

BUSINESS ADMINISTRATION

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COLLEGE OF BUSINESS AND ADMINISTRATION

The graduate faculty, consisting of members of the School of Accountancy and the Departments of Finance, Management, and Marketing, offers graduate work leading to the Master of Business Administration degree, the Master of Accountancy degree, and the Doctor of Philosophy degree.

Graduate Faculty in Accountancy

See under the major heading for the program in Accountancy

Graduate Faculty in Finance

Cornett, Marcia M., Professor, Ph.D., Indiana University, 1983; 1990. Corporate finance and financial institutions and markets.

Dauids, Lewis E., Professor, *Emeritus*, Ph.D., New York University, 1949; 1978.

Davidson, Wallace N., III, Professor, Ph.D., Ohio State University, 1982; 1989. Corporate finance.

Elsaid, Hussein H., Professor, *Emeritus*, Ph.D., University of Illinois, 1968; 1967. International finance and financial management.

Mathur, Iqbal, Professor, Ph.D., University of Cincinnati, 1974; 1977. Financial management and international finance.

Musumeci, James, Associate Professor and *Chair*, Ph.D., University of Texas at Austin, 1987; 1993. Investments and corporate finance.

Peterson, Mark A., Associate Professor, Ph.D., Pennsylvania State University, 1996; 1997. Investment/Corporate Finance

Rakowski, David, Assistant Professor. Ph.D., Georgia State University, 2003; 2003. Investments, Financial Markets.

Tanyeri, A. Basak, Assistant Professor, Ph.D., Boston College, 2006; 2006. Corporate finance and financial institutions and markets.

Tyler, R. Stanley, Associate Professor, *Emeritus*, J.D., University of Illinois, 1952; 1970.

Vaughn, Donald E., Professor, *Emeritus*, Ph.D., University of Texas, 1961; 1970.

Wang, Xiaoxin, Assistant Professor, Ph.D., Pennsylvania State University, 2003; 2003. Market microstructure and investments.

Waters, Gola E., Professor, *Emeritus*, J.D., University of Iowa, 1957; Ph.D., Southern Illinois University Carbondale, 1970; 1965.

Graduate Faculty in Management

Bateman, David N., Professor, *Emeritus*, Ph.D., Southern Illinois University Carbondale, 1970; 1965.

Karau, Steven J., Associate Professor, Ph.D., Purdue University, 1993; 1998. Organizational behavior, human resource management.

Larson, Lars L., Associate Professor, *Emeritus*, Ph.D., University of Illinois, 1971; 1971.

Litecky, Charles R., Professor, Ph.D., CCP, University of Minnesota, 1974; 2001. Management information systems.

McKinley, William, Professor, Ph.D., Columbia University, 1983; 1990. Organization theory, organizational behavior, strategic management.

Melcher, Arlyn J., Professor, Ph.D., University of Chicago, 1964; 1989. Organization theory, strategic management, research methodology.

Michalisin, Michael, Associate Professor, Ph.D., Kent State University, 1996; 1997. Strategic management, organization theory, international business.

Mykytyn, Peter P., Jr., Professor, Ph.D., Arizona State University, Tempe, 1985; 2001. Computer information systems.

Nelson, H. James, Assistant Professor, Ph.D., University of Colorado-Boulder, 1999; 2005. Information systems.

Nelson, Kay M., Professor, Ph.D., University of Texas at Austin, 1995; 2005. Management Information systems.

Nelson, Reed, Professor, Ph.D., Cornell University, 1983; 1991. Organizational behavior and theory.

Pearson, John M., Associate Professor, D.B.A., Mississippi State University, 1991; 2001. Management systems information systems.

Sekaran, Uma, Professor, *Emeritus*, Ph.D., U.C.L.A., 1977; 1977.

Stubbart, Charles, Associate Professor, Ph.D., University of Pittsburgh, 1983; 1991. Strategic management, international business, entrepreneurship.

Tadisina, Suresh K., Associate Professor, Ph.D., University of Cincinnati, 1987; 1986. Operations management and management sciences.

Vicars, William M., Associate Professor, *Emeritus*, Ph.D., Southern Illinois University Carbondale, 1969; 1961.

White, Gregory P., Professor and *Chair*, Ph.D., University of Cincinnati, 1976; 1978. Production management and management sciences.

Graduate Faculty in Marketing

Adams, Kendall A., Professor, *Emeritus*, Ph.D., Michigan State University, 1962; 1965.

Adjei, Mavis, Assistant Professor, University of Mississippi, Ph.D., 2006; 2006.

Anderson, Carol H., Associate Professor, *Emerita*, Ph.D., Texas A&M University, 1980; 1979.

Balasubramanian, Siva, Professor, Ph.D., State University of New York at Buffalo, 1986; 1992. Advertising and promotional management, consumer behavior, new product diffusion models, and measurement issues in marketing.

Bruner II, Gordon C., Professor, Ph.D., University of North Texas, 1983; 1984. Consumer behavior, promotion management, and scale compilation.

Campbell, David A., Assistant Professor, Ph.D. University of Mississippi, 2006; 2006. Competitive dynamics, marketing strategies, product design with performance and innovation consequences.

Clark, Terry, Professor and *Chair*, Ph.D., Texas A&M University, 1987, 1999. Marketing strategy, global marketing, global business strategy.

Cradit, J. Dennis, Professor and *Dean*, Ph.D., University of Iowa, 1984; 2006. Marketing segmentation, quantitative methods, business-to-business marketing.

Dommermuth, William P., Professor, *Emeritus*, Ph.D., Northwestern University, 1964; 1968.

Fraedrich, John P., Professor, Ph.D., Texas A&M University, 1988; 1987. Ethics, international marketing, and industrial sales.

Hindersman, Charles H., Professor, *Emeritus*, D.B.A., Indiana University, 1959; 1960.

King, Maryon F., Associate Professor, Ph.D., Indiana University, 1989; 1988. Marketing management, consumer behavior, promotion management.

Knowles, Lynette, Associate Professor, Ph.D., The Ohio State University, 1990; 1988. International business/marketing, marketing channels, and physical distribution.

Lambert, Zarrel V., Professor, *Emeritus*, Ph.D., Pennsylvania State University, 1966; 1995.

Moore, James R., Assistant Professor, *Emeritus*, Ph.D., University of Illinois, 1972; 1969.

Nasco, Suzanne Altobello, Assistant Professor, Ph.D., University of Notre Dame, 1999; 2002. Counterfactual analysis, statistics, and consumer behavior.

