3034 (Negotiations and New Ventures) or
  - MANA 4010 (Motivation and Leadership)
- NOTE: Other business electives may be substituted; consult Entrepreneurship Advisor.
- Four Business Electives

**GENERAL BUSINESS MAJOR (27 CREDITS)**

- Nine upper division business electives.

**FINANCE MAJOR (27 CREDITS)**

Specific Finance Course Requirements:

- FINA 4001 (Advanced Financial Management)
- FINA 4011 (Investment Analysis)
- Three FINA electives from:
  - FINA 4020 (Financial Planning)
  - FINA 4040 (International Finance)
  - FINA 4030 (Bank Management)
  - FINA 4060 (Introduction to Financial Derivatives)
  - FINA 4080 (Entrepreneurial Finance)
  - FINA 4112 (Investment Management)
  - FINA 4931 (Topics in Finance)
  - FINA 4986 (Finance Internship – Grading Period)
- Four business electives

**HUMAN RESOURCES MAJOR (27 CREDITS)**

Specific Human Resource Course Requirements:

- Five elective courses from this list with three selected from HURE 4005, HURE 4010, HURE 4030 or HURE 4080:
  - HURE 4005 (Employee Benefit Systems)
  - HURE 4010 (Compensation of Human Resources)
  - HURE 4020 (Labor Relations and Collective Bargaining)
  - HURE 4030 (Employment of Human Resources)
  - HURE 4080 (Training and Development)
  - HURE 4931 (Topics in Human Resources)
  - HURE 4986 (Human Resources Internship – Grading Period)
  - MANA 3035 (Diversity in Organizations)
  - MANA 4010 (Motivation and Leadership)
- Four business electives

*In addition to the human resources major described above, a special five-year program is offered which enables students to earn an undergraduate degree with a major in human resources and a master of science degree in human resources (MSHR). For information, consult the Graduate School of Management section of the Graduate Bulletin or the director of the Master's in Human Resources program at (414) 288-3643.*

**INFORMATION TECHNOLOGY MAJOR (27 CREDITS)**

Specific Information Technology Course Requirements:

- INTE 2051 (Business Applications Program Development)
- INTE 4052 (Data Base Management Systems)
- INTE 4158 (Systems Analysis and Design)
- Two electives from:
  - INTE 3053 (Project Management)
  - INTE 4054 (Emerging Technologies)
  - INTE 4055 (Web-based Applications)
  - INTE 4953 (Seminar in Information Technology)
  - INTE 4986 (Information Technology Internship – Grading Period)
- Four business electives

**MARKETING MAJOR (27 CREDITS)**

Specific Marketing Course Requirements:

- MARK 4060 (Marketing Research)
- MARK 4110 (Marketing Management)
- Three MARK electives from:
  - MARK 4005 (Sport Marketing)
  - MARK 4006 (Business-to-Business Marketing)
  - MARK 4010 (Consumer Behavior)
  - MARK 4020 (Integrated Marketing Communications)
  - MARK 4040 (International Marketing)
  - MARK 4050 (e-Marketing Strategy)
  - MARK 4051 (Direct Marketing)
  - MARK 4070 (Marketing and Society)
  - MARK 4080 (Product and Pricing Strategy)
  - MARK 4085 (Marketing Logistics and Distribution Strategy)
  - MARK 4094 (Sales Management)
  - MARK 4095 (Retailing Management)
  - MARK 4931 (Topics in Marketing)
  - MARK 4986 (Marketing Internship – Grading Period)
- Four business electives

**OPERATIONS AND SUPPLY CHAIN MANAGEMENT MAJOR (27 CREDITS)**

Specific Operations and Supply Chain Management Requirements:

- OSCM 4010 (Manufacturing Management)
- OSCM 4030 (Logistics and Purchasing Management)
- Two electives from:
  - OSCM 4015 (Service Management)
  - OSCM 4020 (Supply Chain Strategy and Practice)
  - OSCM 4931 (Topics in Operations and Supply Chain Management)  
(*may be counted only once in this area*)
- One elective from:
  - INTE 4052 (Data Base Management Systems)
  - MANA 4040 (International Management)
  - OSCM 4060 (Decision Modeling in Operations and Supply Chain Management)
  - OSCM 4986 (Operations and Supply Chain Management Internship –  
Grading Period)

An additional course from the list above (OSCM 4015, 4020, or 4931-second topic)
- Four Business Electives

**REAL ESTATE MAJOR (27 CREDITS)**

Specific Real Estate Course Requirements:

- REAL 3001 (Principles of Commercial Real Estate Development)
- REAL 4002 (Commercial Real Estate Finance)
- Three electives (with at least one of REAL 4110 or REAL 4120) from:
  - REAL 4110 (Commercial Real Estate Valuation)
  - REAL 4120 (Cases in Commercial Real Estate)
  - REAL 4931 (Topics in Real Estate)
  - REAL 4986 (Real Estate Internship – Grading Period)
  - FINA 4011 (Investment Analysis) or FINA 4001 (Advanced Financial Management)
  - ENTP 4010 (New Venture Creation) or
    - MANA 3034 (Negotiations and New Ventures)
  - ECON 4012 (Urban Economics)
  - MARK 4060 (Marketing Research)
  - ACCO 4080 (Analysis of Corporate Financial Statements)
- Four business electives

**INTERNATIONAL BUSINESS**

*(12 CREDITS PLUS AN ADDITIONAL MAJOR [EXCLUDING ENTREPRENEURSHIP] IN THE COLLEGE)*

*Students completing the international business major must also complete another major in business. Double counting of courses for two majors is not permitted.*

- Required Courses (12 credits)
  - Select four electives from:
    - ECON 4042 (International Antitrust and Competition Policy)
    - ECON 4044 (International Currency Markets)
    - ECON 4045 (Comparative Economic Development)
    - ECON 4046 (International Trade)
    - ECON 4048 (The Russian Economy)
    - BULA 3040 (The Legal and Regulatory Environment of International Business)
    - ACCO 4040 (International Accounting)
    - ACCO 4045 (International Taxation)
    - FINA 4040 (International Finance)
    - MANA 4040 (International Management)
    - MARK 4040 (International Marketing)
    - INBU 4141 (International Business Strategy)
    - INBU 4953 (Seminar in International Business)
    - INBU 4986 (International Business Internship – Grading Period)

One of the four electives above must be either ECON 4044 or ECON 4046.

A maximum of two international business electives can be economics.

- Foreign Language
  - Working competency in a least one approved foreign language is required, satisfied by either 1) completing foreign language courses (3001 and another upper division elective) in Arabic, Chinese, French, German, Japanese, Italian, or Spanish; or 2) if passing a reading, writing, speaking, and listening working competency test in a foreign language taught at Marquette University as endorsed by the Department of Foreign Languages and Literatures. Permission to take this competency test is granted by the director of International Business Studies.
  - Note: Foreign students whose native language is not English may have the language competency requirement waived subject to the approval of the director of International Business Studies.
- Study or Work Abroad
  - Completion of a work or study abroad summer or term program is required. (NOTE: A term or academic year abroad may result in more than eight terms needed to complete the business degree.) Approval of the study/work abroad experience is subject to prior, written approval by the director of International Business Studies or IAIM programs

**APPLIED INVESTMENT MANAGEMENT (AIM) PROGRAM**

Marquette is home to one of the nation's top undergraduate programs in applied investment management. The AIM program allows a select group of finance majors to get hands-on academic and security analysis experience, including summer internships and an opportunity to actively manage an equity and fixed-income portfolio throughout their senior year. Students will study the core body of knowledge covered in the Chartered Financial Analyst (CFA®) Level I exam — preparing them to take the test upon graduation — and begin a career in the money management industry.

The International Applied Investment Management (IAIM) program combines an International Business major with the AIM program with a goal of producing proficient and ethical research analysts with a global focus. The IAIM program provides the opportunity for a select number of double majors in international business and finance or accounting to receive the academic and practical experience in security analysis with an international concentration. Students are required to have a summer internship in an international setting and will actively manage a portfolio of global-fixed income and equity securities during their senior year. With their AIM cohorts, these select students will study the core body of knowledge covered in the CFA® Level I exam that will prepare them to take the test upon graduation.

Students apply to the AIM program during the fall semester of their junior year and notification of acceptance occurs prior to the end of the semester. Acceptance into these programs is limited and based on:

- Grades earned to date of application (GPA > 3.000)
- Resume and references
- Essay
- Interview

Interviews for the summer internships will begin after acceptance into the program.

**Academic Expectations for AIM Students**

- a. Students accepted into the AIM program must earn a B or better (no withdrawals allowed) in the following courses: \*\*
  - ACCO 3001: Intermediate Accounting
  - ACCO 4080: Analysis of Corporate Financial Statements
  - FINA 3001: Introduction to Financial Management
  - FINA 4001: Advanced Financial Management
  - FINA 4011: Investment Analysis
  - FINA 4310: Introduction to Applied Investment Analysis
  - FINA 4320: Research and Financial Analysis
  - FINA 4330: Valuation and Portfolio Management
  - FINA 4370: Advanced Investment Management Ethics and Society
  - FINA 4931: Topics in Finance
  - One elective from: FINA 4060, FINA 4112, FINA 4931 (Topics in Finance), ECON 4060, ACCO 4020
  - One elective from ACCO 4040, ECON 4044, and FINA 4040
- b. Students in the IAIM program must earn a B or better (no withdrawals allowed) in the following courses beyond those listed in (a.):
  - ECON 4044: International Currency Markets (may also count for elective above)
  - Three International Business electives
- c. All students in the AIM and IAIM program must complete an internship in the summer between the junior and senior years. If the student wishes to earn credit they may register for the appropriate international course (FINA 4986 or INBU 4986). Students in the IAIM program must also meet the language proficiency and study abroad components of international business majors.
- d. Have an overall cumulative 3.000 grade point average at the end of the second semester of their junior year and a cumulative 3.250 grade point average at the end of the first semester of their senior year for all College of Business classes.
- e. Carry a typical course load of 15-18 credit hours per semester.
- f. Failure to meet academic standards in any semester will result in student being dropped from AIM or IAIM programs. The decision to drop a student from the AIM or IAIM programs is at the sole discretion of the AIM Director.

g. Any appeal of the decision to be dropped from the program must begin with the AIM Director. The decision of the Finance Chair can be appealed to the Associate Dean of the College of Business Administration. Finally, the student may appeal the decision to the Dean of the College of Business Administration. The dean's decision will be final. If a resolution cannot be reached, the department chairperson must be contacted with a written appeal.

h. If at any time a student leaves or is dropped from AIM or IAIM programs, all credits earned at that point will be counted towards the finance and/or International Business majors.

For more information, including the specific curriculum and expectations for accounting majors in the AIM and IAIM programs, contact the AIM Director, Dr. David Krause at (414) 288-1457 or AIM@marquette.edu.

**5. GRADUATION REQUIREMENTS**

- a. A minimum total hours of 128.
- b. A minimum GPA of 2.000 must be earned in all courses taken at Marquette University.
- c. A minimum GPA of 2.000 must be earned in all College of Business Administration courses taken at Marquette University. (2.500 for accounting majors). A grade of C or higher must be earned in each of a student's major courses including the core courses introducing the major. For international business majors, a grade of C or better must be earned in required language courses beyond either 4 or 10.
- d. At least one International Business elective must be completed.
- e. At least 60 percent of the business credit hours required for the business degree must be taken at Marquette University.
- f. On occasion, seniors will be required to take a comprehensive examination testing their grasp of the concepts, principles, and relations covered in the core business courses. A similar test might be given in any one of the majors.
- g. If a student has 128 or more credits, has an overall GPA of 2.000 or higher, has an overall college GPA of 2.000 or higher (2.500 for accounting majors), but does not achieve a C or better in each of their major courses including the core course introducing the major, the student will be conferred a BSBA degree in general business. If the student meets the overall and college minimum GPA and complete enough credits, but while attempting 2 or more majors, achieves a C or better in all courses for one major but not in another major, the student will be conferred a BSBA degree with a major in the former but not the latter.
- h. It is the candidate's responsibility to meet all university academic, financial, and administrative requirements and procedures as outlined elsewhere in this bulletin.

**MINORS AVAILABLE IN THE COLLEGE OF BUSINESS ADMINISTRATION**

The following minors are intended to provide a business background for students not enrolled in the College of Business Administration. **These minors are not available to students in the College of Business Administration.**

**MINOR IN BUSINESS ADMINISTRATION**

REQUIRED COURSES	CREDITS
BUAD 1002	Computer Literacy in Business . . . . . 0
ACCO 2030	Principles of Financial Accounting . . . . . 3
ACCO 2031	Principles of Managerial Accounting . . . . . 3
ECON 2003	Principles of Microeconomics . . . . . 3
ECON 2004	Principles of Macroeconomics . . . . . 3
MANA 2028	Business Statistics <sup>a</sup> . . . . . 3
FINA 3001	Introduction to Financial Management . . . . . 3
MANA 3001	Behavior and Organization . . . . . 3
MARK 3001	Introduction to Marketing . . . . . 3
	<b>TOTAL . . . . . 24</b>

<sup>a</sup> MATH 1700, MATH 4720 or PSYC 2001 may be substituted.

