
USC Marshall School of Business



With its location at the gateway to the Pacific Rim, the USC Marshall School of Business prepares students to thrive in the global marketplace. In 2009, U.S. News & World Report ranked USC Marshall's undergraduate program number 10 in recognition of the school's continuing tradition of excellence in business education.

With its international student body, world-class faculty and strategic location at the gateway to the Pacific Rim, the USC Marshall School of Business offers an unparalleled, hands-on education in global business, providing course work in accounting, finance, marketing, management, communications, entrepreneurship and the management of information systems and operations. As it educates students to navigate the global economy, USC Marshall also fosters an understanding of the role and relevance of business in society, a core component of the school's vital mission.

Founded in 1920, USC Marshall is one of the nation's oldest and most prominent business schools. Through its broad range of academic offerings and the work of its Centers of Excellence, USC Marshall continues to set the standard in the 21st century for leadership and innovation in business education.

USC Marshall places strong emphasis on experiential learning. All graduate students are required to have international experience as part of their degree programs. Undergraduate students also have access to numerous overseas programs, including study abroad, international internships and week-long foreign travel experiences, combined with course work focused on the economy, business practices, language and history of the host country.

USC Marshall trains professionals at every level of their careers, in multiple locations and on a full-time, part-time or weekend schedule. *U.S. News & World Report* ranks its undergraduate program in the top 10. And *The Wall Street Journal* puts its Executive MBA program, offered in Los Angeles, San Diego and Shanghai, number one for leadership and management and number four overall.

USC Marshall offers a complete array of degree options for every kind of student — and a dynamic academic environment that places it at the forefront of leading business schools around the world.

USC Marshall School of Business**Senior Administration**

James G. Ellis, *Dean, Robert R. Dockson Dean's Chair in Business Administration*

Doug Joines, Ph.D., *Vice Dean, Academic Programs*

John Matsusaka, Ph.D., *Vice Dean, Faculty and Academic Affairs*

Shantanu Dutta, Ph.D., *Vice Dean, Research, Strategy and Advancement*

Randolph P. Beatty, Ph.D., C.P.A., *Dean, Alan Casden Dean's Chair at the Leventhal School of Accounting*

Gregg B. Goldman, M.B.A., *Senior Associate Dean and Chief Financial Officer*

Douglas Shook, Ph.D., *Associate Dean and Chief Information Officer; Academic and Information Services*

Undergraduate Administration

Kim D. West, Ph.D., *Associate Dean, Undergraduate Programs*

Maureen McHale, Ph.D., *Director, Undergraduate Advising*

Tiffany Frye, *Director, Undergraduate Admissions*

Guillermina Molina, M.A., *Director, Undergraduate Student Services*

M.B.A. Administration

Cherie Scicca, M.S., Ed.D., *Associate Dean, Full-Time, Part-Time and Executive M.B.A. Programs*

Jack Lewis, Ph.D., *Associate Dean, IBEAR M.B.A.*

Keith Vaughn, M.B.A., *Assistant Dean/Director, M.B.A. Admissions*

Susan Hunt, M.A., Ph.D., *Assistant Dean, Master's Programs; Director, M.S.B.A. Program*

Peter Giulioni, M.B.A., *Executive Director, Keenan M.B.A. Career Resource Center*

Jeanette L. Christensen, M.A., *Director, MBA, PM Program*

Brigitte M. Engel, B.S., *Director, EMBA Program*

Lida Jennings, M.B.A., *Director, Marshall M.B.A. Program*

Tom Petersen, M.B.A., *Director, GEMBA Program*

Fujiko Terayama, B.A., *Director, Admission and Administration, IBEAR M.B.A. Program*

Anakkarat Barth, M.A., *Director, Office of Global Programs and Partnerships*

Ph.D. Program

Michelle Silver Lee, M.S.Ed., *Associate Director, Ph.D. Program*

Mandy Casani, M.S.Ed., *Assistant Director, Ph.D. Program*

USC Leventhal School of Accounting**Accounting 101**

(213) 740-4838

FAX: (213) 747-2815

Email (graduate students): levgrad@usc.edu;
(undergraduate students): levugrad@usc.edu
www.marshall.usc.edu/isoa

Administration

Randolph P. Beatty, Ph.D., C.P.A., *Dean, Alan Casden Dean's Chair, Leventhal School of Accounting*

James Manegold, Ph.D., *Associate Dean, Academic Affairs*

Shirley Maxey, M.A., *Associate Dean, Master's Programs*

Mildred G. Penner, M.A., *Assistant Dean, Undergraduate Program*

Faculty

Alan Casden Dean's Chair at the Leventhal School of Accounting: Randolph P. Beatty, Ph.D., C.P.A.

George Bozanic and Holman G. Hurt Chair in Sports and Entertainment Business: S. Mark Young, Ph.D.*

Deloitte & Touche LLP Chair in Accountancy: Kenneth A. Merchant, Ph.D., C.P.A.

Joseph A. DeBell Professor of Business Administration: Mark L. DeFond, Ph.D., C.P.A.

Ernst & Young Professor of Accounting: William W. Holder, D.B.A., C.P.A.

KPMG Foundation Professor of Accounting: K.R. Subramanyam

Pricewaterhouse Coopers Professor of Auditing: Zoe-Vonna Palmrose, Ph.D., C.P.A.

USC Accounting Associates Professor of Accounting: Sarah E. Bonner, Ph.D., C.P.A.

Leventhal International Faculty Fellow: Thomas W. Lin, Ph.D.