Summey, John H., Associate Professor, Ph.D., Arizona State University, 1974; 1978. Marketing management, marketing research, product strategy

Master of Business Administration

The M.B.A. program is oriented toward preparing students for managerial positions in business and government. The program emphasizes the ability to comprehend internal and external social, legal, political, and economic forces as they affect the decision-making process within a business organization. The specific learning objectives of the program include the following:

- a. Students must understand basic concepts and terminology in key functional areas of business (i.e., accounting, finance, management, and marketing).
- b. Students must demonstrate the ability to diagnose, analyze, and provide solutions to complex business situations.
- c. Students must possess key skills (written and oral communication skills, computer skills, team-work skills, and leadership skills) required for successful managerial careers.
- d. Students must be able to integrate the functional areas of business such that decision-making serves the interests of the entire business.

The program has been structured with flexibility so as to serve both holders of baccalaureate degrees in business administration and those who hold degrees in other disciplines. The M.B.A. program is accredited by the AACSB- International.

M.B.A. Core

BA 510	Managerial Accounting & Control Concepts
BA 530	Financial Management
BA 540	Managerial and Organization Behavior
BA 550	Marketing Management
BA 560	Management of Information Systems
BA 580	International Dimensions of Business and Management
BA 598	Business Policies

Students with undergraduate degrees in finance must replace BA 530 with BA 531.

Students with undergraduate degrees in accountancy must replace BA 510 with a 500-level ACCT prefix course.

Change Management Concentration

Students seeking the M.B.A. concentration in the Change Management area will take BA 503 Management of Change, (three credit hours) plus any two electives (3 credit hours each) from the following pool:

- BA 545b Advances in Organizational Behavior
- BA 545c Advances in Organization Theory
- BA 545d Advances in Strategic Management
- BA 545e Special Topics in Organizational Behavior
- BA 545f Special Topics in Organization Theory
- BA 545g Special Topics in Strategic Management
- BA 546 Leadership and Managerial Behavior
- BA 548d Strategic Management of Information

Finance Concentration Track

Students seeking the M.B.A. concentration in the Finance area will take a total of three 3-hour elective courses as follows:

- BA 531 Advanced Financial Management
- BA 532 Financial Institutions and Markets
- BA 533 Investment Concepts

International Business (IB) Concentration Track

Students seeking the M.B.A. concentration in the IB area will take a total of four 3-hour elective courses as follows:

- BA 581 Global Marketing
- BA 582 International Finance
- BA 583 Global Operations Management
- BA 584 Global Business Strategies (a capstone course within the IB area).

Management Information Systems (MIS) Concentration Track

Students seeking the M.B.A. concentration in the MIS area will take a total of three 3-hour elective courses.

- BA 561 Database Design and Applications
 - BA 562 Information Systems and Design
- and one of the following four courses:
- BA 548b Seminar: Decision Support and Information Systems
 - BA 548e Seminar: Special Topics in Management Information Systems
 - BA 563 Management of Financial Information
 - BA 564 Management of Marketing Information

Marketing Concentration Track

Students seeking the M.B.A. concentration in the Marketing area will take a total of three 3-hour electives:

- BA 505 Brand Management
- BA 551 Product Strategy and Management
- BA 558 Promotional Strategy and Management
- BA 564 Management of Marketing Information
- BA 581 Global Marketing

General M.B.A. (G.M.B.A.) Track

Students seeking the General M.B.A. track will take a total of four 3-hour elective courses:

- BA 503 Management of Change
- BA 514 Ethics of Business
- BA 531 Advanced Financial Management
- BA 532 Financial Institutions and Markets
- BA 533 Investment Concepts
- BA 541 Operations Research II
- BA 544 Advanced Production Planning and Inventory Management
- BA 547a Seminar: Total Quality Management
- BA 547b Seminar: Service Operations Management
- BA 547c Seminar: Production/Operations Management and Information Systems
- BA 548b Seminar: Decision Support and Information Systems
- BA 551 Product Strategy and Management
- BA 555 Seminar in Consumer Behavior
- BA 556 Seminar in Marketing Strategy

BA 558 Promotional Strategy and Management
and all elective courses designated for the MIS and IB concentrations above.

Admission Requirements

Prospective degree candidates are expected to demonstrate a readiness for graduate study and an aptitude for successful performance in graduate level work in business administration. Admission to the program is based on the applicant's undergraduate record, a satisfactory score on the Graduate Management Admission Test, and other evidence pertaining to ability to perform well in graduate work in business administration. Special circumstances and work experience may be considered if presented. More specifically, the applicant must:

1. Meet all admission requirements set forth by the Graduate School. These requirements are outlined elsewhere in the catalog.
2. Complete the Graduate Management Admission Test and have the results of the test mailed directly to graduate programs, College of Business and Administration.

Information regarding this test is available by logging on to the website for: Graduate Management Admission Test. The website address is: <http://www.mba.com>.

To apply, one needs to complete and submit a Graduate School application and an M.B.A. program application. Application materials may be obtained from: www.cba.siu.edu/mba/ and www.gradapp.siu.edu/cbaapp/, Graduate Programs, College of Business and Administration, Southern Illinois University Carbondale, Carbondale, IL 62901-4625, (618) 453-3030. E-mail: mbagp@cba.siu.edu

This program requires a nonrefundable \$45.00 application fee that must be submitted with the application for Admissions to Graduate Study in the M.B.A. program in Business and Administration. Applicants may pay this fee by credit card if applying electronically. Applicants submitting a paper application must pay by personal check, cashier's check, or money order made out to SIU, and payable to a U.S. Bank.

Double Major Policy

Any graduate student wishing to pursue a double major for a master's degree that includes business administration must satisfy the following requirements in addition to any requirements stated in the Graduate Catalog.

- The individual must satisfy all requirements for admission to the relevant master's program in business (M.B.A. or M.Acc.).
- The individual must satisfy all foundation requirements of the relevant master's program in business.
- The individual must complete all core courses, secondary core (M.Acc.) courses, and elective course requirements for the relevant master's program in business.
- No more than six hours of coursework outside the College of Business and Administration may be counted toward elective requirements in the relevant master's program in business.

Non-Business Graduate Students

- Non-business graduate students will be limited to six hours of 500-level BA prefix courses. These courses require the consent of the instructor and the department, and all course prerequisites must be met.
- Non-business graduate students who are put on academic probation will NOT be allowed to continue in 500 level BA prefix courses.
- Non-business graduate students will be allowed to register for BA level foundation courses (i.e., BA 410, 426, 430, and 450).