- A C grade or better must be earned in each course except BUAD 1002; student must earn a passing grade (SNC) in BUAD 1002.
- All minor courses must be taken at Marquette; the Assistant Dean in the College of Business Administration must approve any transfer of credits.

- Undergraduate students outside the College of Business Administration should limit their enrollment in business courses (excluding ECON 2003 and 2004) to no more than 25 percent of the total credit hours applied to their degree programs.

### MINOR IN HUMAN RESOURCES

REQUIRED COURSES	CREDITS
ACCO 2030	Principles of Financial Accounting . . . . . 3
ECON 2003	Principles of Microeconomics . . . . . 3
MANA 2028	Business Statistics <sup>a</sup> . . . . . 3
HURE 3001	Management of Human Resources . . . . . 3
HURE electives	Human Resources Management Electives <sup>b</sup> . . . 9
	<b>TOTAL . . . . . 21</b>

a MATH 1700, MATH 4720, PSYC 2001 or SOCI 2060 may be substituted.

b Three courses selected from MANA 3035 or 3001, HURE 4005, HURE 4010, HURE 4020, HURE 4030, HURE 4080, HURE 4931 or ECON 4020.

- A C grade or better must be earned in each course.
- All minor courses must be taken at Marquette; the Assistant Dean in the College of Business Administration must approve any transfer of credits.

*The College of Business Administration offers a special five-year program, which enables students to earn a minor in human resources as part of their undergraduate degree and a master of science in human resources (MSHR) degree. For information, consult the Graduate Bulletin or director of the Master's in the Human Resources program at (414) 288-3643.*

### MINOR IN INFORMATION TECHNOLOGY

REQUIRED COURSES	CREDITS
ACCO 2030	Principles of Financial Accounting . . . . . 3
ECON 2003	Principles of Microeconomics . . . . . 3
MANA 2028	Business Statistics <sup>a</sup> . . . . . 3
INTE 3001	Introduction to Information Technology . . . . 3
INTE 4052	Database Management Systems . . . . . 3
INTE 4158	Systems Analysis and Design . . . . . 3
INTE electives <sup>b</sup>	. . . . . 3
	<b>TOTAL . . . . . 21</b>

a MATH 1700, MATH 4720, PSYC 2001 or SOCI 2060 may be substituted.

b One course selected from INTE 2051, 3053, 4054, 4055 or 4953.

- A C grade or better must be earned in each course.
- All minor courses must be taken at Marquette; the Assistant Dean in the College of Business Administration must approve any transfer of credits.

### MINOR IN MARKETING

REQUIRED COURSES	CREDITS
ECON 2003	Principles of Microeconomics . . . . . 3
MANA 2028	Business Statistics <sup>a</sup> . . . . . 3
MARK 3001	Introduction to Marketing . . . . . 3
MARK 4060	Marketing Research . . . . . 3
MARK electives	Marketing Electives . . . . . 9
	<b>TOTAL . . . . . 21</b>

a MATH 1700, MATH 4720 or PSYC 2001 may be substituted.

- A C grade or better must be earned in each course.
- All minor courses must be taken at Marquette; the Assistant Dean in the College of Business Administration must approve any transfer of credits.

**MINOR IN OPERATIONS AND SUPPLY CHAIN MANAGEMENT**

REQUIRED COURSES	CREDITS
ACCO 2030	Principles of Financial Accounting . . . . . 3
ECON 2003	Principles of Microeconomics . . . . . 3
MANA 2028	Business Statistics <sup>a</sup> . . . . . 3
OSCM 3001	Operations and Supply Chain Management . . 3
OSCM electives	Supply Chain Management Electives <sup>b</sup> . . . . . 9
	<b>TOTAL . . . . . 21</b>

a MEEN 2426, MATH 1700, MATH 4720, PSYC 2001 or SOCI 2060 may be substituted.

b Three courses selected from OSCM 4010, OSCM 4015, OSCM 4020, OSCM 4030 or OSCM 4931.

- A C grade or better must be earned in each course.
- All minor courses must be taken at Marquette; the Assistant Dean in the College of Business Administration must approve any transfer of credits.

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**ACADEMIC REGULATIONS**

Students in the College of Business Administration are expected to comply with the academic requirements and regulations listed in the university section of this bulletin. Amplifications and additions to the university requirements are detailed herein and govern only those students enrolled in the College of Business Administration. Procedures developed to enforce university and college regulations are available for review in the college office.

**DECLARATION OF MAJOR**

Each business student is encouraged to declare a major prior to registration for the junior year. All students should declare their major(s) prior to advising and registration for the senior year. All students must file applications for graduation in the main office one term prior to the term of intended graduation.

**ABSENCES FROM FINAL EXAMINATIONS**

A business administration student who misses a final examination in any course must file a written excuse with the assistant dean in the College of Business Administration office within 48 hours. If the written excuse is approved by the assistant dean, all students enrolled in business administration courses (regardless of their college) with valid and verifiable non-academic excuses may take make-up examinations during a period scheduled by the college the following term. Clearance of X and I grades in all business administration courses is administered by the College of Business Administration. (See also the University section of this bulletin under "Examinations.")

**CR/NC OPTION**

For enrichment purposes, junior and senior students are given an option to elect one course per term (to a maximum of four courses) for which only an CR or NC grade is assigned. Quality of C or higher achievement must be maintained if a grade of CR is to be assigned.

Eligible courses include only non-business electives which are not used to satisfy non-business core requirements. Courses for a minor or major cannot be taken under the CR/NC option. No business course may be taken under the CR/NC Option by a business administration student if the student wishes that course to fulfill a graduation requirement for either number of hours or as a required course for the core or major. LEAD, BUAD and internship grading courses are graded using the S and U grades and do not fall within the CR/NC Option.

**CD AND D GRADES**

Courses completed with a grade CD or D are not counted toward the total hour requirement for the major (in the College of Business Administration) but do fulfill the subject matter requirement and do count toward the total hours required for graduation.

Credit is *never* given twice for the same course. Students who received the grade of CD or D in a course specific to their major or minor may need to repeat the course.

Accounting students must earn a C or better in ACCO 2030 and ACCO 2031 prior to enrolling in ACCO 3001.

## GRADE APPEALS AND POLICY PROCEDURES

The college adheres to university policy on grade appeals. Any appeal *must* begin with the instructor who assigned the grade. If a resolution cannot be reached, the department chairperson must be contacted with a written appeal. Information concerning subsequent steps can be obtained from the assistant dean of undergraduate programs or the associate dean. To appeal a WA grade, contact the Executive Associate Dean of the College of Business Administration in writing within 5 business days of this notification.

## ATTENDANCE

A student is expected to attend every exercise of the courses in which he or she is registered. Any absence, regardless of the reason, will prevent the student from getting the full benefit of the course and renders a student liable to university censure. Since it is assumed that no college student will be absent from class without reason, this college will not differentiate officially between excused and unexcused absences.

When a student has absences in hours equal to two weeks of class periods, he or she may be dropped without warning, earning a grade of WA, at the request of the instructor or the dean of the college. After the WA grade has been issued, the student may not apply for a grade of W.

All students enrolled in courses taught by the College of Business Administration must conform to the attendance policy in effect in the College of Business Administration even though they are registered through another college or division of the university.

## ACADEMIC PROBATION AND DISMISSAL

Students in academic difficulty are automatically warned on the grade reports and typically are placed on academic probation by the College of Business Administration. Students in the college are expected to maintain a C (2.000) academic average overall and in all College of Business Administration courses. Students who fail to maintain progress necessary to meet university and college graduation requirements are subject to academic dismissal. A student on academic probation is directed as to what the student will be expected to attain the next term in order to continue enrollment. Note that students can also be placed on probation and dismissed for accumulating 15 percent of hours attempted with a grade of F.

## INDEPENDENT STUDY COURSES

The purpose of an independent study business course (4995) is to provide an independent, directed-study experience for the qualified student. To qualify, a student must have attained senior standing, have a minimum 2.500 grade point average overall and a 3.000 grade point average in the major area or topic of which the independent study will be in. Independent study courses are not available for those courses in the same term when the course is being offered. The appropriate use of an independent study course is to allow the further pursuit of topics and issues presented in a course and/or a legitimate course of study for which no regularly scheduled course is presently offered. Obtaining permission and approval for a 4995 is contingent on the approval of the research proposal, the willingness of a specific faculty member to accept the student's proposal, and that faculty member's willingness to work with the student for the duration of the course. All 4995s must have written approval from the instructor and the department chair.

## ADVANCED STANDING STUDENTS

The College of Business Administration accepts credit from both two- and four-year educational institutions based on the university transfer policy and an individual evaluation of credits earned using the following criteria:

- a. Educational objectives and nature of the institution from which the student transfers credit.
- b. Comparability of the nature, content, and level of credit earned to that offered by the college. Courses offered on the lower division at other institutions, but at the upper division at Marquette University, are normally not acceptable. Occasionally, such courses may be validated.
- c. Appropriateness and applicability of the credit earned to the programs offered by the college, in the light of the student's goals and the nature of Marquette's education. The college will normally not accept highly technical, career oriented courses, physical education courses, or courses earned in fulfillment of requirements for a professional license or certification.

d. A C grade or better must be earned in order to be considered for transfer; credits only transfer, not the grade.

The College of Business Administration has established validation procedures for some courses taken at the lower division level which the college offers at the upper division level.

Such validation is usually based on the successful completion of advanced courses in a given area and may include written examinations and/or CLEP tests. Please discuss validation with the assistant dean of undergraduate programs.

## APPROVAL FOR SUMMER SESSIONS STUDY

Students who plan to study in summer school at another institution must obtain written approval for each course before the summer session actually begins. If prior approval is not obtained, there is no guarantee that credits earned will be accepted by Marquette University. Course approval forms may be obtained from the College of Business Administration main office. Students must earn a C grade or better in the course in order to be eligible for transfer credit; credits transfer, not the grade.

## ACADEMIC LOAD

The academic load of a student is measured by credit hours assigned to each course. The normal business administration program varies from 15 to 19 credit hours per term.

Request for permission to exceed 19 credit hours must be submitted in writing to the assistant dean prior to registration.

## GRADUATION

All graduates are expected to complete the Senior Exit Survey prior to their graduation. All May graduates are required to attend the university and college commencement ceremonies.

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# SPECIAL ACADEMIC PROGRAMS

## BUSINESS INTERNSHIP PROGRAM

The College of Business Administration offers qualified students the opportunity to participate in an experiential internship program which combines practical experience with the core curriculum. The program, offered in cooperation with public, private and professional organizations includes actual experience in a carefully supervised program of productive work with a clearly defined educational objective.

**Full-time degree students in the college, who have achieved junior standing and a grade point average of 2.500 overall, (3.000 in FINA, REAL and ACCO) are eligible to participate in the internship program.** Credit is granted based on hours worked and the educational content of a particular offering.

Interns are full-time students whether at school or at work. When at work the intern is subject to the rules of the company and is under its direct supervision. Wages are paid directly to the student. The university does not employ the student but cooperates with business and industry in arranging such employment. Registration for each work period is required of all full-time interns, and credit is established and graded through enrollment in the appropriate course during the following school period. For specific criteria to earn internship credit, contact the college director of the business career center. Six credit hours earned via internship may be applied to the bachelor of science degree requirements. Contact the college director of the business career center for information.

## PRE-LAW SCHOLARS

The Pre-law Scholars program allows students to reduce from seven years to six years the total time needed to complete the bachelor's and law degrees. A typical bachelor's degree program in the College of Business Administration consists of three parts: core curriculum requirements, major requirements and electives. In the first three years of the Pre-law Scholars program, students will complete the core curriculum and major requirements. Courses taken in the fourth year (the first year of law school) count as electives for the bachelor's degree and toward the completion of the law degree. The majors students may choose to pursue are:

- Accounting
- Business Economics
- Entrepreneurship
- Finance
- Human Resource Management
- Information Technology
- International Business
- Marketing
- Operations and Supply Chain Management
- Real Estate

*Note: Students majoring in accounting or entrepreneurship will need to take courses in summer school; also, depending on foreign language placement, international business majors may need to take summer school courses.*

The assistant dean of the College of Business Administration and/or a designated business faculty member, will be responsible for the academic advising of Pre-law Scholars.