Professors: Jerry L. Arnold, Ph.D., C.P.A.; Randolph P. Beatty, Ph.D., C.P.A.; Sarah E. Bonner, Ph.D., C.P.A.; Mark L. DeFond, Ph.D., C.P.A.; Michael A. Diamond, Ph.D., C.P.A.; William W. Holder, D.B.A., C.P.A.; Thomas W. Lin, Ph.D., C.M.A.; Kenneth A. Merchant, Ph.D., C.P.A.; Patricia Mills, J.D., L.L.H.; Theodore J. Mock, Ph.D.; Daniel E. O'Leary, Ph.D., C.P.A., C.M.A., C.I.S.A.; Zoe-Vonna Palmrose, Ph.D., C.P.A.; K.R. Subramanyam, Ph.D.; Charles W. Swenson, Ph.D., C.P.A.; S. Mark Young, Ph.D.

Associate Professors: John J. Barcal, J.D., C.P.A.; James G. Manegold, Ph.D.; Robert H. Trezevant, Ph.D.; Shiing-Wu Wang, Ph.D.

Assistant Professors: Nerissa Brown, Ph.D.; David Erkens, Ph.D.; Mingyi Hung, Ph.D.; Yaniv Konchitchki, Ph.D.; Yvonne Lu, Ph.D.; Tatiana Sandino, Ph.D.; Jieying Zhang, Ph.D.

Professors of Clinical Accounting: Rubin A. Davila, M.B.A., C.P.A.; Chrislynn Freed, M.B.A., C.P.A.; Merle Hopkins, Ph.D.; Cecil W. Jackson, Ph.D.; Joseph L. Keller, M.S.; Shirley Maxey, M.A.; Patricia Mills, J.D., L.L.H.; Leslie R. Porter, Ph.D.; Robert S. Roussey, B.S., C.P.A.; Robert Scharlach, B.S., C.P.A.; Bob Shames, M.B.A., C.P.A.; Kendall Simmonds, M.B.A., C.P.A.*

Associate Professor of Clinical Accounting: Rose M. Layton, M.Acc., C.P.A.;

Emeritus Professors: E. John Larsen, C.P.A.; Anelise N. Mosich, Ph.D., C.P.A.; Rodolph H. Redmond, J.D.

*Recipient of university-wide or school teaching award.

Academic Departments**Finance and Business Economics**

Bridge Hall 308

(213) 740-6515

FAX: (213) 740-6650

Email: fbe@usc.edu

www.marshall.usc.edu/fbe

Chair: Fernando Zapatero, Ph.D.

Faculty

Charles E. Cook/Community Bank Chair in Banking: Harry DeAngelo, Ph.D.

Ivabelle and Theodore Johnson Chair in Banking and Finance: Wayne Ferson, Ph.D.

Fred V. Keenan Chair in Finance: Lawrence E. Harris, Ph.D.

Kenneth L. Trefftz Chair in Finance: Kevin J. Murphy, Ph.D.

Charles B. Thornton Professor of Finance:
Randolph W. Westerfield, Ph.D.

Professors: Warren G. Bennis, Ph.D.; Tim Campbell, Ph.D.; Harry DeAngelo, Ph.D.; Linda DeAngelo, Ph.D.*; Wayne Ferson, Ph.D.; Lawrence Harris, Ph.D.; Ayse Imrohoroglu, Ph.D.; Selahattin Imrohoroglu, Ph.D.; Douglas H. Joines, Ph.D.; Anthony M. Marino, Ph.D.; John Matsusaka, Ph.D.; Kevin J. Murphy, Ph.D.; Vincenzo Quadrini, Ph.D.; Alan C. Shapiro, Ph.D.; Randolph W. Westerfield, Ph.D.; Fernando Zapatero, Ph.D.

Associate Professors: J. Kimball Dietrich, Ph.D.; Richard V. Eastin, Ph.D.*; Yasushi Hamao, Ph.D.; Christopher Jones, Ph.D.; Aris Protopapadakis, Ph.D.; Mark I. Weinstein, Ph.D.

Assistant Professors: Ricardo Alonso, Ph.D.; Sagiri Kitao, Ph.D.; Pedro Matos, Ph.D.; Micah Officer, Ph.D.; Oguzhan Ozbas, Ph.D.; Antonios Sangvinatsos, Ph.D.; Berk Sensoy, Ph.D.; Selale Tuzel, Ph.D.; Mark Westerfield, Ph.D.

Professors of Clinical Finance and Business Economics: Baizhu Chen, Ph.D.; Henry R. Cheeseman, J.D.*; C. Kerry Fields, J.D.; Suh-Pyng Ku, Ph.D.; Lloyd Levitin, J.D.

Associate Professors of Clinical Finance and Business Economics: Duke Bristow, Ph.D.; Tyrone Callahan, Ph.D.; Mick Swartz, Ph.D.

Assistant Professors of Clinical Finance and Business Economics: Robert Bridges, M.R.E.D.; Julia Plotts, M.B.A.; Zekiye Selville, Ph.D.; Tracey Seslen, Ph.D.

Emeritus Professors: Linda De Angelo, Ph.D.; James McN. Stancil, Ph.D.

*Recipient of university-wide or school teaching award.

**Information and Operations Management
Bridge Hall 401
(213) 740-0172
FAX: (213) 740-7313
Email: iomws2@marshall.usc.edu
www.marshall.usc.edu/iom**

Chair: Bert Steece, Ph.D.

Faculty

Professors: Yehuda Bassok, Ph.D.*; Richard B. Chase, Ph.D.; Omar El Sawy, Ph.D.; K. Ravi Kumar, Ph.D.*; Ann Majchrzak, Ph.D.; Daniel E. O'Leary, Ph.D.; S. Rajagopalan, Ph.D.; John E. Rolph, Ph.D.; Bert M. Steece, Ph.D.*

Associate Professors: Delores A. Conway, Ph.D.*; Sriram Dasu, Ph.D.; Mendel Fygenon, Ph.D.*; Gareth James, Ph.D.; Jonathan S. Yormark, Ph.D.