Application Deadlines

	<u>Fall</u>	<u>Spring</u>	<u>Summer</u>
Assistantship Applicants	March 15	September 15	February 15
Fellowship Applicants	Nov. 15 of previous year (fall awards only)		
Other U.S. Applicants	June 15	November 15	April 15
Other International Applicants	April 15	September 15	February 15

Degree Requirements

A minimum of 33 semester hours of course work is required. Students must earn a 3.0 grade point average (4.0 = A). Candidates who receive permission to write a thesis must complete a minimum of 30 semester hours of course work plus an acceptable thesis, for which 6 semester hours of credit are assigned.

Students who enter the M.B.A. degree program without the necessary foundation courses in the common body of knowledge of business and administration as specified by the AACSB-International must complete them in a satisfactory manner. These students may be required to complete up to 37 semester hours of acceptable course work to satisfy this requirement.

College of Business and Administration Technology Fee. Assessed for CoBA majors only at \$6.00 per credit hour Fall, Spring Semesters (up to 12 hours) and Summer Semester (up to 6 hours).

For courses previously taken to be evaluated as possible equivalents to M.B.A. foundation courses at SIUC, one needs to have earned a grade of C or higher in each and supply the M.B.A. coordinator with the course

syllabus for each course to be evaluated. Where syllabi are not available, a course catalog, or catalogs as appropriate, for the years the courses were completed may be presented. Transcripts may not be substituted for syllabi/catalog descriptions. This supporting documentation needs to be provided to the M.B.A. coordinator at least 2 weeks in advance of one's first M.B.A. advisement appointment and subsequent registration.

The M.B.A. degree program course work to be taken beyond the foundation courses is determined on an individual basis in conference with the M.B.A. program coordinator. All core and elective requirements must be met. For up-to-date information regarding the core and elective courses of the M.B.A. program, contact: Graduate Programs, College of Business and Administration, Rehn Hall, Room 133, Southern Illinois University, Carbondale, IL 62901-4625.

Students may choose to take all of their electives in a particular area such as accounting, finance, international business (IB), management information systems (MIS), management, or marketing in fulfilling their electives, or, alternatively, take electives across 2 or more areas. Students may request approval to take one or more substantive electives outside of business which would provide training unavailable through business courses and would facilitate the student meeting career goals.

Transfer Credit

Within limits imposed by the policies of the Graduate School, an incoming student may receive transfer credit for up to 6 semester hours of equivalent course work if the courses were taken at an AACSB-International accredited graduate school.

A graduate student who has 6 hours or less of course work remaining in their program may petition the master's programs committee for permission to complete up to 6 hours of equivalent course work at another AACSB-International accredited graduate school. The determination of equivalency is to be made by the director of the Master of Business Administration degree program.

Course work from other than AACSB-International accredited graduate schools must be approved by the master's programs committee.

Academic Retention

In addition to the retention policies of the Graduate School, a student may earn no more than 5 hours of *C* or lower in, graduate courses taken beyond the foundation requirements, or he/she will be suspended from the M.B.A. program. A student who has 3 outstanding recorded grades of *Inc* or *Def* remaining on the grade record at the end of any semester or session, for any reason, will be deemed to be not making normal progress and will be placed on probationary status. If the student has 3 outstanding grades of *Inc* or *Def* remaining on record at the end of the next semester or session, the student will be suspended from the program. The definitions of *Inc* and *Def* may be found in the *Graduate Catalog*.

A student who is to receive a grade of *Inc* in a course is to meet with the instructor to work out a time and conditions for completion of the course within policy guidelines. Typically, a Notification of Incomplete Grade Agreement form is completed and the student is provided with a copy.

Master's students holding graduate assistant positions supported by the College of Business and Administration are required to maintain a 3.0 graduate grade point average or automatically lose his/her graduate assistant position. A complete copy of the "Policies and Procedures for the Master's Programs" may be obtained from the Graduate Programs Office, College of Business and Administration.

M.B.A./B.A. (Computer Science) Program

The College of Business and Administration in conjunction with the College of Science offers a five-year integrated M.B.A./B.A. (Computer Science) Program. Selected students will be admitted to this program directly after high school. Their admission to the M.B.A. is guaranteed as long as they maintain a 3.0 GPA in the B.A. in Computer Science. However, they will be required to take the GMAT test prior to admission to the M.B.A. Program.

M.B.A./J.D. Concurrent Degree Program

The College of Business and Administration and the School of Law, together, offer the M.B.A./J.D. concurrent degree program. The J.D. degree alone requires completion of 90 semester hours of course work and the M.B.A. degree alone requires completion of 33 semester hours of course work; however, in the M.B.A./J.D. concurrent degree program the School of Law accepts 9 semester hours of business course work toward meeting the J.D. semester hour requirement and the College of Business and Administration accepts 9 semester hours of law toward meeting the M.B.A. semester hour requirement. The end result is that the concurrent degree program actually entails completion of 81 semester hours of law courses and 24 semester hours of business courses, with an 18 semester hours savings over pursuing both degrees separately outside of the M.B.A./J.D. concurrent degree program.

A student interested in enrolling in the M.B.A./J.D. concurrent degree program must apply both to the graduate program in law (which involves a law school application) and to the graduate program in business (which involves a Graduate School application and an M.B.A. program application) and be accepted by each program. The student may then request permission to pursue the concurrent degree program. This request

must be made both to the College of Business and Administration and the School of Law and should be made prior to commencing the second-year law curriculum.

During the first academic year of concurrent work on the two degrees, the student enrolls only in the first-year law curriculum. In any subsequent academic term, the student may enroll for courses either in the School of Law or in the Master of Business Administration program. A student registered for both law and graduate business courses in the same term must enroll for a minimum of 10 hours in law, and 12 semester hours in total, in order to meet A.B.A. residence requirements and the academic requirements of the School of Law.

M.B.A./M.A. in Mass Communication and Media Arts Concurrent Degree Program

The College of Business and Administration and the College of Mass Communication and Media Arts (MCMA) together offer an M.A. in mass communication and media arts/M.B.A. a concurrent degree program leading to both the Master of Business Administration and the Master of Arts with a major in mass communication and media arts.

The M.B.A. degree requires completion of 33 semester hours of course work in addition to any foundation course work that may be required; the M.A. in mass communication and media arts requires the completion of 30 to 38 semester hours of course work. In the concurrent M.A. in mass communication and media arts/M.B.A. degree program, the College of Business and Administration accepts 6 semester hours of MCMA approved course work, and MCMA accepts 6 semester hours of College of Business and Administration approved course work.

The end result is that the concurrent degree program entails completion of 27 semester hours of College of Business and Administration approved courses and 24 to 32 semester hours of MCMA approved courses, for a total of 51-58 hours; this is a savings of 12 semester hours over pursuing both degrees separately outside of the M.A. in mass communication and media arts/M.B.A. concurrent degree program.