### ACADEMIC STANDARDS FOR PRE-LAW SCHOLARS

Admission to the Pre-law Scholars program is offered only to five incoming first-year students, ordinarily during the spring prior to the first year. Admission guarantees the scholar a place in Marquette Law School's first-year class of 2013, after completion of the third year of undergraduate studies (and having earned at least 100 credits) in the College of Business Administration. Students will maintain a place in the Law School by fulfilling the following requirements:

- Maintain a minimum cumulative 3.400 GPA in the undergraduate program.
- Earn a score on the Law School Admissions Test that is equal to or greater than the median score of the class admitted to the Law School in the year before the Scholar's enrollment in the Law School (i.e., the first-year class of 2012). Students may take the LSAT as many times as needed to earn this score, but should bear in mind that the Law School relies on the average of all the LSATs a student has taken.
- Meet the Law School's standards for character and fitness.

Students may choose to complete the fourth year as an undergraduate; in such a case, the student will be guaranteed a place in the Law School entering class the following year, provided the academic standards of the program are met. While the Law School is bound to hold a place for Scholars who meet all requirements, students are not obligated to attend Marquette's Law School. Students may elect to complete the undergraduate degree in the major(s) chosen. The College of Business Administration will base its calculations for academic honors on all credits earned toward the bachelor's degree, including Law School credits needed to total 128 credits.

### FINANCIAL AID FOR PRE-LAW SCHOLARS

The financial aid and scholarships Pre-law Scholars receive will be applicable only to the first three years at Marquette. After completing the first three years of undergraduate course work, the student must apply for financial aid and scholarships through the Law School.

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## STUDENT FINANCIAL AID

While most financial aid is awarded by the Office of Student Financial Aid, some scholarship funds are available through the College of Business Administration. Interested students should contact the associate dean of the college. Scholarships are typically available only to prospective juniors and seniors with a cumulative GPA of 3.000 or better. Applications must be filed in the main office by the end of the spring semester for scholarship funds for the coming academic year.

## STUDENT ORGANIZATIONS

The College of Business Administration supports student organizations intended to cultivate academic, professional, career and social interests of business students and related majors. The presidents of each business student organization serve as an advisory council to the dean, meeting several times each term. To inquire about business student organizations activities and membership, ask your adviser or the dean's office.

### HONOR GROUP

#### BETA GAMMA SIGMA

Beta Gamma Sigma is the international honor society for students enrolled in business schools accredited by the AACSB—International (Association for the Advancement of Collegiate Schools of Business).

The Marquette chapter was founded in 1929 “to encourage and reward scholarship and accomplishment among students of business and administration, to promote the advancement of education in the art and science of business, and to foster integrity in the conduct of business operations.” Induction to Beta Gamma Sigma is the highest honor that may be conferred by the College of Business Administration.

#### OMICRON DELTA EPSILON

Omicron Delta Epsilon is the international honor society in economics serving to recognize scholastic attainment and honoring outstanding achievement in economics. The society is one of the world's largest academic honor societies. The Marquette chapter was founded in 1981.

### PROFESSIONAL FRATERNITIES

Students in the College of Business Administration are eligible to join the following professional fraternities on campus: Psi Chapter of Beta Alpha Psi, national accounting fraternity, and Delta Sigma Pi, the international professional commerce fraternity and Alpha Kappa Psi, a business fraternity.

### PROFESSIONAL SOCIETIES

#### AMERICAN MARKETING ASSOCIATION (AMA)

The American Marketing Association is a national marketing organization of business professionals, educators and students. The chapter provides opportunities to students to interact with their fellow students, academicians, and the business community and to develop a career-oriented objective.

**INFORMATION TECHNOLOGY STUDENT ORGANIZATION (ITSO)** The Information Technology Student Organization has a mission to heighten the awareness of information systems business applications and careers available for business systems analysts.

#### COLLEGIATE ENTREPRENEURS OF MARQUETTE (CEM)

Collegiate Entrepreneurs of Marquette is an organization of college students who promote entrepreneurship among the students, faculty, alumni and within the local community. CEM is an affiliate of Collegiate Entrepreneurs of America.

#### MARQUETTE ECONOMICS ASSOCIATION (MEA)

The Economics Association student group was established to promote the academic, professional and leadership development of its members. The organization provides a forum for the professional and social interaction of students, faculty, alumni and professionals interested in economic issues and careers in economics.

#### FINANCIAL MANAGEMENT ASSOCIATION (FMA)

The Financial Management Association is a national association of finance specialists dedicated to developing interactions between students, the faculty, and the business community. Through a series of guest speakers, field trips, and simulation games, the organization exposes the students to as many career opportunities in finance as possible.

### **GO-GETTERS (GG)**

The vision of the Go-Getters is to maximize business students' career potential by bringing in speakers, sponsoring seminars and workshops, touring companies, and one-on-one counseling sessions dealing with various aspects of career management. The members are eager to identify, pursue and earn a career opportunity with their number one choice of an employer.

### **HUMAN RESOURCES MANAGEMENT ORGANIZATION (HRMO)**

The Human Resources Management Organization's primary aim is to assist students in improving their personal and professional managerial skills and understanding of the realities of the business environment.

### **INTERNATIONAL BUSINESS STUDENT ASSOCIATION (IBSA)**

The International Business Student Association (IBSA) provides a forum for all Marquette University students to learn about international business (IB) events, developments and activities on campus and in the business community. IBSA holds information meetings, IB-leader guest-speaker series, and provides other IB related academic and professional career development and networking opportunities.

### **MULTICULTURAL BUSINESS ORGANIZATION (MBO)**

The Multicultural Business Organization was established to support business students from diverse backgrounds in their pursuit of a successful academic career by raising awareness of and accessibility to resources within the university for developing and reaching their professional goals. Additionally, the MBO offers programming to enhance cross-cultural understanding of all Marquette students.

### **OPERATIONS AND SUPPLY CHAIN MANAGEMENT ASSOCIATION (OSCM)**

The Operations and Supply Chain Management Association is a professional organization made up of individuals who practice and preach the art and science of Operations and Supply Chain Management. Students interact with local professionals by attending dinner meetings, plant tours, technical sessions, and other related activities.

### **REAL ESTATE CLUB OF MARQUETTE**

The Real Estate Club at Marquette provides the commercial real estate community with innovative effective, ethically committed applied real estate decision makers through superior learning, research and on site education. The club strives to provide each of their members with the highest level of applied experience. The organization arranges site visits to regionally developments and they create opportunities for members to network with industry leaders through mentoring and shadowing programs. Also, through the Center of Real Estate, they provide a wide range of internships to allow their members to gain firsthand experience. Club participants stay informed and connected to current industry trends and have the opportunity to become student members in organizations in the local area.

### **WOMEN IN BUSINESS (WIB)**

Women in Business (WIB) is an organization at Marquette University founded in 2007 to aid female students in building their resume, gaining leadership skills, increasing networking opportunities, and taking a look into and gaining insight from the lives of professional women. Members of the organization are undergraduate female students interested in having a professional career upon graduation. Members from all majors are welcome, typically we see students from the College of Business Administration and the College of Communications. WIB typically holds monthly meetings that bring professional working women from across the Midwest to campus to discuss a variety of topics. In addition, the organization holds socials and "how to" sessions regarding different aspects of attaining a job.

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## **BACKGROUND CHECKS, DRUG TESTING**

Some degrees, majors and/or courses may require a student to submit to a criminal background check and/or drug testing. The results of those checks and/or tests may affect the student's eligibility to continue in that degree, major and/or course.

# CURRICULA INFORMATION

## TYPICAL FOUR-YEAR SCHEDULE

FOR ALL BUSINESS MAJORS (except Accounting)

### Freshman

FIRST TERM	SEM. HRS.	SECOND TERM	SEM. HRS.
LEAD 1000	3	ENGL 1002	3
ENGL 1001	3	MATH 1400	3
MATH 1390	3	PHIL 1001	3
THEO 1001	3	HIST or SCIENCE elective	3
HIST or SCIENCE elective	3	Non Business Elective #2 <sup>C</sup>	3
Non Business Elective #1 <sup>C</sup>	3		
<b>TOTAL</b>	<b>16</b>	<b>TOTAL</b>	<b>15</b>

### Sophomore

FIRST TERM	SEM. HRS.	SECOND TERM	SEM. HRS.
LEAD 2000	1	ACCO 2031	3
MANA 2028 or THEO elective	3	ECON 2004	3
ACCO 2030	3	PHIL 2310 or Literature elective	3
ECON 2003	3	Non Business Elective #4 <sup>C</sup>	3
PHIL 2310 or Literature elective <sup>C</sup>	3	MANA 2028 or THEO elective	3
Non Business Elective #3 <sup>C</sup>	3	CMST 2300 <sup>A</sup>	2
<b>TOTAL</b>	<b>16</b>	<b>TOTAL</b>	<b>17</b>

### Junior

FIRST TERM	SEM. HRS.	SECOND TERM	SEM. HRS.
LEAD 3000	1	MANA 3001 <sup>B</sup>	3
FINA 3001 <sup>B</sup>	3	Business Elective #1 <sup>D</sup>	3
MARK 3001 <sup>B</sup>	3	Business Elective #2 <sup>D</sup>	3
OSCM 3001 <sup>B</sup>	3	DIVERSE CULTURE elective <sup>B</sup>	3
INTE 3001 <sup>B</sup>	3	Non Business Elective #5 <sup>C</sup>	3
ECON 3001 <sup>B</sup> (if ECON major, replace with ECON 3003)	3	Legal/Reg. Elective <sup>B</sup> (Select from BULA 3001, BULA 3040, FINA 4310 or HURE 3001; HR majors must select HURE 3001.)	3
<b>TOTAL</b>	<b>16</b>	<b>TOTAL</b>	<b>18</b>

### Senior

FIRST TERM	SEM. HRS.	SECOND TERM	SEM. HRS.
Business Elective #3 <sup>D</sup>	3	Business Elective #6 <sup>D</sup>	3
Business Elective #4 <sup>D</sup>	3	Business Elective #7 <sup>D</sup>	3
Business Elective #5 <sup>D</sup>	3	Business Elective #8 <sup>D</sup>	3
MANA 3002/PHIL 4330/FINA 4370 <sup>A</sup>	3	Business Elective #9 <sup>D</sup>	3
Non Business Elective #6 <sup>C</sup>	3	MANA 4101 <sup>A</sup>	3
<b>TOTAL</b>	<b>15</b>	<b>TOTAL</b>	<b>15</b>

A Assuming prerequisites are met, course can be taken in either fall or spring semester of the respective year.

B Assuming prerequisites are met, course can be taken either semester of junior year.

C If international business major, this should be foreign language.

D One business elective must be an international business course.

## TYPICAL FOUR-YEAR SCHEDULE

### FOR ACCOUNTING MAJORS

		<i>Freshman</i>	
FIRST TERM	SEM. HRS.	SECOND TERM	SEM. HRS.
LEAD 1000 .....	1	ENGL 1002 .....	3
ENGL 1001 .....	3	MATH 1400 .....	3
MATH 1390 .....	3	PHIL 1001 .....	3
THEO 1001 .....	3	HIST or SCIENCE elective .....	3
HIST or SCIENCE elective .....	3	Non Business Elective #2 <sup>C</sup> .....	3
Non Business Elective #1 <sup>C</sup> .....	3		
	16	TOTAL	15

		<i>Sophomore</i>	
FIRST TERM	SEM. HRS.	SECOND TERM	SEM. HRS.
LEAD 2000 .....	1	ACCO 2031 .....	3
MANA 2028 or THEO elective .....	3	ECON 2004 .....	3
ACCO 2030 .....	3	PHIL 2310 or Literature elective .....	3
ECON 2003 .....	3	Non Business Elective #4 <sup>C</sup> .....	3
PHIL 2310 or Literature elective <sup>C</sup> .....	3	MANA 2028 or THEO elective .....	3
Non Business Elective #3 <sup>C</sup> .....	3	CMST 2300 <sup>A</sup> .....	2
	16	TOTAL	17

		<i>Junior</i>	
FIRST TERM	SEM. HRS.	SECOND TERM	SEM. HRS.
LEAD 3000 .....	1	MANA 3001 <sup>B</sup> .....	3
FINA 3001 <sup>B</sup> .....	3	ACCO 4020 .....	3
ACCO 3001 .....	3	BULA 4001 .....	3
BULA 3001 .....	3	ACCO 4000 .....	3
OSCM 3001 <sup>B</sup> .....	3	ECON 3001 <sup>B</sup> .....	3
MARK 3001 <sup>B</sup> .....	3	ACCO 4050 .....	3
	16	TOTAL	18

		<i>Senior</i>	
FIRST TERM	SEM. HRS.	SECOND TERM	SEM. HRS.
ACCO 4010 .....	3	DIVERSE CULTURE elective <sup>B</sup> .....	3
ACCO elective <sup>D</sup> .....	3	ACCO 4030 .....	3
MANA 3002 / PHIL 4330 <sup>A</sup> .....	3	MANA 4101 <sup>A</sup> .....	3
ACCO elective <sup>D</sup> .....	3	ACCO elective <sup>D</sup> .....	3
Business Elective #1 <sup>D</sup> .....	3	Business Elective #2 <sup>D</sup> .....	3
	15	TOTAL	15

A Assuming prerequisites are met, course can be taken in either fall or spring semester of the respective year.