Assistant Professors: Ravi Aron, Ph.D.; Peter Radchenko, Ph.D.; Greys Sosis, Ph.D.; Amy Ward, Ph.D.; Hao Zhang, Ph.D.; Leon Zhu, Ph.D.

Professor of Clinical Information and Operations Management: Douglas Shook, Ph.D.*

Assistant Professors of Clinical Information and Operations Management: Arif Ansari, Ph.D.; Francis Pereira, Ph.D.; Dawn Porter, Ph.D.

Clinical Associate Professor: Ashok Srinivasan, Ph.D.

Emeritus Professors: Jack Borsting, Ph.D.; Richard B. Chase, Ph.D.; Richard McBride, Ph.D.

*Recipient of university-wide or school teaching award.

**Management and Organization
Bridge Hall 306
(213) 740-0728
FAX: (213) 740-3582
Email: mordept@marshall.usc.edu
www.marshall.usc.edu/mor**

Chair: Thomas G. Cummings, Ph.D.

Faculty

Capt. Henry W. Simonsen Chair in Strategic Entrepreneurship: Nandini Rajagopalan, Ph.D.

University Professor; Distinguished Professor of Business Administration: Warren G. Bennis, Ph.D.

Distinguished Professor of Business: Edward E. Lawler III, Ph.D.

Professors: Paul Adler, Ph.D.; Warren G. Bennis, Ph.D.; Philip H. Birnbaum-More, Ph.D.; John W. Boudreau, Ph.D.; Peter J. Carnevale, Ph.D.; Thomas G. Cummings, Ph.D.; Larry E. Greiner, D.B.A.; Edward E. Lawler, Ph.D.; Morgan W. McCall, Ph.D.; Nandini Rajagopalan, Ph.D.; Kathleen Reardon, Ph.D.

Associate Professors: Arvind Bhambri, D.B.A.; Peter H. Kim, Ph.D.; Julia D. Liebeskind, Ph.D.; Kyle J. Mayer, Ph.D.; Alan L. Patz, Ph.D.

Assistant Professors: Peer C. Fiss, Ph.D.; Sandy E. Green, Jr., Ph.D.; Mark Thomas Kennedy, Ph.D.; Ji-Yub Kim, Ph.D.; Alexandra Michel, Ph.D.; Jennifer R. Overbeck, Ph.D.; Christine Porath, Ph.D.; Feng Zhu, Ph.D.

Professors of Clinical Management and Organization: Judith Blumenthal, Ph.D.; Richard Drobnick, Ph.D.; Thomas H. Olson, Ph.D.; Robert B. Turrill, Ph.D.; Adlai Wertman, Ph.D.

Associate Professors of Clinical Management and Organization: Michael Coombs, Ph.D.; Carl W. Voigt, Ph.D.; Morley A. Winograd, B.A.

Assistant Professors of Clinical Management and Organization: Thomas D. Arnold, J.D.; David M. Carter, M.B.A.; Katharine Harrington, Ph.D.

Marketing

**Accounting 306F
(213) 740-5033
FAX: (213) 740-7828
Email: marketing@marshall.usc.edu
www.marshall.usc.edu/marketing**

Chair: Dennis Rook, Ph.D.

Faculty

Joseph A. DeBell Chair in Business Administration: C.W. Park, Ph.D.

Richard and Jarda Hurd Chair in Distribution Management: Gary L. Frazier, D.B.A.*

Jerry and Nancy Neely Chair in American Enterprise: Gerard J. Tellis, Ph.D.

Dave and Jeanne Tappan Chair in Marketing: Shantanu Dutta, Ph.D.

USC Associates Chair in Business Administration: Valerie S. Folkes, Ph.D.

Charles L. and Ramona I. Hilliard Professor of Business Administration: Deborah MacInnis, Ph.D.

Provost's Professor of Psychology and Business: Wendy Wood, Ph.D.

Professors: Valerie S. Folkes, Ph.D.; Gary L. Frazier, D.B.A.*; Shantanu Dutta, Ph.D.; Deborah J. MacInnis, Ph.D.; C.W. Park, Ph.D.; Gerard Tellis, Ph.D.; Allen Weiss, Ph.D.

Associate Professors: Joseph C. Nunes, Ph.D.*; Joseph Priester, Ph.D.; Sivaramakrishnan Siddarth, Ph.D.*

Assistant Professors: Hai Che, Ph.D.; Kristin Diehl, Ph.D.; Anthony Dukes, Ph.D.; Lan Luo, Ph.D.; Rakesh Niraj, Ph.D.; Gulden Ulkumen, Ph.D.; Kenneth Wilbur, Ph.D.

Professors of Clinical Marketing: Diane Badame, Ph.D.; James Ellis, M.B.A.*; Dennis Rook, Ph.D.

Associate Professors of Clinical Marketing: Rex Kovacevich, M.B.A.*; Dennis Schorr, Ph.D.

Assistant Professors of Clinical Marketing: Ira Kalb, M.B.A.; Lars Perner, Ph.D.; Marlene Towns, Ph.D.; Therese Wilbur, M.B.A.

*Recipient of university-wide or school teaching award.

Emeritus Faculty

Emeritus Quinton Professor of Research: Olaf K. Helmer, Ph.D.