Students interested in enrolling in the M.A. in mass communication and media arts/M.B.A. concurrent degree program must apply to both the graduate program in the College of Business and Administration and the graduate program in MCMA and be accepted by both programs. This initiates the process to pursue the concurrent degrees.

Students enrolled only in the M.B.A. in the College of Business and Administration or the M.A. in mass communication and media arts may request admission into the other program and approval to pursue the concurrent degree program. Admission to the concurrent degree program must be done at least one semester before the last semester of registration at SIUC.

M.B.A./M.S. in Agribusiness Economics Concurrent Degree Program

The College of Business and Administration and the Department of Agribusiness Economics (ABE) in the College of Agricultural Sciences (COA) together offer an M.B.A./M.S., a concurrent degree program leading to both the Master of Business Administration and the Master of Science with a major in agribusiness economics.

The M.B.A. degree requires completion of 33 semester hours of course work; the M.S. with a major in ABE requires the completion of 30 semester hours of course work. In the concurrent M.B.A./M.S. degree program, the College of Business and Administration accepts 6 semester hours of ABE approved course work, and ABE accepts 6 semester hours of College of Business and Administration approved course work. The end result is that the concurrent degree program entails completion of 27 semester hours of College of Business and Administration approved courses and 24 semester hours of ABE approved courses, for a total of 51 hours; this is a savings of 12 semester hours over pursuing both degrees separately outside of the M.B.A./M.S. concurrent degree program.

Students interested in enrolling in the M.B.A./M.S. in agribusiness economics concurrent degree program must apply to both the graduate program in the College of Business and Administration and the graduate program in ABE. The student must be accepted by both programs. This initiates the process to pursue the concurrent degrees.

Students enrolled only in the M.B.A. in the College of Business and Administration or the M.S. in agribusiness economics may request admission into the other program and approval to pursue the concurrent degree program. Admission to the concurrent degree program must be done at least one semester before the last semester of registration at SIUC.

Doctor of Philosophy

The Doctor of Philosophy in business administration degree program is designed to prepare individuals for faculty research and teaching positions in academic institutions and for high-level administrative or staff positions in business, government, and other organizations. Candidates for the Doctor of Philosophy in business administration degree must demonstrate in-depth knowledge of business and administration and high potential to undertake significant research.

Admission Requirements

To be eligible for admission, students must have completed a master's degree or its equivalent. A grade point average in all graduate level work of 3.5 (A = 4.0) is preferred, but not less than 3.25 is permitted for admission.

In certain instances admission to the Doctor of Philosophy in business administration degree program directly from the baccalaureate degree is permitted. To be considered for this admission route, students must have demonstrated promise of success in the Doctor of Philosophy in business administration degree program through outstanding achievement at the undergraduate level (minimum grade point average of 3.5 on a 4.0 scale) and superior performance in both the verbal and quantitative components of the Graduate Management Admission Test (minimum GMAT score of 600).

Applicants with exceptional research potential or outstanding academic preparation may have the option to enter the Doctor of Philosophy in business administration degree program after at least one semester as an MBA/MAcc student at SIUC.

To apply to the Doctor of Philosophy in business administration degree program, each applicant is required to take the Graduate Management Admission Test (of the Educational Testing Service) and have an official report of these scores sent to SIUC. The applicant needs to complete and submit a Graduate School application and a Doctor of Philosophy in business administration degree program application. Application materials may be obtained from: www.cba.siu.edu/phd/ and www.gradapp.siu.edu/cbaapp/, Graduate Programs, COBA, Southern Illinois University Carbondale, Carbondale, IL 62901-4625. E-mail: busphd@cba.siu.edu

This program requires a nonrefundable \$45.00 application fee that must be submitted with the application for Admissions to Graduate Study in the Doctor of Philosophy program in Business and Administration. Applicants may pay this fee by credit card if applying electronically. Applicants submitting a paper application must pay by personal check, cashier's check, or money order made out to SIU, and payable to a U.S. Bank.

Degree Requirements

Students in the program must complete course work in certain foundation areas. A student who has completed successfully the requirements for the M.B.A. degree from an AACSB-accredited graduate business program will have met the foundation requirements. A student with a M.Acc. from an AACSB-accredited program will be expected to take some courses, to be determined by the student's advisory committee, outside the accounting area. All other students will either complete the following courses or demonstrate proficiency based on prior academic work:

- BA 410-3 Financial Accounting Concepts
- BA 426-3 Managerial Economics
- MATH 140-4 Short Course in Calculus
- EPSY 506-4 Inferential Statistics

and 5 courses from any 3 of the following 4 areas:

- a. BA 430, BA 510, BA 530
- b. BA 450, BA 550, BA 598
- c. BA 540, BA 598
- d. BA 452, BA 420, BA 560

In addition, the student must demonstrate proficiency in computer programming.

The student must complete a prescribed program of doctoral course work beyond the foundation work. A minimum of 60 semester hours is required: 12–18 hours in the major field; 6–12 hours in a support field; 6–12 hours of research tools; 1 hour of BA 571 Teaching and Research Essentials; and 24 hours of dissertation credit. Additional hours may be required as prescribed by the student's advisory committee. Students on CoBA assistantships must teach at least 3-6 hours during their program with the appropriate student/teacher evaluations. The assistantship student's Program Advisory Committee (PAC) determines whether sufficient proficiency has been attained before being admitted to candidacy, and an evaluation listing must be inserted into the Student's permanent file and signed by the Ph.D. Director.

College of Business and Administration Technology Fee. Assessed for CoBA majors only at \$6.00 per credit hour Fall, Spring Semesters (up to 12 hours) and Summer Semester (up to 6 hours).

It is expected that all doctoral course work will be completed at SIUC. In exceptional cases, the advisory committee may consider petitions to accept credit, not to exceed 6 hours, for doctoral course work done at other institutions.

In addition to the retention policy of the Graduate School, for the Doctor of Philosophy in business administration degree program five credit hours of C or three credits of D or F in any graduate level course will result in automatic dismissal from the Doctor of Philosophy in business administration degree program without any rights of appeal.

Advisement

For each student a program advisory committee is constituted and approved according to procedures described in the Doctor of Philosophy in business administration degree program policies and procedures document of the College of Business and Administration. The program advisory committee is responsible for developing and approving a program of study for the student which meets all requirements of the Graduate School and the Doctor of Philosophy in business administration degree program. The specific program is designed in terms of the individual student's career objectives.

Comprehensive Examinations

The comprehensive examination is designed to determine the breadth and depth of the student's knowledge within the discipline. A minimum of 2 years of study (48 semester hours) beyond the baccalaureate must be completed before the student is permitted to sit for the comprehensive examination, and the student must be in the last semester of all scheduled course work.