B Assuming prerequisites are met, course can be taken either semester of junior year.

C If international business major, this should be foreign language.

D One business or accounting elective must be an international business course. The business electives may be fulfilled with courses for another business major.

## BUSINESS ADMINISTRATION AND ROTC

Students in the Army Military Science program (AROTC) and the Naval Science program (NROTC) may enroll in any of the curricula offered by the College of Business Administration; more than the 128 credit hours normally required for graduation are necessary. Also, military and naval science courses will fulfill the 12–18 credit requirement of non-business electives.

# COURSE DESCRIPTIONS

## ACCOUNTING (ACCO)

*Chairperson and Professor:* Akers

*Professor:* Giacomino

*Professor Emeritus:* Doney, Probst

*Associate Professor:* Naples, Trebby, Yahr

*Assistant Professor:* Ling, Mascha, Suh

*Adjunct Assistant Professor:* Dole

*Adjunct Instructor:* C. Gruber, Kren

The curriculum in accounting is designed to accomplish many specific objectives, the most important of which are: critical thinking, oral communication, business writing ability, technical knowledge and skills needed for an entry level accounting position, and technical knowledge needed for the Certified Public Accounting Examination.

The individual course descriptions below focus primarily on content, as opposed to process. The accounting curriculum reflects the faculty's commitment to excellence and breadth. The faculty use a wide variety of methods to enhance the learning process. Accounting courses include computer assignments, team projects, oral reports and term papers, and they cover ethical and international accounting issues. The department offers a group of electives in tax research, international accounting, financial statement analysis, accounting theory, and government accounting. Some of the electives are seminars in which students are regularly involved in class discussions and report writing and presentation. Several courses also call for class presentations by the students.

### ACCO 2030. Principles of Financial Accounting 3 sem. hrs.

Accounting concepts and principles applied in the preparation of financial statements, asset valuation, and the accounting for debt and equity issues of business corporations.

*Prereq:* Soph. stndg; computer literacy.

### ACCO 2031. Principles of Managerial Accounting 3 sem. hrs.

Structuring data to aid management decisions. Internal control, budgeting, break-even analysis, standard costing, variable costing, ratio analysis, inventory control, capital budgeting, and transfer pricing. *Prereq:* ACCO 2030; computer literacy.

### ACCO 3001. Intermediate Accounting 3 sem. hrs.

Discussion of the development of accounting standards and the conceptual framework underlying financial accounting. An in-depth review of the income statement and the balance sheet. Recognition, measurement and reporting of cash, receivables, inventories, property, plant and equipment, intangible assets, liabilities and investments. *Prereq:* ACCO 2031; computer literacy.

### ACCO 3005. Advanced Accounting for Managerial Decisions 3 sem. hrs.

Course is designed for students specializing in finance and other non-accounting majors who wish to study accounting above the principles level. Emphasizes topics from intermediate (3001) and advanced (4020) accounting from a managerial perspective, including: the income statement, current assets and liabilities, pensions, leases, stockholders' equity and other selected issues. Although by necessity some procedural issues are covered,

the major focus is upon how financial accounting requirements can and do affect business decisions. *Prereq:* Jr. stndg. and ACCO 2031.

### ACCO 3986. Internship Work Period 0 sem. hrs. SNC/UNC grade assessment. Prereq: Jr. stndg., cons. of prog. dir. and cons. of internship dir.

### ACCO 4000. Accounting Communications 3 sem. hrs.

A comprehensive examination of the major forms of communication used in the accounting profession. Instruction in business writing and speaking. *Prereq:* ACCO major and ACCO 3001.

### ACCO 4010. Individual Income Taxation 3 sem. hrs.

History of federal income taxation. Taxation of personal income. Determination of gross income, adjusted gross income, deductions, credits, exemptions, normal tax, and surtax. *Prereq:* Jr. stndg. and ACCO 3001.

### ACCO 4020. Advanced Accounting 1 3 sem. hrs.

Recognition, measurement and reporting of stockholders' equity, retained earnings and dilutive securities. An examination of financial reporting issues; earnings per share, income taxes, pensions, leases, accounting changes and errors. A further elaboration of financial statement preparation: statement of cash flows, interim reporting, segment reporting and reporting for inflation. Also, accounting for partnerships. *Prereq:* ACCO 3001.

### ACCO 4030. Cost Accounting 3 sem. hrs.

Industrial cost accounting systems, job order and process costing, standard costs, and variance analysis. Procedures for measuring managerial performance and enforcing budgets. Problems conveying the importance of accounting information in planning and controlling a business. *Prereq:* ACCO 3001.

### ACCO 4040. International Accounting 3 sem. hrs.

An overview of managerial and financial accounting issues faced by multinational corporations or firms involved in international business. Issues include the diversity of worldwide accounting principles and the prospects for uniform international accounting standards, foreign currency transactions and translation, inflation, various technical accounting methods and the implications of their application, financial disclosures, analysis of financial statements, auditing, investment analysis, risk management, management information systems, performance evaluation, methods of financing transfer pricing, and taxation. *Prereq:* ACCO 4020.

### ACCO 4045. International Taxation 3 sem. hrs.

U.S. Taxation of international transactions and foreign taxpayers. A study of the U.S. and foreign taxation of international commercial transactions involving U.S. and foreign taxpayers, including the taxation of income of U.S. taxpayers operating abroad through branches and subsidiaries; the U.S. foreign tax credit provisions; cross-border asset transfers and related intercompany pricing issues; the U.S. taxation of non-resident individuals, partnerships, associations and foreign corporations; and bilateral and multilateral income tax treaties. *Prereq:* ACCO 4010

### ACCO 4050. Accounting Information Systems 3 sem. hrs.

Substantial hands-on involvement in computing capabilities which enable accountants to be more productive and to provide better service to clients and management. Applications in cost behavior, cost analysis, cost estimating, cost allocations, budgeting, profit planning, capital budgeting, and expert systems. Examination of various approaches to the computerization of transaction processing cycle, using suitable software package, with special emphasis on the problems of internal control. EDP auditing and the accountant's role in the systems development cycle. *Prereq:* ACCO 3001

### ACCO 4080. Analysis of Corporate Financial Statements 3 sem. hrs.

Provides experience in reading, interpreting, and analyzing corporate financial statements. Specific attention is given to the evaluation methods necessary to assess a firm's short-term liquidity, long-term solvency funds flows, capital structure, return on investment, operating performance, and asset utilization. Effects of alternative accounting methods and footnote disclosures. *Prereq:* Sr. stndg. and ACCO major; or Sr. stndg. and FINA major

### ACCO 4119. Tax Research 3 sem. hrs.

The objective of this course is to assist in the development of essential tax research skills and their application in the prevailing federal tax environment. The student will learn how to find tax authority, evaluate the efficacy of that authority, and apply the results of the research to a specific situation. *Prereq:* Sr. stndg. and ACCO 4010.

### ACCO 4170. Auditing 3 sem. hrs.

Focuses on major issues in auditing and the recent pronouncements of authoritative bodies. Specific attention is given to the profession code of conduct, legal liability, study and evaluation of the internal control structure, EDP systems, statistical sampling and reporting responsibilities for attest and non attest engagements. *Prereq:* ACCO 4050.

### ACCO 4931. Topics in Accounting 3 sem. hrs. Prereq: ACCO 3001

### ACCO 4953. Seminar in Accounting 3 sem. hrs. Prereq: ACCO 3001.

### ACCO 4986. Accounting Internship – Grading Period 3 sem. hrs.

S/U grade assessment. *Prereq:* Jr. stndg., cons. of prog. dir. and cons. of internship dir.

### ACCO 4995. Independent Study in Accounting 1-4 sem. hrs.

*Prereq:* Cons. of dept. ch.

## BUSINESS LAW COURSES (BULA)

### **BULA 3001. Legal Environment of Business** 3 sem. hrs.

A review of basic business law principles in the regulatory environment of government and society. Coverage includes the administrative environment, jurisdiction, litigation and arbitration remedies, torts, contracts, both commercial instruments and secured transaction under the UCC, and international law. *Prereq: Jr. stndg.*

### **BULA 3040. The Legal and Regulatory Environment of International Business** 3 sem. hrs.

A review of the legal environment of international business and of the structure and organization of foreign legal systems, international trade agreements, associations and regulatory agencies. The course will include a comparative analysis of the legal principles, issues, conventions, and competitive influences affecting international business activities as conducted by U.S. multinational enterprises when operating outside of the United States; and, by foreign multi-national enterprises when operating within the United States. In addition, the course will review international dispute resolution mechanisms as applied by the international Court of Justice, the European Union, and various arbitral organizations. *Prereq: Jr. stndg.*

### **BULA 4001. Business Law** 3 sem. hrs.

A review of the principles of law related to business organizations with emphasis upon agency, partnership and corporation law principles; UCC contract concepts related to the sale of goods, and property law related to personal and real property (land use regulation), bailments, wills, trusts and estates, insurance environment and employment law. *Prereq: BULA 3001.*

### **BULA 4931. Topics in Business Law** 3 sem. hrs. *Prereq: BULA 3001*

### **BULA 4953. Seminar in Business Law** 3 sem. hrs. *Prereq: BULA 3001.*

### **BULA 4995. Independent Study in Business Law** 1-4 sem. hrs. *Prereq: Consent of department chair.*

## ECONOMICS (ECON)

*Chairperson and Professor:* Clark  
*Professor:* Brush, Chowdhury, Daniels, Davis, Nourzad  
*Professor Emeritus:* Smiley  
*Associate Professor:* Breeden, Crane, McGibany, Toumanoff  
*Assistant Professor:* Wang, Yakusheva  
*Visiting Assistant Professor:* Kohls  
*Adjunct Assistant Professor:* Lephart

### **▲ECON 1001. Introduction to Economics** 3 sem. hrs.

An introductory survey of economic issues for non-majors with an emphasis on using economic concepts as elements of critical reasoning. Microeconomic topics include markets and the role of government in a market economy. Macroeconomic topics include the banking system, inflation and unemployment. International issues include the balance of trade and foreign exchange.

Will not be counted towards the Economics major. Not available for students enrolled in the College of Business Administration.

### **▲ECON 2003. Principles of Microeconomics** 3 sem. hrs.

Institutions and processes of market specialization and exchange. Supply and demand and their determinants. Pricing and production decisions of the firm under varying competitive conditions. The role of government in a modern mixed economy. Microeconomic analysis applied to selected economic problems.

### **ECON 2004. Principles of Macroeconomics** 3 sem. hrs.

Processes and determinants of overall economic activity and growth. National income accounting, determination of aggregate income, employment, and the price level. Money and banking, government monetary and fiscal policy, and international economics. *Prereq: ECON 2003.*

### **ECON 3001. Applied Business Economics** 3 sem. hrs.

The focus of this course is to explain and develop key economic principles, models, and data that are relevant to business analysis and managerial decision-making. It expands on important economic principles including demand and supply, production and cost, market structures, profit maximization and pricing strategies under varying competitive conditions. Students are expected to develop skills in the practice of using economic models, data and statistical techniques in the process of business decision-making, as well as an understanding of both the usefulness and limitations of such models, data, and techniques. Students may not take both ECON 3001 and ECON 3003 for credit. *Prereq: ECON 2003 and ECON 2004 and MANA 2028 or equiv.*

### **ECON 3003. Intermediate Microeconomic Analysis** 3 sem. hrs.

A review of the tools of supply and demand analysis. A study of the market behavior of consumers and business firms and the way they interact with each other and with public policy. The application of market theory to questions of resource allocation efficiency, changing market conditions, optimal pricing and output strategies and to important social issues of the day. *Prereq: ECON 2003, ECON 2004, and MATH 1400 or equiv. Students may not take both ECON 3001 and ECON 3003 for credit.*

### **ECON 3004. Intermediate Macroeconomic Analysis** 3 sem. hrs.

Determination of the levels of aggregate output, employment, and prices. Inflation and unemployment. A description of available policy variables and their impacts upon the money, bond, goods, and labor markets. International macroeconomic interrelationships. Fundamentals of the economic growth process. Offered annually. *Prereq: ECON 2003 and ECON 2004 and MATH 1400 or equiv.*

### **ECON 3986. Internship Work Period** 0 sem. hrs. SNC/UNC grade assessment. *Prereq: Jr. standing, cons. of prog. dir. and cons. of internship dir.*

### **ECON 4006. Public Policies Toward American Industry** 3 sem. hrs.

Role of competition as an economic regulator. Bases and consequences of monopoly power. Development of statutory and administrative law affecting market processes in the U.S. Antitrust policies applied to monopoly, oligopoly, mergers and restrictive trade policies. Alternatives to anti-trust, including utility regulation and social regulation. *Prereq: ECON 2003 and ECON 2004.*