Emeritus Professors: Guilford C. Babcock, Ph.D.; Douglas Basil, Ph.D.; Jack Borsting, Ph.D.; James D. Calderwood, Ph.D.; Robert Coffey, Ph.D.; Ben M. Enis, Ph.D.; Warren Erickson, Ph.D.; John E. Fleming, D.B.A.; Olaf K. Helmer; William C. Himstreet, Ed.D.; John Jaeger, Ph.D.; Richard McBride, Ph.D.; Anelise N. Mosich, Ph.D., C.P.A.; Burt Nanus, Ph.D.; Rodolph H. Redmond, J.D.*; Alan Rowe, Ph.D.; George Schick, Ph.D.; Norman Sigband, Ph.D.; James Stevenson, Ph.D.

Academic Centers

Center for Management Communication
Accounting 400
(213) 740-0627
FAX: (213) 740-9428
Email: cmc@marshall.usc.edu
www.marshall.usc.edu/mcm

Director: Sandra Chrystal, Ph.D.*

Faculty

Professors of Clinical Management Communication: J. Douglas Andrews, Ph.D.; Ellen-Linnea Dipprey, M.P.W.; Paul Frommer, Ph.D.; James Gosline, M.P.W.; Shirley C. Maxey, M.A.*

Associate Professors of Clinical Management Communication: Jolanta Artiz, Ph.D.; Stephen Byars, Ph.D.; Sandra Chrystal, Ph.D.*; Stacey Geck, M.A.; Anne Hill, M.A.; Lucy Lee, Ph.D.*; Robert McCann, Ph.D.; Donna Miles, M.A.; Greg Patton, Ph.D.*; Naomi Warren, Ph.D.*

Assistant Professors of Clinical Management Communication: Lee Cerling, Ph.D.; Reginald Hubbard, Ph.D.; Yolanda Kirk, M.A.; Sharoni Little, Ph.D.*; James Owens, M.A.; Marion Philadelphia, M.A.; Jeff Smith, Ph.D.; Robyn Walker, Ph.D.; Steven Weinberg, M.A.

Lecturer: Martha Townsend, M.A.

*Recipient of university-wide or school teaching award.

Lloyd Greif Center for Entrepreneurial Studies
Bridge Hall 1
(213) 740-0641
FAX: (213) 740-2976
Email: entrepreneur@marshall.usc.edu
www.marshall.usc.edu/entrepreneur

Director: Thomas J. O'Malia, M.B.A.

Faculty

Orfalea Director's Chair in Entrepreneurship: Thomas J. O'Malia, M.B.A.

Professors of Clinical Entrepreneurship: Kathleen R. Allen, Ph.D.*; William H. Crookston, Ph.D.*; Thomas J. O'Malia, M.B.A.*

Assistant Professors of Clinical Entrepreneurship: Patrick Henry, M.B.A.*; Mark Lieberman, Ph.D.; Steve Mednick, M.B.A.*; Gene Miller, J.D., M.B.A.; Helena Yli-Renko, S.C.D.

*Recipient of university-wide or school teaching award.

Research Centers and Institutes

Advanced Technologies in Information Systems Program
Accounting 208
(213) 740-4856
FAX: (213) 747-2815
Email: doleary@marshall.usc.edu

Director: Daniel O'Leary, Ph.D.

Center for Effective Organizations
Davidson Conference Center 200
(213) 740-9814
FAX: (213) 740-4354
Email: elawler@marshall.usc.edu
www.marshall.usc.edu/CEO

Director: Edward Lawler, Ph.D.

Center for International Business Education and Research (CIBER)
Research Annex, Suite 313
(213) 740-7130
FAX: (213) 740-8538
Email: ciber@usc.edu
www.marshall.usc.edu/CIBER

Director: Richard Drobnick, Ph.D.

Center for Investment Studies
Accounting 301A
(213) 821-1126
FAX: (213) 740-6650

Director: Lawrence E. Harris, Ph.D.

Center for Technology Commercialization
Bridge Hall 1
(213) 740-0659
FAX: (213) 740-2976
Email: kallen@marshall.usc.edu
www.usc.edu/org/techalliance

Director: Kathleen Allen, Ph.D.

Institute of Technology Management (CTM)
444 S. Flower Street, Suite 1000
Citigroup Center
(213) 740-0980
FAX: (213) 740-1602
www.marshall.usc.edu/CTM

Executive Director: Morley Winograd, B.A.

Leadership Institute
Bridge Hall 308A
(213) 740-0728
FAX: (213) 747-3582
Email: leadership@usc.edu
www.marshall.usc.edu/MOR

Director: Thomas Cummings, Ph.D.

SEC and Financial Reporting Institute
Accounting 117
(213) 740-4855
FAX: (213) 747-2815
Email: wholder@marshall.usc.edu

Director: William Holder, D.B.A.

Sports Business Institute
Citigroup Center
444 S. Flower St., Suite 1000
(213) 740-0728
FAX: (213) 740-3582
Email: David.Carter@marshall.usc.edu

Executive Director: David Carter, M.B.A.

USC Lusk Center for Real Estate
Ralph and Goldy Lewis Hall 331B
(213) 740-5000
FAX: (213) 740-26170
www.usc.edu/lusk

Undergraduate Degrees

Bachelor of Science

The Marshall School of Business offers curricula leading to the undergraduate degree Bachelor of Science with a major in Business Administration or Accounting. Additional joint programs with the School of Cinematic Arts, the program in East Asian Area Studies and the School of International Relations, as well as one combined degree program with the Department of Computer Science at the Viterbi School of Engineering are also offered by the school.

The curricular requirements for the Bachelor of Science degree fall into two parts: lower division (first and second years) and upper division (third and fourth years).

Admission

Students may be admitted to the program as incoming freshmen, as USC undergraduates transferring from another major or as students transferring from another college or university. Admission to Marshall is dependent on admission to the university and on academic performance, particularly in quantitative areas. USC students who have not been admitted to the major or one of the minors in the Marshall School of Business may complete a maximum of 12 units from the Marshall School of Business and/or the Leventhal School of Accounting. No further course work may be taken unless a student is admitted.