The comprehensive examination has a written and oral portion. After successful completion of the written segment, the student will sit for the oral portion of the comprehensive examination. Students who pass the oral portion will be recommended for candidacy when the residency and research tool requirements have been met. Students who fail the comprehensive examination, or any part thereof, may petition to retake the examination or any part thereof.

Specific conditions may be stipulated before the student can sit for the examination a second time. Those who fail the comprehensive examination a second time will be dismissed from the program.

Dissertation

Upon admission to candidacy, a dissertation committee is constituted and approved according to procedures described in the Doctor of Philosophy in business administration degree program policies and procedures document of the college. The student will prepare a written proposal and submit it to the dissertation committee and make an oral presentation of the dissertation proposal. On acceptance of the written and oral presentation of the dissertation proposal by the dissertation committee, the student will proceed with further work on the dissertation topic. The dissertation committee will monitor the student's progress in completing the dissertation. A final oral examination will be administered by the dissertation committee and will cover the subject of the dissertation and other matters related to the discipline. Upon successful completion of the final oral examination, the candidate will be recommended for the Doctor of Philosophy in business administration degree.

Other Graduate Degrees Offered by the College of Business and Administration

The college also offers the Master of Accountancy (M.Acc.) degree. In addition, jointly with the School of Law the college offers the J.D./M.Acc. concurrent degree program. The reader is referred to the accountancy section of this catalog for details regarding the M.Acc. and J.D./M.Acc. programs.

For More Information

Additional information regarding the M.B.A. degree program or Doctor of Philosophy in business administration degree program may be obtained by contacting Graduate Programs, College of Business and Administration, Southern Illinois University Carbondale, Rehn Hall 133, Carbondale, IL 62901-4625. E-mail: cobagp@cba.siu.edu. Website: www.cba.siu.edu/phd.

Additional information regarding the M.Acc. degree program may be obtained by contacting the School of Accountancy in the College of Business and Administration. Email: sobery@cba.siu.edu.

Courses (BA)

Students desiring to enroll in these courses must be admitted to the Master of Business Administration, Master of Accountancy, or Doctor of Philosophy in business administration degree program or have permission of the associate dean for graduate study in business administration or accountancy.

410-3 Financial Accounting Concepts. Basic concepts, principles, and techniques used in the generation of accounting data for financial statement preparation and interpretation. Asset, liability, equity valuations and income determination is stressed. Prerequisite: Enrollment in M.B.A. program or consent of department.

426-3 Managerial Economics. Develops conceptual framework for business decision making with emphasis on demand, costs, prices and profits. Prerequisite: enrollment in M.B.A. program or consent of department.

430-3 Business Finance. An introductory course combining both a description of the structure of business financing and an analysis of functional finance from a managerial viewpoint. Prerequisite: enrollment in M.B.A. program or consent of department; 410, Educational Psychology 506 and M.B.A. program "computer ability" foundation requirement met, or equivalent.

450-3 Introduction to Marketing Concepts. An overview of the role of marketing within an economic system and of the major marketing activities and decisions within an organization. Emphasis is on developing an understanding of the marketing process. Prerequisite: enrollment in M.B.A. program or consent of department.

470-3 Legal and Social Environment. An overview of the legal, social, and ethical dimensions which influence business with particular attention to the role of law as a control factor of society in the business world. Prerequisite: enrollment in M.B.A. program or consent of department.

503-3 Management of Change. The methods and processes of planned change are examined. Special emphasis is placed on the design and implementation of continuous improvement systems and related issues of managing constant change. Change models are viewed in the context of international competitiveness and a dynamic global environment. Prerequisite: enrollment in College of Business and Administration graduate program or consent of department.

505-3 Brand Management. This course will focus on important issues facing brand managers who are managing existing brands. The focus will be at the level of the brand and the discussions will pertain to issues involved in the development and implementation of brand strategies. The course will provide students with a conceptual framework to examine brand equity and use it as the basis for managing categories of brands, brand extensions, and dealing with the threats of generic brands. There will be an emphasis on bringing together the different elements of a brand strategy. Prerequisite: 550, enrollment in College of Business and Administration graduate program or consent of department.

510-3 Managerial Accounting and Control Concepts. Basic cost concepts, measures, methods and systems of internal accounting useful for managerial planning, implementation, control and performance evaluation. Includes cost analysis relevant for non-routine decision-making. Prerequisite: enrollment in College of Business and Administration graduate program or consent of department, 410 and M.B.A. program “computer ability” foundation requirement met, or equivalent.

513-3 Accounting Concepts in Business Organizations. Accounting theory and practice as it applies to business and other organizations. Emphasis is on current problem areas in accounting and on research methods being used to resolve these problems. Prerequisite: enrollment in College of Business and Administration graduate program or consent of department.

514-3 Ethics of Business. Philosophical implications of contemporary issues in business ethics. Prerequisite: enrollment in M.Acc. or M.B.A. Program, enrollment in College of Business and Administration graduate program or consent of department.

521-3 Business Conditions Analysis. Emphasis is given to macro-economic theory as it affects economic forecasting. Particular emphasis is given to GNP forecasting models, industry forecasts and forecasting for the firm. Prerequisite: enrollment in College of Business and Administration graduate program or consent of department. 430 or equivalent.

522-3 Operations Strategy for Global Competition. Study of the development of competitive strategy for the operations function, how that strategy relates to organizational strategy and how the operations function can contribute to an organizations’ competitive capabilities in the global marketplace. Prerequisite: enrollment in College of Business and Administration graduate program or consent of department.

530-3 Financial Management. Provide a broad overview of basic concepts, principles, and recent innovations in financial management. Topics covered will include risk and return, valuation, capital budgeting, capital structure and cost of capital, dividend policy, financial planning, international financial management and corporate restructuring. Prerequisite: enrollment in College of Business and Administration graduate program or consent of the department. 510 and economics foundation requirement. Finance 330 with a grade of C or better. Students who have had Finance 361 or its equivalent or were undergraduate finance majors are not allowed in 530 and should take 531 instead.

531-3 Advanced Financial Management. An evaluation of selected financial policies connected with the acquisition and disposition of funds by the firm. An emphasis is placed on quantitative solutions to these problems. Prerequisite: enrollment in College of Business and Administration graduate program or consent of department, 430 or equivalent.

532-3 Financial Institutions and Markets. The principal financial institutions and markets will be studied in relation to their contribution to the efficient operation of the individual enterprise and the total company. Prerequisite: enrollment in College of Business and Administration graduate program or consent of department, 430 or equivalent.