### **ECON 4008. Economics and Law** 3 sem. hrs.

Relationship between the rights and obligations which the legal system confers on individuals and the allocation of resources which results from alternative assignments of legal rights. Uses and limitations of economic analysis in explaining the process by which legal rights are conferred. *Prereq: ECON 2003 and ECON 2004.*

### **ECON 4010. Public Finance** 3 sem. hrs.

Role of government in a market-oriented economy. Externalities, public goods and political decision-making. Analysis of major federal spending programs including social security, health care and welfare. Effects of government expenditure and tax policies on efficiency in the allocation of resources and on the distribution of income. Principles of taxation, budget deficits and the financing of public expenditures. *Prereq: ECON 2003 and ECON 2004.*

### **ECON 4012. Urban and Regional Economics** 3 sem. hrs.

Economic role of cities and systems of cities. Forces behind regional and urban growth. Explaining migration and employment changes. The role of quality of life in cities. Problems of central city economic decline, urban poverty, housing problems, and urban transportation. Suburbanization and urban sprawl. *Prereq: ECON 2003 and ECON 2004.*

### **ECON 4016. Environmental and Natural Resource Economics** 3 sem. hrs.

Economic analysis of environmental and natural resources including land, air, and water. Special emphasis on the role of human values and economic institutions in resource exploitation. Topics covered include air and water pollution, energy, ocean resources, forestry practices, mineral resources, the population problem, and agriculture. *Prereq: ECON 2003 and ECON 2004.*

### **ECON 4020. Economics of Labor Markets** 3 sem. hrs.

Supply and demand conditions unique to markets for services of human beings. The economics of investment and disinvestment of human capital. Topics include: determination of labor force size, geographic distribution and qualitative aspects; economic effects of institutional arrangements and labor laws; current issues. *Prereq: ECON 2003 and ECON 2004.*

### **ECON 4040. International Economic Issues** 3 sem. hrs.

Survey of international economics. Basis for and welfare effects of international trade, commercial policies, and economic growth. International organizations, trading regions, and trade accords. Balance of payments concepts and exchange rate theories. History and theory of international monetary systems including fixed versus flexible exchange rates. *Prereq: ECON 2003 and ECON 2004. Credit not given if ECON 4044 or ECON 4046 has already been completed for credit.*

**ECON 4042. International Antitrust and Competition Policy** 3 sem. hrs.

Examines the economics of Antitrust or Competition Policy in an international context. Through readings, lectures, and class discussions it explores the economic rationale for Antitrust Policy, and examines the major topical areas that receive policy attention. Coverage includes a comparative survey of the policy approaches pursued by several major countries/economies, along with discussion of the conflicts and coordination issues that arise in a world characterized by extensive global trade.  
*Prereq: ECON 2003 and ECON 2004.*

**ECON 4044. International Currency Markets** 3 sem. hrs.

Examination of various foreign exchange markets, including the spot, forward, futures and options markets. Risk, pricing and arbitrage procedures for cash and portfolio managers. Exchange rate management, structure of the international financial architecture, and the determination of exchange rates and the balance of payments. The role and practice of global financial intermediaries.  
*Prereq: ECON 2003 and ECON 2004.*

**ECON 4045. Comparative Economic Development** 3 sem. hrs.

An analysis and description of institutional differences among national economies. A theoretical framework for analyzing the effects of alternative systems on social and economic behavior is developed. Theoretical models are applied to specific cases, with special emphasis on issues of growth and development in advanced variants of capitalist, post-communist and less developed economies.  
*Prereq: ECON 2003 and ECON 2004.*

**ECON 4046. International Trade** 3 sem. hrs.  
Sources, patterns, and welfare implications of international trade. Empirical investigations of traditional trade theories. Arguments for and impact of commercial policies. Trade effects of economic growth. Imperfect competition and intra-industry trade as alternatives to traditional theories and views.  
*Prereq: ECON 2003 and ECON 2004.*

**ECON 4048. The Russian Economy** 3 sem. hrs.  
Examines the development of the Russian economy, from the origin of the Muscovite state in 1462 to the present post communist state. Common elements as well as idiosyncratic peculiarities of each period are studied. Particular attention is paid to the Soviet Communist era, including examination of Lenin's New Economic Policy, Stalin's collectivization and creation of a planned economy, the Soviet experience in World War II, the gradual stagnation and decline of Soviet economic power beginning in 1965, and the end-game of Soviet communism engineered by Gorbachev from 1985 to 1991. The course concludes with a careful examination of the post communist transition and prospects for the future of Russia's economy.  
*Prereq: ECON 2003 and ECON 2004*

**ECON 4060. Introduction to Econometrics** 3 sem. hrs.

Designed to teach how to build an econometric model and to make forecasts using it. Models are constructed to explain phenomena that are observed frequently in business, economics and the social sciences. Linear regression analysis is employed and both single-equation and multi-equation models are investigated. Of practical value to economists, businessmen, engineers, statisticians, and other pro-

fessionals for whom applied quantitative techniques are important. *Prereq: ECON 2003 and ECON 2004 and MATH 1700 or equiv.; or ECON 2003 and ECON 2004 and MANA 2028 or equiv.*

**ECON 4065. Introduction to Mathematical Economics** 3 sem. hrs.

Designed to give students the quantitative background required to appreciate the use of mathematics in economic analysis. Emphasis is on developing important techniques. However, many economic applications are incorporated in order to demonstrate how standard economic models can be developed in mathematical terms. Topics include matrix algebra, differential calculus, both constrained and unconstrained optimization and comparative statistics. *Prereq: ECON 2003, ECON 2004 and one of the following three options: MATH 1390 and MATH 1400; or MATH 1450 and MATH 1451; or MATH 1390 and MATH 1450.*

**ECON 4070. Economics and Ethics** 3 sem. hrs.  
Examines the relationship between economics and ethics, or how moral values and ethical reasoning underlie both the science of economics and the operation of the economy. Aim of the course is to introduce students to the role of ethical reasoning in economics and economic life, and thereby help create a capacity on their part for ethical reflection and action in connection with economic policy and individual economic experience.  
*Prereq: ECON 2003 and ECON 2004.*

**ECON 4075. The Economics of Religion** 3 sem. hrs.

Explores how the tools of modern economic analysis, theoretical and empirical, can be used to better understand issues central to religious behavior and participation. Hence, the objective is to gain a better understanding of the breadth and application of economic concepts using the markets for religion as a vehicle for analysis. Including: Why do individuals allocate time and money to religious activities? How do they determine the allocation between the two? How does religious participation affect individual attitudes toward trust, trade and immigration?  
*Prereq: ECON 2003 and ECON 2004*

**ECON 4080. Money, Banking, and Monetary Policy** 3 sem. hrs.

Origins, nature and importance of money. Money demand and supply. Types of financial markets and their role in the economy. Banking institutions and the Federal Reserve. Role of monetary policy in business cycles and its impact on financial institutions and markets. *Prereq: ECON 2003 and ECON 2004.*

**ECON 4931. Topics in Economics** 3 sem. hrs.  
*Prereq: Jr. stndg and ECON 2003 and ECON 2004.*

**ECON 4953. Seminar in Economics** 3 sem. hrs.  
*Prereq: Jr. stndg. and ECON 2003 and ECON 2004.*

**ECON 4986. Economics Internship – Grading Period** 3 sem. hrs.

S/U grade assessment. *Prereq: Jr. stndg., cons. of prog. dir. and cons. of internship dir.*

**ECON 4995. Independent Study in Economics** 1-4 sem. hrs.

*Prereq: Cons. of dept. ch.*

**ECON 4999. Senior Thesis** 2 sem. hrs.

With department approval. Seniors may write a thesis under direction of an adviser.  
*Prereq: Cons. of dept. ch.*

**FINANCE (FINA)**

*Chairperson and Associate Professor: Peck  
Professor: Eppli*

*Associate Professor: Hunter, Kutner, Pennington-Cross*

*Assistant Professor: Arena, Braga-Alves, DeWally  
Adjunct Assistant Professor: Krause*

**FINA 3001. Introduction to Financial Management** 3 sem. hrs.

Principles and methods of corporate finance, valuation, analysis and management. Evaluation of business projects (capital budgeting) using financial criteria and different financing choices (capital structure) for these projects will be reviewed. Introduction to the financial markets and both investment and financing instruments available to corporations and individuals. Emphasis placed on the framework and methodology involved in financial decision making.  
*Prereq: Jr. stndg., ACCO 2031 and MANA 2028.*

**FINA 3986. Internship Work Period** 0 sem. hrs.  
SNC/UNC grade assessment. *Prereq: Jr. stndg., cons. of prog. dir. and cons. of internship dir.*

**FINA 4001. Advanced Financial Management** 3 sem. hrs.

Extension of the development of the theory of financial management, including an examination of the relevant literature. Concentration will be on applications of financial management theory. Topics include working capital, capital budgeting, dividend policy issues, cost of capital, and principles of valuation. Required for finance specialization.  
*Prereq: FINA 3001.*

**FINA 4002. Commercial Real Estate Finance** 3 sem. hrs.

Provide the student with an in-depth knowledge of real estate finance, real estate investment, and the operation of the real estate capital markets. The objective of the course is to understand the many sources and uses of capital in commercial real estate industry. The course begins with the mechanics of mortgage finance, followed by a detailed presentation of mortgage underwriting, lender ratios and discounted cash flow analysis.  
*Prereq: FINA 3001.*

**FINA 4011. Investment Analysis** 3 sem. hrs.

Study of financial instruments such as stocks, bonds, convertibles, and options, and the markets in which they are traded. The primary concern of the course is with the decision process that evaluates the various investment opportunities.  
*Prereq: FINA 3001.*

**FINA 4020. Financial Planning** 3 sem. hrs.

Introduction to the framework and tools for preparing personal financial plans as a career path in the financial services industry. Topics covered include major asset purchases, managing liabilities, determining insurance needs, developing investment portfolios, tax strategies, retirement plans, and estate planning. Course also covers professional ethical standards. *Prereq: FINA 3001.*

**FINA 4030. Bank Management** 3 sem. hrs.

Study of banking on both an institutional and operating unit level. History, regulation and competitive environment of banking covered at institutional level. Development and application of specific tools and techniques dealing with the management of banks' deposit base and loan and securities portfolios, international banking and trust operations.  
*Prereq: FINA 3001.*

**FINA 4040. International Finance** 3 sem. hrs.  
This course looks at financial decision making in an international context. Global financial markets and foreign currency issues will be studied along with the international financing and capital investments. *Prereq: FINA 3001.*

**FINA 4060. Introduction to Financial Derivatives** 3 sem. hrs.

This course will focus on the mechanics, pricing and use of financial derivatives, including futures contracts, options, swaps, collateralized securities, Treasury Bond, Eurodollar, and S&P 500 Index futures contracts will be discussed in detail. Stock options and index options also will be discussed. Important pricing models including Black-Scholes and the Binomial Option Pricing Model also will be discussed. Risk management using these instruments will be emphasized. *Prereq: FINA 3001.*

**FINA 4065. Fixed Income Securities** 3 sem. hrs.

Focuses on the use of fixed income securities to fulfill investment requirements or accommodate corporate financing strategies. Coverage includes fixed income markets and the securities traded in those markets, techniques used to value fixed income securities, and derivative strategies using fixed income securities. *Prereq: FINA 3001.*

**FINA 4070. Investment Management, Ethics and Society** 3 sem. hrs.

Examines the ethical and social responsible dilemmas that managers encounter in the investment management industry. Includes the professional standards for ethical behavior, corporate governance, accounting manipulation, and socially responsible investing. *Prereq: FINA 3001.*

**FINA 4080. Entrepreneurial Finance** 3 sem. hrs.  
Focuses on the financial aspects of entrepreneurship, from the first decision as to whether or not to undertake an activity, to projecting financial needs, reviewing the trade-offs between alternative financing choices, to harvesting. Topics will include but are not limited to: bootstrapping, the role of angel investors, private placements, venture capital, banking options, commercial financing, public offers (IPOs, PIPES), factoring, franchising, and joint ventures. *Prereq: FINA 3001.*

**FINA 4081. Investment Banking** 3 sem. hrs.  
Review of the common types of transactions that investment bankers work on and the different methods used to value those transactions. Some of these include IPOs, seasoned equity offerings, exchange offers, mergers, hostile tender offers, leverage buy-outs, and going private transactions. *Prereq: FINA 3001.*

**FINA 4082. Alternative Investments** 3 sem. hrs.

Designed to help students understand the growing field of alternative investments. This course offers an in-depth study of the management of hedge funds and covers various alternative investments including commodities and managed futures, private equity, exchange traded funds (ETFs), real estate, and credit derivatives. *Prereq: FINA 3001.*

**FINA 4112. Investment Management** 3 sem. hrs.

Extends the concepts introduced in FINA 4011. Topical coverage includes modern portfolio theory, options, futures and hedging techniques. Emphasis of course is on application of the concepts to investment strategies. *Prereq: FINA 4011.*