Marshall Honors

Marshall Honors is available upon graduation to majors in business administration or accounting and results in a special designation of departmental honors on a student's transcript. Achievement of Marshall Honors requires completion of BUAD 491 Honors Seminar (2 units) and maintenance of a minimum GPA of 3.5 in upper division Marshall School of Business and Leventhal School of Accounting courses. To enroll in BUAD 491, students must have senior standing, a minimum overall GPA of 3.3 and completion of at least 32 units of upper division business courses with a minimum GPA of 3.5. For additional information, contact the Marshall School of Business Office of Undergraduate Advising.

General Education Requirements

The university's general education program provides a coherent, integrated introduction to the breadth of knowledge you will need to consider yourself (and to be considered by other people) a generally well-educated person. This program requires six courses in different categories, plus writing and diversity requirements, which together comprise the USC Core. See pages 60 and 245 for more information.

Business Prerequisite Requirements

A total of 60 units of non-business course work is required for any of the undergraduate degrees conferred by the Marshall School of Business. See the sample programs on the following pages for scheduling suggestions. Transfer students may meet individual subject requirements with three semester units or four quarter units.

Successful completion of upper division courses for which lower division courses are prerequisites does not constitute a basis for waiving the lower division courses. For example, a student who passes BUAD 310 Applied Business Statistics prior to taking MATH 218 will not be waived from the MATH 218 requirement.

In addition, international students working toward the business degree are expected to take and successfully complete ALI 262 English for International Business Undergraduates prior to enrolling in BUAD 302 Communication Strategy in Business. Exceptions to this policy may be granted through the American Language Institute waiver process.

All prerequisites must be taken for a letter grade.

BUSINESS PREREQUISITES		UNITS
ECON 203*	Principles of Microeconomics	4
ECON 205*	Principles of Macroeconomics	4
MATH 118x**	Fundamental Principles of the Calculus (MATH 125 Calculus I may be substituted)	4

MATH 218***	Probability for Business	4
WRIT 140	Writing and Critical Reasoning	4

*ECON 203 and ECON 205 may be waived if a student earns a score of 4 or 5 on AP Microeconomics and AP Macroeconomics, respectively. ECON 203 and ECON 205 may be waived with a score of 5 or higher in IB Economics.

**Placement into MATH 118x is contingent on successful completion of MATH 117 or obtaining an acceptable score on the math placement exam or AP calculus or IB mathematics exam. Credit for Math 118x may be granted with an AP Calculus AB or BC score of 4 or higher. An IB math score of 5 or higher may also satisfy Math 118x.

***MATH 218 may be waived if a student earns a score of 4 or 5 on both AP Statistics and AP Calculus. Passing only one test or the other test is not sufficient to waive MATH 218.

A maximum of 24 units of undergraduate course work may be taken pass/no pass and used toward the B.S. degree in Business Administration. However, all prerequisites for business and all business courses must be taken for a letter grade.

Business Core

Business majors begin taking the business core program as freshmen and complete it during their junior and senior years. Students are urged to complete most of these courses during the junior year so that they can pursue their concentration and courses in other areas of interest during their senior year.

BUSINESS CORE		UNITS
BUAD 250ab	Core Concepts of Accounting Information	4-4
BUAD 302	Communication Strategy in Business	4
BUAD 304	Leading Organizations	4
BUAD 306	Business Finance	4
BUAD 307	Marketing Fundamentals	4
BUAD 310	Applied Business Statistics	4
BUAD 311	Operations Management	4
BUAD 350	Macroeconomic Analysis for Business Decisions, or	
BUAD 351	Economic Analysis for Business Decisions	4
BUAD 497	Strategic Management	4

Areas of Concentration

In addition to the core courses, students are required to concentrate in an area of business. The intent is for students to gain a deeper understanding of a specific field in which they have interest.

A concentration generally consists of four emphasis courses (16 units) offered by the Marshall School of Business, usually from the same academic area. However, concentrations may be individually designed with prior approval of an academic advisor. Students can also satisfy the concentration requirement in international business through participation in a Marshall School of Business sponsored international exchange program. For information about this program contact Undergraduate Student Services, Hoffman Hall 200. Please note that the Leventhal School of Accounting requires 22 units beyond BUAD 250ab. Students wanting information for the Bachelor of Science in Accounting should refer to the Accounting section of this catalogue.

Sample Program

During the first two years students will complete general education requirements, business prerequisite requirements and take several courses from the business core. The following sample program does not represent a required sequence of study; rather, it serves as a guideline. To ensure that a student understands more fully the requirements in courses and course scheduling, incoming freshmen and new transfer students should contact the Marshall School of Business, Office of Academic Advising, Bridge Hall 104, (213) 740-0690, for mandatory advisement before enrolling in classes at USC.