533-3 Investment Concepts. A study of fixed return and variable return securities, investment services, industry and issue analysis, empirical studies of groups and individual stock price movements. Prerequisite: enrollment in College of Business and Administration graduate program or consent of department, 430 or equivalent.

534-3 Financial Decision Making. Study of the scope and nature of advanced financial decision making and the application of quantitative tools and techniques to decisions relating to working capital, fixed assets, cost of capital, value of the firm and financial structure. Prerequisite: enrollment in College of Business and Administration graduate program or consent of department.

536-3 Advanced Financial Analysis. Deals with examination of classical and various modern treatments of investment, valuation, cost of capital and capital structure. Portfolio, state-preference, capital markets, options pricing, mergers and exchange rate theories are explored. Prerequisite: enrollment in College of Business and Administration graduate program or consent of department.

539-1 to 15 Seminar in Finance. A series of doctoral seminars on theoretical and empirical issues in finance. Sections (a) through (d) may be taken only once. Section (e) may be repeated as topics vary. (a) Corporate financial theory. (b) Financial institutions and markets. (c) Portfolio theory and speculative markets. (d) International financial theory. (e) Selected topics. Prerequisite: enrollment in College of Business and Administration graduate program or consent of department.

540-3 Managerial and Organization Behavior. Case analyses of human problems in the business organization. Application of findings of behavioral science research to organization problems. Development of direction and leadership skills. Prerequisite: enrollment in College of Business and Administration graduate program or consent of department, 440 or equivalent.

543-3 Personnel Management. An overview of the field of personnel administration, based on a review of the relevant literature and on practice in simulations of problems typically encountered in the field. Prerequisite: enrollment in College of Business and Administration graduate program or consent of department, 440 or equivalent.

544-3 Advanced Production Planning and Inventory Management. An in-depth study of analytical models and techniques for production planning, scheduling and inventory management. Designed to prepare students for relevant portions of American Production and Inventory Control Society (APICS) certification examinations. Prerequisite: enrollment in College of Business and Administration graduate program or consent of department.

545-3 to 21 (3,3,3,3,3,3,3) Seminar in Organization Studies. A series of advanced seminars in organization studies. Sections (a)-(g) can be taken only once. (a) Foundations in Organization Studies. (b) Advances in Organizational Behavior. (c) Advances in Organization Theory. (d) Advances in Strategic Management. (e) Special Topics in Organizational Behavior. (f) Special Topics in Organization Theory. (g) Special Topics in Strategic Management. Prerequisite: enrollment in College of Business and Administration graduate program or consent of department.

546-3 Leadership and Managerial Behavior. This course will concentrate on leader and manager behavior at middle and upper organizational levels. Emphasis will be placed on leader and manager effectiveness and the factors that impact effectiveness. Prerequisite: enrollment in College of Business and Administration graduate program or consent of department.

547-3 to 15 (3,3,3,3 to 6) Seminar in Production/Operations Management. Series of advanced seminars in Production/Operations Management. Sections (a) through (e) may be taken only once. (a) Total Quality Management. (b) Service Operations Management. (c) Production/Operations Management and Information Systems. (d) Special Topics in Production/Operations Management. Prerequisite: (a),(b),(c),(d) enrollment in College of Business and Administration graduate program or consent of department.

548-3 to 18 (3,3,3,3,3 to 6) Seminar in Management Information Systems. A series of advanced seminars on Management Information Systems (MIS). Sections (a) through (d) may be taken only once. Section (e) may be repeated as topics vary. (a) Advances in Management Information Systems. (b) Decision Support and Information Systems. (c) Quantitative and Computer Methods for Decision Support and Information Systems. (d) Strategic Management of Information. (e) 3 to 6 Special Topics in Management Information Systems. Prerequisite: (a),(c),(d),(e) enrollment in College of Business and Administration graduate program or consent of department.

550-3 Marketing Management. A managerial approach to the study of marketing. Emphasis is on the nature and scope of the marketing manager's responsibilities and on marketing decision-making. Prerequisite: enrollment in College of Business and Administration graduate program or consent of department.

551-3 Product Strategy and Management. Designed to treat product management and its relationships with business policies and procedures; the development of multiproduct strategies, means of developing such strategies and the problems and methods of commercialization. Prerequisite: enrollment in College of Business and Administration graduate program or consent of department, 550 or equivalent.

552-3 Research Methodology for Marketing. The study of theory, method and procedure for quantitative and qualitative analysis of primary and secondary marketing data. Emphasis is placed on application of specific research tools to the process of formulating and testing research hypotheses. Prerequisite: enrollment in College of Business and Administration graduate program or consent of department.

554-3 Strategic Issues in Marketing and Society. A critical view of the social, political, legal and economic impact of strategic marketing decision making. Emphasis is on the ethical and moral ramifications of marketing activities in a complex social environment. Prerequisite: enrollment in College of Business and Administration graduate program or consent of department.

555-3 Seminar in Consumer Behavior. Emphasis on the theories and research relating behavioral science to the discipline of marketing. Development of sophisticated comprehension of the consumption process is undertaken. Prerequisite: enrollment in College of Business and Administration graduate program or consent of department.

556-3 Seminar in Marketing Strategy. Long run market opportunities are identified and evaluated. Methods of implementation and execution affecting the relationship of strategic marketing planning to the allocation decisions of top management are emphasized. The orientation is toward theoretical development to provide a base for continuing research in the field. Prerequisite: enrollment in College of Business and Administration graduate program or consent of department.

557-3 Seminar in Marketing Theory. The philosophical bases underlying the development of theory in marketing. The process of development of marketing ideas through research is emphasized. Prerequisite: enrollment in College of Business and Administration graduate program or consent of department.

558-3 Promotional Strategy and Management. The study of the elements of the promotional mix including advertising, personal selling, sales promotion and publicity and how they apply in the profit and not-for-profit sectors of the market place. Prerequisite: enrollment in College of Business and Administration graduate program or consent of department, 550 or equivalent.

560-3 Management of Information Systems. A survey of information system design, analysis and operations. Topics include systems concepts, systems analysis and design, database management, software and

hardware concepts, decision support systems, expert systems, distributed processing and telecommunications and information systems planning. Applications of information technology will be emphasized. Prerequisite: enrollment in College of Business and Administration graduate program or consent of department, 452 or equivalent.

561-3 Database Design and Applications. Database planning, design and implementation; application of data modeling techniques-entity-relationship diagrams, hierarchical, network, relational and object-oriented data modeling; physical design and data administration; Distributed and Expert Database Systems. Prerequisite: enrollment in College of Business and Administration graduate program or consent of department.

562-3 Information Systems and Design. Principles and concepts; strategic systems planning; tools and techniques for analysis and design; construction and quality management; reusability; methodology evaluation; full life cycle CASE tools. Prerequisite: enrollment in College of Business and Administration graduate program or consent of department.