**FINA 4310. Introduction to Applied Investment Management** 3 sem. hrs.

In this introductory course, the first of four required Applied Investment Management program classes, students will study securities law, regulatory issues, and the basic mechanics of investment research analysis. Students will learn how to access and utilize a variety of sources of corporate and securities information, including the Securities and Exchange Commission's database (EDGAR) of disclosure documents that public companies are required to file. The course is also intended to prepare students for their full time summer investment internship. Class laboratory required. *Prereq: FINA 3001; FINA 4011, ACCO 3001, and ACCO 4080, which may be taken concurrently. Only open to students accepted into the AIM program.*

**FINA 4320. Research and Financial Analysis** 3 sem. hrs.

This course provides students an understanding of various portfolio objectives and policies, as well as an appreciation of different investment strategies and styles. Building on the concepts learned in FINA 4011, students will apply their understanding of key investment tools-quantitative research methods, economic relationships, and financial statement analysis. During this course students will analyze and manage an equity and fixed income portfolio. Class laboratory required. *Prereq: FINA 4310; and FINA 4001, which may be taken concurrently. Only open to students accepted into the AIM program.*

**FINA 4330. Valuation and Portfolio Management** 3 sem. hrs.

This third required course in the AIM program includes the common approaches to valuing assets, the basic measurements of risk and return, and the key elements of the portfolio management process. Students will continue to manage an investment portfolio, evaluate performance, and prepare reports on the results at the end of the semester. The course will also include a professional lecture series, where investment practitioners discuss their own investment philosophies, strategies, and experiences. Class laboratory required. *Prereq: FINA 4320 and FINA 4112, which may be taken concurrently. Only open to students accepted into the AIM program.*

**FINA 4370. Advanced Investment Management, Ethics and Society** 3 sem. hrs.

In the final course in the AIM program, students learn how to manage investments in a manner that is both ethical and socially responsible. Students acquire a thorough understanding of the Chartered Financial Analyst® professional standards of conduct in the application of ethics to the moral dimensions of money management. Students also are exposed to the strategies and performance of investment funds that are socially responsible. In doing so, students consider such issues as discrimination and affirmative action in the workplace, economic justice, and environmental impact, among others, in the evaluation of companies for inclusion in a socially responsible fund. *Prereq: FINA 4330, FINA 4060, and FINA 4931 (Fixed Income Securities), which may be taken concurrently. Only open to students accepted into the AIM program.*

**FINA 4931. Topics in Finance** 2-3 sem. hrs.  
*Prereq: FINA 3001.*

**FINA 4953. Seminar in Finance** 3 sem. hrs.  
*Prereq: FINA 3001.*

**FINA 4986. Finance Internship – Grading Period** 3 sem. hrs.

S/U grade assessment. *Prereq: Jr. stndg., cons. of prog. dir. and cons. of internship dir.*

**FINA 4995. Independent Study in Finance** 1-4 sem. hrs.

*Prereq: Cons. of dept. ch.*

## Real Estate (REAL)

**REAL 3001. Principles of Commercial Real Estate Development** 3 sem. hrs.

Provides the student with an introductory knowledge of the real estate development process. The course focuses on the physical and analytical tools necessary in the real estate development process including: finding the development opportunity, land acquisition/site analysis, building design and public approvals, legal, market analysis, project management, construction, leasing, and financing. Throughout the course a simple real estate development feasibility process is followed to assess the viability of a development at different stages of the development process. *Prereq: ACCO 2031 and ECON 2004.*

**REAL 3986. Internship Work Period** 0 sem. hrs.  
SNC/UNC grade assessment. *Prereq: Jr. stndg., cons. of prog. dir. and cons. of internship dir.*

**REAL 4002. Commercial Real Estate Finance** 3 sem. hrs.

Provides the student with an in-depth knowledge of real estate finance, real estate investment, and the operation of the real estate capital markets. The objective of the course is to understand the many sources and uses of capital in the commercial real estate industry. The course begins with the mechanics of mortgage finance, followed by a detailed presentation of mortgage underwriting, lender ratios, and discounted cash flow analysis. *Prereq: FINA 3001.*

**REAL 4110. Commercial Real Estate Valuation** 3 sem. hrs.

This course uses the "three approaches" to value process to estimate the fair market value a commercial building in the Milwaukee metropolitan area. The primary focus of this course is on an applied market analysis and the lease-by-lease modeling of tenant income for a commercial property as part of the income approach to value. The sales comparison and cost approaches to value are included in the course and are part of a narrative appraisal. *Prereq: Completion or concurrent enrollment in both REAL 3001 and REAL 4002.*

**REAL 4120. Cases in Commercial Real Estate** 3 sem. hrs.

Focuses on the applied analysis of commercial real estate. The emphasis of the course is on the analysis of real estate for purchase, development, or financing across the major real estate investment sub-areas (apartments, office, retail, and warehouse/distribution). The objective of the course is to take conceptual real estate knowledge and apply it to Harvard Business School and Milwaukee Area cases. Knowledge from the many required finance, marketing, real estate, accounting, and other business and economics courses is used in analyzing the cases in this course. *Prereq: Completion or concurrent enrollment in both REAL 3001 and REAL 4002.*

**REAL 4931. Topics in Real Estate** 3 sem. hrs.  
*Prereq: REAL 3001.*

**REAL 4953. Seminar in Real Estate** 3 sem. hrs.  
*Prereq: REAL 3001.*

**REAL 4986. Real Estate Internship – Grading Period** 3 sem. hrs.  
S/U grade assessment. *Prereq: Jr. stndg., cons. of prog. dir. and cons. of internship dir.*

**REAL 4995. Independent Study in Real Estate** 1-4 sem. hrs.  
*Prereq: Cons. of dept. ch.*

## MANAGEMENT (MANA)

*Chairperson and Associate Professor:* Maranto  
*Assistant Chairperson and Associate Professor:* Srivastava  
*Professor:* T. Bausch, Cotton, Keaveny  
*Associate Professor:* Adya, Cotteleer, Inderrieden, Kaiser, O'Neill, Rehbein, Stewart, Syam  
*Associate Professor Emeritus:* McElroy  
*Assistant Professor:* Fisher, J. Kim, Griffin, Lee, Ow  
*Adjunct Instructor:* Ennis, Rau, Schwiesow, Waterson  
*Adjunct Assistant Professor:* Collins  
*Entrepreneur-in-Residence:* Keane

**MANA 2028. Business Statistics** 3 sem. hrs.  
Introduction to statistical methods used in the analysis of business decisions. Covers descriptive statistics. Reviews the use of probability and probability distributions in business decisions. Introduction to sampling and sampling distributions, development of statistical estimation and statistical inference, including hypothesis testing and confidence intervals for means and proportions. Use of chi-square distribution in testing goodness-of-fit and contingency tables. Covers analysis of variance. Develops simple linear regression and correlation with tests of significance. *Prereq: MATH 1390 or equiv. and MATH 1400 or equiv.; computer literacy.*

**MANA 3001. Behavior and Organization** 3 sem. hrs.  
Behavior of people individually and in groups. Emphasizes organization environment, communication, motivation, supervision and productivity. Develops fundamentals of organization theory, structure and administration. *Prereq: Jr. stndg.*

**MANA 3002. Business and Its Environment** 3 sem. hrs.  
Overview of social, political and legal opportunities and constraints influencing business decision-making; social trends and underlying causes, including changes in population and income distribution and their business significance; patterns of change in political strength of identifiable groups on social, geographic and economic interest bases; antitrust, trade regulation and the legal system. *Prereq: Jr. stndg.*

**MANA 3034. Negotiations and New Ventures** 3 sem. hrs.  
This course examines the art and science of negotiations with the aim of developing student's negotiation abilities. This development will be achieved through readings, discussion, and active participation in negotiation exercises. This course is designed to complement the skills learned in other business courses. Representative negotiations to be completed in the course include salary negotiations, car and home purchases, customer contracts, vendor contracts, venture capital arrangements, and partnership agreements among others. *Prereq: Jr. stndg.; Restricted to College of Business Administration students only.*

**▲MANA 3035. Diversity in Organizations** 3 sem. hrs.  
Addresses the personal and managerial implications of diversity in organizations. The course will incorporate both a cognitive and experiential understanding of diversity and group differences. We examine demographic trends in the workforce, differentiate cultural practices and values among diverse groups, explore the concepts of social identity and privilege, and discuss strategies for dealing with discrimination and stereotyping. *Prereq: Jr. stndg.*

**MANA 4010. Motivation and Leadership** 3 sem. hrs.  
Central issues in motivation and leadership at work, and applying theories and concepts of organizational behavior will be addressed. Specific issues may include theories of motivation, the impact of various reward structures, employee participation programs, the management of poor performers, and approaches to leadership. These topics are addressed from both theoretical and applied perspectives. *Prereq: MANA 3001.*

**MANA 4040. International Management** 3 sem. hrs.  
Present and future trends in the international commercial arena. The course examines international trading trends for major sectors of the U.S. economy. This course differentiates international from domestic management. *Prereq: Sr. stndg.*

**MANA 4101. Strategic Management** 3 sem. hrs.  
Requires a knowledge of all functional areas. Broad involvement in management decision-making process. Integrates functional areas through analysis of actual business case histories and related readings. Class discussion and written reports. Management game used when appropriate. *Prereq: Sr stndg. and ECON 3001 (or ECON 3003) and FINA 3001 and MANA 3001 and OSCM 3001 and MARK 3001; MANA 3002 is NOT a prerequisite.*

**MANA 4931. Topics in Organizational Management** 3 sem. hrs.  
*Prereq: Jr. stndg.*

**MANA 4953. Seminar in Management** 3 sem. hrs.  
*Prereq: Jr. stndg.*

**MANA 4995. Independent Study in Management** 1-4 sem. hrs.  
*Prereq: Cons. of dept. ch.*

## Entrepreneurship (ENTP)

**ENTP 1001. The Entrepreneurial Experience** 3 sem. hrs.  
An overview of entrepreneurship from the vantage point of the entrepreneurial practitioner with a strong expertise and/or interest in fields such as, but not limited to, sciences, communication and theatre arts, engineering and health sciences. Explores a variety of issues including identifying opportunities, assessing risk, innovation and problem solving, funding the startup and process identification and planning. *Prereq: Soph stndg.; not available for students enrolled in the College of Business Administration. Cannot be counted toward the entrepreneurship major.*

**ENTP 3001. Understanding Entrepreneurship** 3 sem. hrs.  
This course is designed to have students understand entrepreneurship in a meaningful way consistent with Marquette's mission and concern for the whole person. Students develop a short, preliminary business plan and reflection on their values and lifetime aspirations. Class time focuses on small group and class discussion as well as interaction with experienced entrepreneurs. Students prepare individualized projects based on the entrepreneurship interest, e.g., family business, corporate entrepreneurship. *Prereq: Jr. stndg.*

**ENTP 3986. Internship Work Period** 0 sem. hrs.  
SNC/UNC grade assessment. *Prereq: Jr. stndg., cons. of prog. dir. and cons. of internship dir.*

**ENTP 4010. New Venture Creation** 3 sem. hrs.  
This course focuses on starting and developing a new business. Topics include evaluating opportunities and testing the feasibility of creative ideas, selecting and dealing with partners; alternative methods of financing, developing the initial competitive strategy, structuring and managing the business through the early survival months, and sources of outside help. Students will prepare a business plan that can be used to launch a new initiative. *Prereq: Sr. stndg.*

**ENTP 4020. Consulting to Entrepreneurs** 3 sem. hrs.  
Students conduct a consulting project for an entrepreneur and provide its findings and recommendations, orally and in writing, to the client. Students develop skills in project management, advisory and consulting services, and primary research. Students also learn applied business knowledge to the project. *Prereq: Sr. stndg. in business or cons. of instr.*

**ENTP 4080. Entrepreneurial Finance** 3 sem. hrs.  
Focuses on the financial aspects of entrepreneurship, from the first decision as to whether or not to undertake an activity, to projecting financial needs, reviewing the trade-offs between alternative financing choices, to harvesting. Topics will include but are not limited to: bootstrapping, the role of angel investors, private placements, venture capital, banking options, commercial financing, public offers (IPOs, PIPES), factoring, franchising, and joint ventures. *Prereq: FINA 3001.*

**ENTP 4931. Topics in Entrepreneurship** 3 sem. hrs.  
*Prereq: ENTP 3001*

**ENTP 4953. Seminar in Entrepreneurship** 3 sem. hrs.  
*Prereq: ENTP 3001.*

**ENTP 4986. Entrepreneurship Internship – Grading Period** 3 sem. hrs.  
S/U grade assessment. *Prereq: Jr. stndg., cons. of prog. dir. and cons. of internship dir.*