FIRST YEAR, FIRST SEMESTER		UNITS
BUAD 304	Leading Organizations	4
ECON 203	Principles of Microeconomics	4
WRIT 140	Writing and Critical Reasoning	4
General Education	Social Issues	4
		16

FIRST YEAR, SECOND SEMESTER		UNITS
ECON 205	Principles of Macroeconomics	4
MATH 118x	Fundamental Principles of the Calculus	4
General Education		8
		16

SECOND YEAR, FIRST SEMESTER		UNITS
BUAD 250a	Core Concepts of Accounting Information	4
MATH 218	Probability for Business	4
General Education		8
		16

SECOND YEAR, SECOND SEMESTER		UNITS
BUAD 250b	Core Concepts of Accounting Information	4
BUAD 307	Marketing Fundamentals	4
BUAD 310	Applied Business Statistics	4
General Education		4
		16

THIRD YEAR, FIRST SEMESTER		UNITS
BUAD 306	Business Finance	4
BUAD 311	Operations Management	4
WRIT 340	Advanced Writing	4
Diversity course or elective — minor, language, other		4
		16

THIRD YEAR, SECOND SEMESTER		UNITS
BUAD 302	Communication Strategy in Business	4
BUAD 350	Macroeconomic Analysis for Business Decisions, or	
BUAD 351	Economic Analysis for Business Decisions	4
Electives — minor, language, other		8
		16

FOURTH YEAR, FIRST SEMESTER		UNITS
BUAD 497	Strategic Management	4
Concentration		4
Concentration		4
Elective — minor, language, other		4
		16

FOURTH YEAR, SECOND SEMESTER		UNITS
Concentration		4
Concentration		4
Electives — minor, language, other		8
		16

Studies in International Business

The interest in international business is reflected in the curricula of the school. Such courses as the following permit students to broaden their understanding of this increasingly important part of America's worldwide involvement: international trade and commercial policy, financial management of multinational corporations, international finance, multinational marketing, and international management practices and negotiation.

There is also an international exchange program that allows students to satisfy their concentration requirement through study abroad. Innovative programs such as the Global Leadership Program and Learning about International Commerce help expose freshman business students to seven locations in Asia and South America. For further information, contact the Office of Undergraduate Student Services in Hoffman Hall 200.

Research Opportunities for Undergraduates

BUAD 490x Directed Research is designed to provide the student with an opportunity to pursue research above and beyond the normal course offerings. This course is open to seniors with a 3.0 or better grade point average who have obtained approval from a faculty sponsor, the department chair and the director of the Office of Academic Advising by the semester prior to enrollment. Units are assigned on a variable basis with a maximum of 8 units toward an undergraduate degree, 4 units per semester.

Students may also work with faculty as research assistants. Research opportunities are made available through various departments at Marshall and through the university's undergraduate research program found at www.usc.edu/ugresearch.

Academic Advisement

Academic advisement is provided through the Marshall School of Business, Office of Academic Advising located in Bridge Hall 104, (213) 740-0690 or undergrad.advising@marshall.usc.edu. Business students will be required to meet with an academic advisor before registering, and this requirement will be in effect until 24 USC units are completed. However, all students are encouraged to see an academic advisor on a regular basis. Appointments for advisement may be scheduled at most times during the academic year. However, during busy times such as the pre-registration, registration and drop/add periods, advisors may be available on a walk-in basis only.

Registration

Students may register for business courses directly by using the Web registration system, according to their scheduled appointment times. Appointment times are based on number of units completed, that is, seniors have the first opportunity to register for a course. *Therefore, it is important that students register as soon as their appointment time allows or their priority standing will be lost.*

Although there is a high demand for all required business classes, every effort is made to ensure that the demand is met. Students register for core courses until they are filled. There are no wait lists for core courses. The best method of ensuring that students get a core class that they need at their preferred times is to register on time. Students who are late in registering for their core courses will usually get them, but at another time. The Marshall School of Business maintains wait lists for concentration classes; students may be put on the wait list in the Office of Undergraduate Advising. However, students may not be on a wait list for one section of a course and enroll in another section of the same course. It should be noted that being on a wait list does not guarantee a seat in a class. Therefore, students are strongly advised to register in an open class whenever possible.

Many required core classes have mandatory Friday labs and students can expect that they may have a class schedule that meets up to five days a week. Outside work commitments and other activities should be planned accordingly.

Marshall Undergraduate Student Services

The Marshall School of Business recognizes the importance of integrating education with experience. The Undergraduate Student Services Office, in cooperation with the USC Career Planning and Placement Center, provides business school undergraduates with assistance in finding externships and internships, focusing on career issues and obtaining guidance from successful alumni. Students who actively participate in these programs maximize their opportunities for professional development and employment after graduation.

In addition to these programs, students are encouraged to participate in Marshall student organizations, numbering more than 30, to build leadership, teamwork and networking skills. The Student Services Office also offers 19 international programs in Asia, Australia and Europe. Through these programs, students spend a semester overseas and fulfill courses in their concentration. The office also coordinates international summer internship courses and week-long international travel opportunities. For further information, contact Marshall Undergraduate Student Services, Hoffman Hall 200, (213) 740-5705 or send an email to studentservices@marshall.usc.edu.

Honor Societies

Beta Gamma Sigma is the national honor society for business students. The Marshall School of Business chapter has been active since 1923. Juniors in the top five percent of the class and seniors in the top 10 percent of the class are invited to join. For further information, contact the Office of Undergraduate Advising.

Transferring College Credit

Community College Courses

USC has established articulation agreements with most community colleges throughout California. Most academic courses are acceptable for transfer credit from a two-year school, but students will not receive credit for remedial course work. Courses that do not appear on the articulation agreement are not transferable. A maximum of 64 semester units may be transferred. There are university restrictions that apply to transferring course work from other institutions that may affect the above rule. Check with the Degree Progress Department (Hubbard Hall 010) for information about transferable courses or see a business advisor in Bridge Hall 104 before taking courses outside USC.

Official transcripts of college work taken elsewhere must be submitted at the time of application to the USC Office of Admission. A credit evaluation will be completed that will list transfer courses accepted for credit. All business courses completed at a two year college, if transferable, will be considered elective credit.

There is one exception to this policy: Students may transfer two semesters of introductory accounting and receive credit equivalent to one semester of introductory accounting at USC. Then students can register for BUAD 305 Abridged Core Concepts of Accounting Information.