563-3 Management of Financial Information. An overview of new database, decision support and data communications technology used in financial institutions. Topics include loan/insurance applicant analysis, trust and investment services, value at risk, derivative security management and operations issues. Prerequisite: 452 or equivalent, 532 or equivalent, 560 or equivalent, enrollment in College of Business and Administration graduate program or consent of department.

564-3 Advanced Topics in E-Commerce and Marketing. The purpose of this course is to focus and evaluate recent developments in information technology that carry far-reaching implications for marketing management. Specifically, the course will familiarize students with the complexities, challenges and opportunities associated with managing the recent explosion in the scope and availability of comprehensive, timely, and highly disaggregate, marketing information. Prerequisite: 560; enrollment in College of Business and Administration graduate program or consent of department.

570-1 to 2 (1,1) Professional Development Dimensions. To aid the professional development of M.B.A. students by providing a variety of experiences to address attitudes, values and ethical standards. Executive guest speakers, roundtable discussion, simulations and role-playing will be used. To be taken as (a) one hour and (b) one hour. Additional charges of approximately \$20 may be assessed for field trips. Prerequisite: enrollment in College of Business and Administration graduate program or consent of department.

571-1 Teaching and Research Essentials for Doctoral Candidates. This course is designed to prepare doctoral candidates within the College of Business and Administration for entry level (Assistant Professor) positions. Teaching strategies, classroom management, development of courses as well as research and publication strategies are discussed. Prerequisite: doctoral status in the College of Business and Administration. This course must be taken the second semester of the student's course work.

573-3 Planning Systems and Strategic Decisions. A critical review of theory and research on the structure, content and process of strategic decisions. The design and implementation of planning systems also is emphasized. Prerequisite: enrollment in College of Business and Administration graduate program or consent of department.

574-3 Advanced Research Methods in Business Administration. A capstone research course in business administration that exposes the student to a full range of research experiences. Emphasis is on integrating learning and creative thinking in the execution of the research process. Prerequisite: enrollment in College of Business and Administration graduate program or consent of department.

574B-3 Advanced Research Methods II. This course is a practicum in advanced research methods. It will focus on analysis of data, interpretation of results and synthesis of conclusions based on a clear understanding of the objectives of research, the characteristics of data and techniques for manipulating data. Prerequisite: enrollment in College of Business and Administration graduate program or consent of department.

575-3 Seminar in Multivariate Statistics. This seminar in multivariate statistics will give doctoral students in Business Administration a theoretical and practical knowledge of multivariate methods such as cluster analysis, multiple regression, discriminant analysis, canonical analysis, etc., for the purpose of equipping them for dissertation work, and subsequent research for publication in the top academic business journals. Prerequisite: enrollment in College of Business and Administration graduate program or consent of department.

580-3 International Dimensions of Business and Management. International business and activities are examined in the international environment. The course will focus on concepts and issues of international business and will analyze the marketing, financial, accounting, managerial, logistical and production functions of international operations. Emphasis is on integrating, learning and creative thinking through lecture and case analysis. Prerequisite: enrollment in College of Business and Administration graduate program or consent of department, functional M.B.A. coursework should be completed.

581-3 Global Marketing. The basic elements of marketing management are identified in the setting of a global business environment. Emphasis is given to variables in the international markets that effect strategic business planning such as cultural, ethical, political and economic influences. The course focuses on current trends in the marketing practices of organization. Prerequisite: enrollment in College of Business and Administration graduate program or consent of department, 550 and Marketing 435 or equivalent.

582-3 International Finance. Discussion of international monetary system, parity conditions, foreign exchange markets and financial markets. Special focus on financial management of the multinational firm,

including risk assessment, hedging, capital budgeting and performance evaluation and control. Prerequisite: 530, enrollment in College of Business and Administration graduate program or consent of department.

583-3 Global Operations Management. A study of issues and problems related to managing global operations and current practices. Topics include international operations comparisons, international operations improvement and competitive leverage, issues critical to global operations, international cross-functional coordination, coordinating international material flow, coordinating international process and product design, among others. Prerequisite: 580, enrollment in College of Business and Administration graduate program or consent of department.

584-3 Global Business Strategies. To examine decision-making in international business via a broad study of the opportunities and problems encountered when business operations cross national boundaries; to impart current knowledge regarding the theory and practice of functional aspects of global marketing, international finance and global operations management; to focus on the multinational nature of international managerial decisions. Prerequisite: 580, enrollment in College of Business and Administration graduate program or consent of department.

591-1 to 15 (3 per semester per 700 number) Independent Study. Directed independent study in selected areas of business administration. May be repeated as topics vary. Prerequisite: enrollment in College of Business and Administration graduate program or consent of department.

595-1 to 6 Internship – Work Experience. Current practical experience in a business or other work directly related to course work in a College of Business and Administration program and to the student's educational objectives might be used as a basis for granting credit to the college. Credit is given when specific program credit cannot be granted and is usable for elective credit only. Credit is sought by petition and must be approved by the COBA dean before registration. Graded S/U or DEF only. Prerequisite: enrollment in College of Business and Administration graduate program or consent of department.

598-3 Business Policies. Study of the development and evaluation of business strategies and policies as they relate to the overall performance of the firm within its environment. Knowledge of the functional areas of administration, available business data and analytical tools will be utilized in solving comprehensive business cases and simulation games. Prerequisite: enrollment in College of Business and Administration graduate program or consent of department.

599-3 to 6 Thesis. Prerequisite: enrollment in M.B.A. program or consent of department, consent of instructor.

600-1 to 24 (1 to 16 per semester) Dissertation. Minimum of 24 hours to be earned for the Doctor of Philosophy degree in Business Administration. Prerequisite: advancement to candidacy for Doctor of Philosophy Degree in Business Administration.

601-1 per semester Continuing Enrollment. For those graduate students in business who have not finished their degree programs and who have one or more INCs or DEFs on their records and/or are in the process of completing their degree requirements. The student must have previously enrolled in a minimum of 36 hours of course work that meets M.B.A. program core and elective requirement or have completed a minimum of 24 hours of BA 600 before being eligible to register for this course. Concurrent enrollment in any other course is not permitted. Graded S/U or DEF only.

Courses (FIN)

There is no graduate program offered through the Department of Finance. Four-hundred-level courses may be taken for graduate credit unless otherwise indicated in the course description.

433-3 Portfolio Theory and Management. Examination of modern concepts relating to management of security portfolios. Topics include security analysis, Markowitz Portfolio Theory, efficient market hypothesis, portfolio performance measurement, risk and portfolio construction. Prerequisite: passed 331 with a grade of C or better, 361 (361 may be taken concurrently).