**ENTP 4995. Independent Study in Entrepreneurship** 1-4 sem. hrs.  
*Prereq: Cons. of dept. ch.*

## Human Resources (HURE)

### HURE 3001. Management of Human Resources 3 sem. hrs.

Issues concerning the effective use and equitable treatment of employees. How human resource management activities are influenced by the economy, laws, unions, organizational strategies, and human behavior. The analysis of management activities such as recruitment and selection, training and development, pay and benefits, labor relations, performance assessment, discipline and due process. How these activities affect the attraction, retention, performance, and satisfaction of employees.  
*Prereq: Jr. stndg.*

**HURE 3986. Internship Work Period** 0 sem. hrs. SNC/UNC grade assessment. *Prereq: Jr. stndg., cons. of prog. dir. and cons. of internship dir.*

**HURE 4003. Employment Law** 3 sem. hrs. Provides an overview of the major federal laws which regulate human resources management, as well as common law. Topics include: wrongful discharge, privacy, defamation, negligent hiring, Title VII, affirmative action, the Americans with Disabilities Act, ERISA, Workers' Compensation, and the Occupational Safety and Health Act. Provides human resource managers and line supervisors with a sufficient working knowledge of these laws to reduce the risk of imposing legal liability on their employers by their own actions and to minimize liability for questionable or unlawful acts of company agents through prompt and effective action.  
*Prereq: Cons. of M.B.A. prog. dir.*

### HURE 4005. Employee Benefit Systems 3 sem. hrs.

The course addresses the design and administration of employee benefit systems. Among the programs studied are: health and wellness programs, pension and retirement programs, and cafeteria plans. Legally mandated benefit systems are also studied.  
*Prereq: HURE 3001.*

### HURE 4010. Compensation of Human Resources 3 sem. hrs.

The development of pay programs that are internally consistent, externally competitive, and individually rewarding. The application of these concepts via job descriptions and job evaluations, market surveys and pay structures, and performance or seniority based pay. Administering employee benefits such as insurance and pensions. The government's impact on pay and benefits.  
*Prereq: MANA 2028 and HURE 3001.*

### HURE 4020. Labor Relations and Collective Bargaining 3 sem. hrs.

Examines the development, structure and process of collective bargaining as well as negotiation processes and strategies in a variety of settings. Central topics include labor law, union organization, general principles of negotiation, and labor contract negotiation in particular. The course is taught from a neutral perspective, emphasizing the rights and responsibilities of labor, management and government. Makes extensive use of bargaining exercises.

### HURE 4030. Employment of Human Resources 3 sem. hrs.

Issues relevant to staffing work organizations are addressed. Topics include: validation of selection procedures; criterion development; forecasting employee requirements and supply; alternative

selection procedures; and equal employment opportunity regulations.

*Prereq: MANA 2028 and HURE 3001.*

### HURE 4050. Human Resources Information Systems 3 sem. hrs.

Addresses the use of human resource information systems to facilitate and improve managerial decisions pertaining to human resource issues. Topics include: information systems fundamentals and modeling of human resource issues to assist decision making in such areas as HR and affirmative action planning, staffing, training and development, compensation and benefit administration.  
*Prereq: Cons. of M.B.A. prog. dir.*

### HURE 4080. Training and Development 3 sem. hrs.

Principles and factors that contribute to the personal growth and development of employees and the welfare of the company. Focus on training and employee development within organizations. Topics include training development and evaluation, employee development, career management, and career pathing within organizations.  
*Prereq: HURE 3001. May be taken for graduate credit by students enrolled in Master of Science in Human Resources with appropriate additional assignments.*

### HURE 4931. Topics in Human Resources 3 sem. hrs.

*Prereq: HURE 3001*

### HURE 4953. Seminar in Human Resources 3 sem. hrs.

*Prereq: HURE 3001.*

### HURE 4986. Human Resources Internship – Grading Period 3 sem. hrs.

S/U grade assessment. *Prereq: Jr. stndg., cons. of prog. dir. and cons. of internship dir.*

### HURE 4995. Independent Study in Human Resources 1-4 sem. hrs.

*Prereq: Consent of department chair.*

## Information Technology (INTE)

### INTE 2051. Business Applications Development 3 sem. hrs.

Fundamentals of software program design and techniques for object, file and data manipulation. Topics include file processing concepts, structured programming, data structures, interface design, exposure to object-oriented tools and operation system design differences and efficient resources allocation. Choice of tools may include Visual BASIC and Delphi. *Prereq: Jr. stndg.*

### INTE 3001. Introduction to Information Technology 3 sem. hrs.

This course provides future information systems users a broad overview of information systems theory, research and applications used in organizations. Topics include the impact of technology on business, groupware, systems development life cycle, database, hardware, software, telecommunications and applications in function areas. *Prereq: Jr. stndg.*

### INTE 3053. Project Management 3 sem. hrs.

The course addresses organizational, team, and technical aspects of successful project management. Through class projects, students will learn to align project objectives with organizational strategies, plan, execute, and control a project, allocate

material and people resources to project components, design and develop project documentation, estimate and control project and organizational risks, and manage cross functional and virtual teams as well as inter-organizational relationships.  
*Prereq: Jr. stndg.*

**INTE 3986. Internship Work Period** 0 sem. hrs. SNC/UNC grade assessment. *Prereq: Jr. stndg., cons. of prog. dir. and cons. of internship dir.*

### INTE 4052. Data Base Management Systems 3 sem. hrs.

Applications of database management software to the design and implementation of business databases. File storage devices, data structures, logical data models, physical data storage schemes, and normalized design of databases. Management and administration of databases including procedures for data security, backup and recovery. Architecture of distributed data systems. Students from database design teams may serve as a business client. Use of tools such as SQL, Access, Oracle, Delphi, etc.  
*Prereq: Jr. stndg.*

### INTE 4054. Emerging Technologies 3 sem. hrs.

Advances in technological and market forces have changed the way applications are used have dramatically increased the demand for mobility and bandwidth. Business professionals must understand these emerging technologies to creatively leverage them for business solutions and integrate them with existing systems. This course will familiarize students with an array of leading edge technologies; help them understand their business feasibility in financial, marketing, operations and other business functions; and examine social, economic, and ethical impact of these technologies. Topics include changes in voice and data communication infrastructures, emerging trends in database environments, storage trends, integration, and information privacy and security among others.  
*Prereq: INTE 3001.*

### INTE 4055. Web-based Applications 3 sem. hrs.

This course focuses on designing and developing Web-based applications using a variety of programming languages and tools. Students are exposed to Internet application development architecture. Class projects include developing business-to-consumer (B2C) and business-to-business (B2B) applications, among others. On completion of the course, student will understand the challenges, technologies, and issues in developing and deploying Web-based applications.  
*Prereq: INTE 2051 or COSC 1010 or cons. of instr.*

### INTE 4158. Systems Analysis and Design 3 sem. hrs.

The course provides future information technology (IT) professionals with systems theory, research, and applications for private and public organizations concerning requirements analysis and design techniques, problem finding, and problem solution. Students will develop process modeling and teamwork skills to develop a feasibility study and working prototype as deliverables to a real client based on the client's needs. The prototype will include a database, client interfaces, systems procedures, controls, and documentation. Methodologies include traditional, structured, and object-oriented analysis and design approaches. *Prereq: INTE 3001.*

### INTE 4931. Topics in Information Technologies 3 sem. hrs.

*Prereq: Jr. stndg.*

**INTE 4953. Seminar in Information Technology** 3 sem. hrs.*Prereq: Jr. stndg.***INTE 4986. Information Technology Internship – Grading Period** 3 sem. hrs.  
S/U grade assessment. *Prereq: Jr. stndg., cons. of prog. dir. and cons. of internship dir.***INTE 4995. Independent Study in Information Technology** 1-4 sem. hrs.  
*Prereq: Consent of department chair.*

## Operations and Supply Chain Management (OSCM)

**OSCM 3001. Operations and Supply Chain Management** 3 sem. hrs.

Examination of the operations and supply chain function in manufacturing and service firms from a managerial perspective. Core concepts and issues include planning, designing and managing operations, and the flow of materials and information from suppliers to customers. *Prereq: MANA 2028.*

**OSCM 3986. Internship Work Period** 0 sem. hrs.*SNC/UNC grade assessment. Prereq: Jr. stndg., cons. of prog. dir. and cons. of internship dir.***OSCM 4010. Manufacturing Management** 3 sem. hrs.

A focus on leading edge techniques used in developing a manufacturing strategy, inventory management, cycle time reduction, production scheduling ERP, JIT/Kanban, synchronous manufacturing, supply chain management and advanced manufacturing systems. *Prereq: OSCM 3001.*

**OSCM 4015. Service Management** 3 sem. hrs.  
Particular problems and issues of designing, managing and delivering services will be addressed. Issues include service challenge and breakthrough design, productivity, quality, innovation and flexibility, demand and capacity management, manpower planning, scheduling, technology management, strategy and integration. *Prereq: OSCM 3001.***OSCM 4020. Quality and Process Management** 3 sem. hrs.

A foundation to quality philosophies, principles, techniques and tools is provided. The interrelationship of each is highlighted through addressing customer focus, value and satisfaction; leadership and organizational change; process design, measurement and improvement; and benchmarking. Application of decision making, planning and measurement tools will occur. *Prereq: OSCM 3001.*

**OSCM 4030. Supply Chain Strategy and Practice** 3 sem. hrs.

Managing logistics activities with emphasis on transportation, global sourcing, and international facility location. Issues related to the strategic and operational role of purchasing in a global supply chain management are also examined in depth. *Prereq: OSCM 3001.*

**OSCM 4040. Globalization and Global Supply Chain** 3 sem. hrs.

Globalization and global operations are universally recognized as extremely important phenomena in the world of business at the juncture in time, the beginning of the 21st century. In particular, emerging economies represent both a serious competitive

threat as well as an enormous business opportunity. Exposes business students to the scale and scope of globalization and global operations. The course uses the standard lecture format to present the theoretical aspects of global operations and journalistic books, articles, and business cases to discuss and analyze globalization in emerging economies with particular emphasis on China and India.

**OSCM 4060. Decision Modeling in Operations and Supply Chain Management** 3 sem. hrs.

Introduction to spreadsheet-based decision modeling in operations and supply chain management, primarily using Microsoft Excel. Students are exposed to relevant decision models widely applied in industry. The focus is on relevance and application rather than theory. Topics include network and transportation models, linear programs, decision trees, and simulation. *Prereq: MANA 2028 and OSCM 3001.*

**OSCM 4931. Topics in Operations and Supply Chain Management** 3 sem. hrs.  
*Prereq: OSCM 3001.***OSCM 4953. Seminar in Operations and Supply Chain Management** 3 sem. hrs.  
*Prereq: OSCM 3001.***OSCM 4986. Operations and Supply Chain Management Internship – Grading Period** 3 sem. hrs.*S/U grade assessment. Prereq: Jr. stndg., cons. of prog. dir. and cons. of internship dir.***OSCM 4995. Independent Study in Operational Supply Chain Management** 1-4 sem. hrs.*Prereq: Consent of department Chair.*

## MARKETING (MARK)

*Chairperson and Professor: Akhter  
Professor: Andrews, Durvasula, Lacznik, Lysonski  
Professor Emeritus: Brownlee  
Associate Professor: Bauer, Garrett, Robinson  
Assistant Professor: Miller, Simmons  
Instructor: Terrian  
Adjunct Instructor: Jennings*

**MARK 3001. Introduction to Marketing** 3 sem. hrs.

Examines the marketing process in the operations of firms in profit and nonprofit sectors. Environmental forces including consumer characteristics, government regulation and social aspects are explored. Emphasis is given to how firms develop marketing strategies in terms of target market selection, segmentation and marketing mix variables such as product development, promotional methods, price determination and channels of distribution. Ethical aspects of marketing are also given consideration. *Prereq: Jr. stndg. and ECON 2003.*

**MARK 3986. Internship Work Period** 0 sem. hrs.*SNC/UNC grade assessment. Prereq: Jr. stndg., cons. of prog. dir. and cons. of internship dir.***MARK 4005. Sport Marketing** 3 sem. hrs.  
This course examines marketing issues specific to the sports industry. The course considers the application of basic marketing principles to a range of sports organizations, including professional and collegiate, and commercial and public, sponsors and corporations. The course will examine, but not limited to, topics of sport facilities, hospitality man-

agement, special events, licensing, merchandising, branding, and sales strategies. Includes a combination of lectures, guest speakers, assigned readings, case studies, research assignments, and special projects. *Prereq: MARK 3001.*

**MARK 4006. Business-to-Business Marketing** 3 sem. hrs.

Application of marketing strategy in serving the needs of business-to-business (industrial), organizational, and governmental customers. Topics include: the characteristics of business markets, organizational buyer behavior, purchasing processes, customer relationship management and e-commerce strategies for business markets, business market segmentation, managing products for business markets, supply chain management, logistics, pricing strategies for business markets, business market communications and personal selling in business markets. *Prereq: MARK 3001.*