Four Year Colleges

Most courses of an academic nature are acceptable for unit credit from all fully accredited four year institutions. If they do not satisfy specific subject requirements at USC, they will usually be accepted for elective course credit.

Students are urged to complete all their required business courses at USC. All business courses from four year institutions, if transferable, will be considered elective credit unless a challenge examination is passed. All upper division core classes, with the exception of BUAD 497 Strategic Management, may be challenged. Students should consult with an academic advisor in Bridge Hall 104 to initiate the challenge examination process.

Electives

To accumulate the 128 units required for the bachelor's degree, the business curriculum allows for 20 units taken as free electives. Students are strongly encouraged to pursue a minor in a different field, study a language, and/or take advantage of the university's many opportunities to study abroad in order to reach the required units for graduation.

Grade Point Average Requirements

In addition to meeting university GPA requirements, a minimum grade point average of 2.0 (A = 4.0) in upper division business courses is required for graduation.

Bachelor of Science in Business

Administration (Cinema-Television)

Entertainment Management is a program consisting of courses offered by both the Marshall School of Business and the School of Cinematic Arts. Students successfully completing the program receive a Bachelor of Science in Business Administration with an emphasis in Cinema-Television. The program is available to entering freshmen only.

Requirements for Completion

To successfully complete the program, students must satisfy all requirements for the Bachelor of Science degree in business as well as an additional 24 units in cinematic arts, which specifically address the business side of the industry.

BUSINESS REQUIREMENTS		UNITS
BUAD 250ab	Core Concepts of Accounting Information	4-4
BUAD 302	Communication Strategy in Business	4
BUAD 304	Leading Organizations	4
BUAD 306	Business Finance	4
BUAD 307	Marketing Fundamentals	4
BUAD 310	Applied Business Statistics	4
BUAD 311	Operations Management	4
BUAD 350	Macroeconomic Analysis for Business Decisions, or	
BUAD 351	Economic Analysis for Business Decisions	4
BUAD 497	Strategic Management	4
Concentration	Business	4
Concentration	Business	4
Total business units		48

CINEMATIC ARTS REQUIREMENTS		UNITS
CTCS 190	Introduction to Cinema	4
CTCS 191	Introduction to Television and Video	4
CTIN 456	Game Design for Business	2
CTIN 458	Business and Management of Games	2
CTPR 410	The Movie Business: From Story Concept to Exhibition	2
CTPR 460	Film Business Procedures and Distribution	2
CTPR 461	TV Station Management	2
CTPR 385	Colloquium: Motion Picture Production Techniques	4
CTPR 495	Internship in Cinema/Television	2
Total cinematic arts units		24
Total program units		72

Bachelor of Science in Business Administration (Computer Science)

See Computer Science, page 626, for complete degree requirements.

Bachelor of Science in Business Administration (East Asian Studies)

Business and East Asian Studies is a program consisting of courses offered by both the Marshall School of Business and the East Asian Studies Center. Students successfully completing the program receive a Bachelor of Science in Business Administration with an emphasis in East Asian Studies.

Requirements for Completion

To successfully complete the program, students must satisfy all requirements for the Bachelor of Science degree in business as well as an additional 24 units in East Asian Studies.

Although not required, students are strongly encouraged to enroll in two summer sessions of a Language for Special Purposes Program offered at the USC Language Center. This is a non-credit program involving intensive language training to complement the particular area of study selected by the student.

BUSINESS REQUIREMENTS		UNITS
BUAD 250ab	Core Concepts of Accounting Information	4-4
BUAD 302	Communication Strategy in Business	4
BUAD 304	Leading Organizations	4
BUAD 306	Business Finance	4
BUAD 307	Marketing Fundamentals	4

BUAD 310	Applied Business Statistics	4
BUAD 311	Operations Management	4
BUAD 350	Macroeconomic Analysis for Business Decisions, or	
BUAD 351	Economic Analysis for Business Decisions	4
BUAD 497	Strategic Management	4
Concentration	Business	4
Concentration	Business	4
Total business units		48

EAST ASIAN STUDIES REQUIREMENTS		UNITS
EALC 110	East Asian Humanities: The Great Tradition	4
EALC 340	Japanese Civilization, or	
EALC 345	Korean Civilization, or	
EALC 350	Chinese Civilization	4
ECON 343	Economic Development of East Asia	4
POSC 355	Politics of East Asia	4
Concentration*	EASC	4
Concentration	IR 360 International Relations of the Pacific Rim	4
Total East Asian units		24
Total program units		72

*Select one history course from: HIST 333 Korea: The Modern Transformation, HIST 337 Japan since 1945, HIST 340 History of China since 1800.

Bachelor of Science in Business Administration (International Relations)

Global Management is a program consisting of courses offered by both the Marshall School of Business and the School of International Relations. Students successfully completing the program receive a Bachelor of Science in Business Administration with an emphasis in International Relations.

Requirements for Completion

To successfully complete the program, students must satisfy all requirements for the Bachelor of Science degree in business as well as an additional 24 units in international relations from the courses listed below.