434-3 Risk Management. This course includes a survey and application of various risk management techniques with an emphasis on commodity risk management. Topics include: pricing theories of futures and options, examination of firm risk, and the use of a trading room to simulate risk management techniques. Prerequisite: 432 or consent of department.

462-3 Working Capital Management. Liquidity analysis and management with a focus on managing cash, marketable securities, accounts receivable, inventory, banking relationships and short-term financing. Students may choose to be associated with Corporate Treasury Management Program and may be eligible to pursue CTP certificate. Prerequisite: 361 or concurrent enrollment.

463-3 Forecasting and Capital Budgeting. Long-term forecasting techniques used in business; alternative approaches to capital structure decisions, cost of capital measurement; and performance measurement for investment decisions including mergers and leasing; explicit consideration of certainty, risk and uncertainty in investment analysis; theory and applications in private and public sectors. Prerequisite: 361 or concurrent enrollment.

464-3 International Financial Management. Examine decision-making in International Finance via a broad study of the opportunities and problems encountered when investments and business operations cross national boundaries. Specific topics include foreign exchange markets, international parity conditions and exchange rate forecasting, exchange rate exposure and hedging, global capital sourcing, multinational capital budgeting,

working capital management and international portfolio diversification. Prerequisite: 361 or concurrent enrollment.

480-3 Problems in Labor Law. Social, economic, and legal evaluations of recent labor problems, court decisions and legislation. Concern is on long-run legislative impact on manpower planning, dispute settlement and utilization of employment resources.

Courses (MGMT)

There is no graduate program offered through the Department of Management. Four-hundred-level courses in this department may be taken for graduate credit unless otherwise indicated in the course description.

411B-3 Introduction to Data Communications and Networking. (Same as Accounting 411.) This course focuses on the application of data communications and network technologies for improving organizational functioning. Coverage includes introduction to the principles of data transmission technology, various communication architectures and protocols, basic network design principles, Internet and intranet technologies, data security issues and elements of network management. Prerequisite: 345b.

420-3 Database Management. Database planning; entity-relationship diagrams; related, network and hierarchical data models; normalization theory; query languages; distributed databases; applications development. Prerequisite: 345.

421B-3 Introduction to Systems Analysis and Design. Principles of systems analysis and design. Topics include information systems (IS) development methodologies, IS project planning, process, data and user interface design, use of CASE tools, systems implementation and maintenance issues. Prerequisite: 345b and 360b.

422B-3 Web-based Systems Development. This course covers web-based database systems design and development. The details include distributed computing models, a survey of web technologies, VBScript and JavaScript for dynamic web contents and client-side validation, ActiveX Components, Java Applets, Structured Query Language (SQL), and Active Server pages programming. Prerequisite: 345b and 380b.

431-3 Organizational Design and Structures. The study of modern theories of complex organizations. Particular emphasis is placed on open-systems perspectives of administrative theory and the adaption of the organization to a changing environment. Prerequisite: 341 and junior standing or consent of department.

456-3 Building Decision Support and Expert Systems. Investigation of selected systems and computer based methods for aiding management decision-making. Topics include systems analysis applications, simulation and decision models. Prerequisite: 345.

471-3 Seminar in Entrepreneurship. Investigation of selected special or advanced topics in seminar format. Topics may include but are not limited to entrepreneurship, small business analysis or topics related to the ownership and management of a business. Activities will include library and field research, data analysis, report writing and active participation in seminar presentations and discussions. Designed particularly for the student who has completed the three small business courses numbered 350 and has discussed personal small business or entrepreneurial objectives with the instructor prior to registration. Prerequisite: consent of department.

474-3 Management's Responsibility in Society. Analysis of the cultural, social, political, economic and immediate environment of the organization. Particular emphasis is given to the manner in which the manager adapts to and is influenced by the environment and its conflicting demands. Prerequisite: senior standing or consent of department.

Courses (MKTG)

There is no graduate program offered through the Department of Marketing. Four-hundred-level courses may be taken for graduate credit unless otherwise indicated in the course description.

401-3 Retail Management. Designed to present and integrate basic principles in decision areas such as location, layout, organization, personnel, merchandise control, pricing, sales promotion, traditional and e-commerce marketing strategies and channel development considerations. A strategic managerial perspective of retail merchandising. Prerequisite: 304 with a grade of C or better and junior standing or higher.

435-3 International Marketing. Analysis of international operations and markets. Emphasis on the factors influencing marketing to and within foreign countries and the alternative methods of operations open to international firms including e-commerce. Prerequisite: 304 with a grade of C or better and junior standing or higher.

438-3 Sales Management. Analysis of the sales effort within the marketing system. Philosophies, concepts and judgment criteria of the sales function in relation to the total marketing program. Emphasis on the integration of computer-and Internet-based technologies in the strategic development and operations of the sales force. Prerequisite: 304, Management 304 with grades of C or better and junior standing or higher.

439-3 Business to Business Marketing. Analysis of emerging structures in resource acquisitions, product and service processing and fabrications, channel flow and customer profiling and servicing. Emphasis is on the determination of what constitutes the basis for strategic alliances, partnerships, downsizing and other structural changes designed to make business to business firms more competitive in the present age of instant

communication and e-commerce options. Prerequisite: 304 and 329 with a grade of *C* or better and junior standing.

452-3 Physical Distribution Management. Integration of physical distribution activities of the firm into a system. Transportation and location as elements of the system. Inventories and service as constraints upon the system. Planning, operation, organization and management of the system. Prerequisite: 304 and junior standing or higher.

463-3 Advertising Management. Deals with advertising from the viewpoint of business management. Discussion of integrated marketing communication and problems of integrating advertising strategy into the firm's total marketing program. Course discusses the role of advertising in different business environments such as technology driven markets and electronic commerce. Prerequisite: 304 and 363 with a grade of *C* or better and junior standing or higher.

493-3 Marketing Policies. Integrates all marketing concepts discussed in core required marketing courses. The course is aimed at developing the student's ability to think comprehensively, and to apply marketing concepts in traditional and e-commerce business environments through analysis of strategic marketing problems. Prerequisite: 305, 329, 363 and 390. Must be a marketing major or obtain consent of the department.

496-3 Field Seminar in International Business. Coursework and field study related to international business issues. Students will complete coursework on campus and then travel to international locations (e.g., Europe, Asia, or South America) for scheduled business visits with companies operating in those locations (both international and domestic businesses). Students will also complete additional report writing upon return from their international trip. Fees: package cost for air transportation, land travel in and between countries, lodging, and some meals, in addition to tuition and on-campus costs.