**MARK 4010. Consumer Behavior** 3 sem. hrs.

To learn about the factors that influence consumers' purchasing decisions of services and products. Behavioral science concepts will be examined including perception, motivation, learning, self-concept, personality, attitudes and attitude change, culture, social class, reference groups and the family unit. Application of behavioral concepts (from psychology, sociology, anthropology and economics) to marketing management and marketing research problems, including diffusion of innovations (new products), brand loyalty, consumer satisfaction and consumer decision-making models. *Prereq: MARK 3001.*

**MARK 4020. Integrated Marketing Communications** 3 sem. hrs.

Study of the promotional mix (advertising, sponsorship marketing, point-of-purchase communication, sales promotion, publicity, and personal selling) and other elements of the marketing mix (product/brand, price, distribution) as they speak with one voice in communication between the firm and its customers. Also, application of behavioral sciences, branding, packaging and interactive marketing to marketing communications. Social, legal, ethical and international aspects of marketing communications. *Prereq: MARK 3001.*

**MARK 4030. Customer Relationship Management** 3 sem. hrs.

This course examines different Customer Relationship Management (CRM) programs and shows how to identify strengths and weaknesses associated with these programs. The course will examine, but not limited to, issues of developing an understanding how CRM can be best implemented, developing skills in identifying customer satisfaction and loyalty, organizing an effective customer loyalty program and its implementation. The course includes a combination of lectures, video presentations, guest speakers, assigned readings, case studies, and research assignments. *Prereq: MARK 3001.*

**MARK 4040. International Marketing** 3 sem. hrs.

Takes theoretical, strategic, and ethical approaches to evaluate and understand organizational behaviors; economic, political, cultural and technological developments at local, regional and global levels; country market selection, market entry strategies (exporting, licensing and foreign direct investments) and marketing mix strategies (product, price, supply chain, and integrated marketing communication). Issues related to global market segmentation, targeting and positioning are also examined. *Prereq: MARK 3001.*

**MARK 4050. e-Marketing Strategy** 3 sem. hrs.  
Covers internet marketing and e-commerce beyond the basic notions found in the introductory marketing course. Coverage includes a variety of topics including internet marketing strategy, Web site traffic, multi-channel strategy, aspects of customer loyalty in an e-commerce framework, and the future of internet marketing and e-commerce.  
*Prereq: MARK 3001.*

**MARK 4051. Direct Marketing** 3 sem. hrs.  
Focuses on the direct marketing process of prospecting, conversion, and customer maintenance; and the four Ms of direct marketing (merchandising, media, message, and measurement). Emphasis is placed on database management, customer segmentation, customer profitability analysis, forecasting, market testing and analysis, and direct response advertising via direct mail.  
*Prereq: MANA 2028 and MARK 3001.*

**MARK 4060. Marketing Research** 3 sem. hrs.  
To provide a scientific solution to marketing problems this course focuses on qualitative techniques (e.g., focus groups) and quantitative techniques (e.g. survey) for data collection, storing of data in data sets and databases, data analysis using statistical techniques, and interpretation of results. Topics covered include: research analysis, research design, sampling analysis, data collection methods, data storage methods, univariate and bivariate statistical analysis, report writing and the integration of research and marketing management.  
*Prereq: MARK 3001 and MANA 2028. Marketing minors may substitute PSYC 2001 or MATH 1700 for MANA 2028.*

**MARK 4070. Marketing and Society**  
3 sem. hrs.

Focuses on environments external to the firm which have significant consequences on marketing practice. Evaluates how the marketing system contributes to or impedes the objectives of society. Topics discussed: Consumerism, Law, Marketing Ethics, Ecology, Marketing and Corporate Social Responsibility. *Prereq: MARK 3001.*

**MARK 4080. Product and Pricing Strategy**  
3 sem. hrs.

New Product development, competitive strategies and product life cycles as components of effective product management. The environment of pricing strategy and recent developments in pricing decision making as well as the psychological aspects of pricing. *Prereq: MARK 3001.*

**MARK 4085. Marketing Logistics and Distribution Strategy** 3 sem. hrs.

Use of time and place utilities as variables in marketing strategy. Principles for the efficient design of wholesale and retail distribution systems. Logistics base, problems of distribution channel design and strategy considered in terms of their effectiveness in satisfying the demand of consumers.  
*Prereq: MARK 3001.*

**MARK 4094. Sales Management** 3 sem. hrs.  
Sales management is a complex and specialized business and organizational function including the oversight of the direct and personal marketing of consumer and industrial goods and services. The unique nature of sales management requires a separate examination of recruiting, selection, training, compensation, retention, and motivation of management tasks. *Prereq: MARK 3001.*

**MARK 4095. Retailing Management**  
3 sem. hrs.

Readings and cases in retail management. Types of retail organizations. Problems of location, buying, merchandise control, and retail promotion. The present state of retailing and a look into the future.  
*Prereq: MARK 3001.*

**MARK 4110. Marketing Management**  
3 sem. hrs.

The application of marketing variables are emphasized in terms of planning, implementation, and control of marketing activities for a firm. A major component is understanding how to develop marketing objectives, policies, programs and strategy for the firm. Experience is given in crafting marketing programs and developing marketing decisions through target market selection and formulation of marketing mix parameters of product, price, place and promotion. The case method is commonly used in the course. *Prereq: Sr. stndg., MARK 3001, MARK 4060, and one other MARK course.*

**MARK 4931. Topics in Marketing** 3 sem. hrs.  
*Prereq: MARK 3001.*

**MARK 4953. Seminar in Marketing** 3 sem. hrs.  
*Prereq: MARK 3001.*

**MARK 4986. Marketing Internship – Grading Period** 3 sem. hrs.  
S/U grade assessment. *Prereq: Jr. stndg., cons. of prog. dir. and cons. of internship dir.*

**MARK 4995. Independent Study in Marketing** 1-4 sem. hrs.  
*Prereq: Cons. of dept. ch.*

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## SPECIAL PROGRAMS:

### BUSINESS ADMINISTRATION (BUAD)

**BUAD 1002. Computer Literacy in Business**  
0 sem. hrs.

Introduction to university computer system and resources. Online information, e-mail, Internet and World Wide Web. Word processing and spreadsheet analysis, with hands-on lab exercises and assignments. *Prereq: Enrolled in Business Administration; or BUAD minor and cons. of dept. ch.; cons. of assistant dean. SNC/UNC grade assessment.*

**BUAD 2000. Global Applied-Learning Business Project: Global Business Brigades** 0 sem. hrs.

Global Business Brigades is a short-term applied global-business learning experience. Under the direction of the instructor, students will select a specific business application from those offered by the national Global Business Brigades organization. In a classroom setting, students will learn about the history and culture of Honduras, as will the experiences of faculty and students who have completed a global service project in the region. Under the direction of the instructor, students will develop a business case solution for their selected project. Upon completion of the applied-learning experience, students will organize and participate in a reflection retreat.  
*Prereq: All application materials completed and cons. of instr.*

**BUAD 2005. Business Foundations** 2 sem. hrs.  
Introduces students to basic business concepts and practises with the goal of developing an understanding of the relationship between communication and the various business functions of corporations. Emphasizes the relationship between key corporate functions such as finance, marketing, sales, production, management, and information technology. Available only to students not enrolled in Business Administration.  
*Prereq: Corporate Communications major.*

**BUAD 3089. Business and the Non-Profit Sector** 1-3 sem. hrs.

This course involves business service to a community non-profit organization and benefits the student by supplying direct sustained involvement with non-profit and social service organizations. Students will be expected to apply their business education, especially in their majors, to community and social issues. S/U grade assessment.  
*Prereq: Enrolled in Business Administration and Jr. stndg; and cons. of instr.*

**BUAD 3399. Applied Business Communication** 0-3 sem. hrs.

Students apply written and oral communication skills in discipline-based competitions. Preparation includes analysis of the domestic and global financial markets. Presentation requires real-time application of critical thinking and problem solving skills.  
*Prereq: Jr. stndg. and cons. of dept. ch.*

**BUAD 3986. Business Administration Internship – Work Period** 0 sem. hrs.  
SNC/UNC grade assessment. *Prereq: Jr. stndg., cons. of prog. dir. and cons. of internship dir.*

**BUAD 4931. Topics in Business Administration** 3 sem. hrs.  
*Prereq: Jr. stndg.*

**BUAD 4953. Seminar in Business Administration** 3 sem. hrs.  
*Prereq: Jr. stndg.*

**BUAD 4986. Business Administration Internship – Grading Period** 3 sem. hrs.  
S/U grade assessment. *Prereq: Jr. stndg., cons. of prog. dir. and cons. of internship dir.*

**BUAD 4995. Independent Study in Business Administration** 1-4 sem. hrs.  
*Prereq: Consent of Assistant Dean.*

## INTERNATIONAL BUSINESS (INBU)

*Program Director:* Hosseini

### INBU 2953. Seminar for International Exchange Students 0 sem. hrs.

This course is required for all exchange students that are studying at Marquette University for the current semester. Students will be oriented to the college, the educational system and the business practices in the United States.

*Prereq:* Approval of International Business Dir. SNC/UNC grade assessment.

### INBU 3986. Internship Work Period 0 sem. hrs. SNC/UNC grade assessment. *Prereq:* Jr. stndg., cons. of prog. dir. and cons. of internship dir.

### INBU 4141. International Business Strategy 3 sem. hrs.

In this course global business operations and global business decision making and strategy are integrated in a theoretically sound and practically useful manner. The focus of this discussion-based course is to explore various aspects of business entry and sustenance into the global marketplace using the "case method". In assessing their market position and strategic options, many companies face the decisions of a) going global, b) expanding globally, and/or c) competing globally. The course's cases, reading material, exercises, and projects are oriented towards addressing the critical issues surrounding the above options. *Prereq:* ECON 4044 or 4046, ECON 3001 or ECON 3003, MANA 3001, OSCM 3001, MARK 3001, FINA 3001.

### INBU 4931. Topics in International Business 3 sem. hrs.

*Prereq:* Jr. stndg.

### INBU 4951. Marquette Led Travel and Study Abroad in International Business 3 sem. hrs.

Course taught in an international setting by Marquette professors and where students earn Marquette credit. *Prereq:* Cons. of dept. ch.; cons. of International Business Director.

### INBU 4953. Seminar in International Business 3 sem. hrs.

*Prereq:* Jr. stndg.

### INBU 4986. International Business Internship – Grading Period 3 sem. hrs.

S/U grade assessment. *Prereq:* Jr. stndg., cons. of prog. dir. and cons. of internship dir.

### INBU 4995. Independent Study in International Business 1-4 sem. hrs.

*Prereq:* Consent of Director of International Business Program.

### INBU 9032. Business International Study/ Non-Marquette Program: Full-Time 0 sem. hrs.

A zero-credit, full-time status course designed to keep students active while studying at an approved Non-Marquette sponsored study abroad program. In order to participate, the student must have a consortium agreement with an institution that has been accredited in the United States or by the Ministry of Education of the country in question and whose accreditation has been verified by Marquette's Office of International Education. Courses and/or credits that have been pre-approved by the College of Business Administration before travel takes place, will be transferable to student's business curriculum. SNC/UNC grade assessment. *Prereq:* Cons. of the International Business Studies Director.

## LEADERSHIP (LEAD)

*Program Directors:* Schwiesow, Terrian  
*Lecturers:* Schwiesow, Terrian  
Performance in all LEAD courses is assessed using S and U grades.

### LEAD 1000. Foundations for Business Leadership 1 sem. hr.

This course provides undergraduate business students with an introductory overview of the major functional areas of business, including information regarding potential career options in these functional areas. In addition, students receive information regarding the expectations and standards that they must achieve in order to attain their goals in the business world. The course will also include topics ranging from developing computer literacy skills and orientation to the college and its policies. S/U grade assessment. *Prereq:* Enrolled in Business Administration; first semester freshman.

### LEAD 2000. Applying Business Leadership Skills 1 sem. hr.

This course focuses on students developing their business skills to enter and exceed in the business community. Emphasis is placed on communication (both verbal and written, as well as presentation skills); practical application of ethics; formal and non-formal dining etiquette; interviewing (for an internship or job); and interacting with business executives in a real life situation with representatives from a student's chosen major(s). S/U grade assessment.

*Prereq:* Enrolled in Business Administration and Soph. stndg. and LEAD 1000 or BUAD 1002.

### LEAD 3000. Strategies for the Future and Dealing in the Business Community 1 sem. hr.

This course deals with the future decisions many students will make in their business careers. Students will be presented graduate opportunities available to them (MS, MBA, Law, etc.); legal considerations for all business people; interacting effectively in the business environment; transitioning between jobs; dressing for success; and additional ethical training. S/U grade assessment.

*Prereq:* Enrolled in Business Administration and Sr. stndg. and LEAD 2000.