BUSINESS REQUIREMENTS		UNITS
BUAD 250ab	Core Concepts of Accounting Information	4-4
BUAD 302	Communication Strategy in Business	4
BUAD 304	Leading Organizations	4
BUAD 306	Business Finance	4
BUAD 307	Marketing Fundamentals	4
BUAD 310	Applied Business Statistics	4
BUAD 311	Operations Management	4

BUAD 350	Macroeconomic Analysis for Business Decisions, or	
BUAD 351	Economic Analysis for Business Decisions	4
BUAD 497	Strategic Management	4
Concentration	Business	4
Concentration	Business	4
Total business units		48

INTERNATIONAL RELATIONS REQUIREMENTS		UNITS
IR 210	International Relations: Introductory Analysis	4
<i>International Political Economy Courses (4 units)</i>		
Choose one:		
IR 324	Multinational Enterprises and World Politics	4
IR 325	Rich and Poor States in the World Political Economy	4
IR 326	U.S. Foreign Economic Policy	4
IR 330	Politics of the World Economy	4

International Relations Regional Courses (8 units)

Choose two:

IR 333	China in International Affairs	4
IR 345	Russian and Soviet Foreign Policy	4
IR 360	International Relations of the Pacific Rim	4
IR 361	South and Southeast Asia in International Affairs	4
IR 362	The International Relations of the Contemporary Middle East	4
IR 363	Middle East Political Economy	4
IR 364	International Relations of the Middle East: 1914-1950	4
IR 365	U.S. Responses to Revolutionary Change in Latin America and the Caribbean	4
IR 367	Africa in International Affairs	4
IR 369	Contemporary European International Relations	4
IR 383	Third World Negotiations	4
IR 385	European Foreign Policy and Security Issues	4
IR 439	Political Economy of Russia and Eurasia	4
IR 442	Japanese Foreign Policy	4
IR 465	Contemporary Issues in United States-Latin American Relations	4
IR 468	European Integration	4

International Relations Electives (8 units)

Choose two:

Students may pick electives from any of the other categories as well.

IR 305	Managing New Global Challenges	4
IR 306	International Organizations	4
IR 310	Introduction to Peace and Conflict Studies	4
IR 315	Ethnicity and Nationalism in World Politics	4
IR 316	Gender and Global Issues	4

IR 323	Politics of Global Environment	4
IR 327	International Negotiation	4
IR 341	Foreign Policy Analysis	4
IR 344	Developing Countries in World Politics	4
IR 381	Introduction to International Security	4
IR 382	Order and Disorder in Global Affairs	4
IR 402	Theories of War	4

IR 427	Seminar on Economics and Security	4
IR 444	Issues and Theories in Global Society	4
IR 483	War and Diplomacy: The U.S. in World Affairs	4
Total international relations units		24
Total program units:		72

Minor Programs

Minor in Business

A minor in business is available to students in all schools and departments except the Marshall School of Business. This provides the opportunity for non-business majors to gain understanding of the basic concepts and tools of business. To enroll in the business minor, students must have completed a minimum of 32 units of college-level courses and attained a minimum overall GPA of 2.75. Successful completion of the business minor requires a minimum GPA of 2.0 in the following courses:

MINOR COURSE REQUIREMENTS		UNITS
BUAD 200x*	Economic Foundations for Business	2
BUAD 215x	Foundations of Business Finance	4
BUAD 302	Communication Strategy in Business	4
BUAD 304	Leading Organizations	4
BUAD 307	Marketing Fundamentals	4
ACCT 410x	Foundations of Accounting	4
Choose <i>one</i> of the following:		
BUAD 403	Legal Environment of Business	4
FBE 400x	Introduction to Real Estate Finance and Development	4

*Students who have taken ECON 203 and ECON 205 will be waived out of BUAD 200x.

Minor in Accounting

A minor in accounting is available to students in all schools and departments except the Marshall School of Business. See page 193 for program requirements.

Minor in Advertising

The School of Journalism and the Marshall School of Business offer a 24-unit advertising minor for students interested in building a career in or developing a better understanding of the field of advertising. Through this program of study, students explore the key role played by advertising in today's global economy. At no time has advertising been more successful or more controversial than it is today, and this program will explore both the positives and the negatives.

Emphasis is placed throughout the program on both the practical skills required to meet the demands of the marketplace and the theoretical underpinnings of those practices. Program content includes: the history of advertising; creation of written and visual advertising elements; the measurement, selection and analysis of media; the concept of "branding"; the role of advertising in creating and maintaining successful brands; the analysis of advertising campaign case studies; and the creation of integrated marketing communications campaigns. See the School of Journalism, page 500, for course requirements.

Minor in Biotechnology

The College of Letters, Arts and Sciences departments of biological sciences and chemistry and the Marshall School of Business jointly offer the minor in biotechnology. This minor brings essential knowledge in the basic sciences together with the corporate skills needed in a rapidly growing industry. The minor is especially well suited for the business, biology, chemistry or engineering student seeking a career in business and/or the biomedical/bio-technical sciences. Refer to Biological Sciences, page 276, for a list of required courses.

Minor in Business Law

A minor in business law is available to students in all schools and departments except the Marshall School of Business. The minor in business law will provide students with practical legal knowledge of substantive business law topics and current legal issues. The minor provides skill sets to identify and manage issues encountered within personal and business contexts including litigation, contract law, employment and human resources, real and personal property law. Students will acquire a sound grasp of the concepts, legal vocabulary and pertinent laws and regulations arising in domestic and international environments. This minor exposes students to such topics as: commercial transactions, constitutional law, Internet and online commerce; intellectual property and entertainment law; bankruptcy and securities law; law of business and non-profit organizations; and international law. It also prepares students for career opportunities in management, technology and politics. The minor is an excellent preparation for further legal education.

REQUIRED COURSES		UNITS
BUAD 403	Legal Environment of Business	4
FBE 458	Law and Finance	4
Choose two of the following:		
FBE 427	Real Estate Law	4
FBE 428	Principles of Employment Law	4
FBE 429	International Business Law	4
FBE 430	Online Commerce and Intellectual Property	4

Minor in Business Technology Fusion

The Marshall School of Business offers a minor in business technology fusion, which is available to students in all schools and departments except the Marshall School of Business. This minor requires 20 units to complete. To enroll, students must be in good standing with the university and have completed 48 units of college level credit. Students must also complete an application for the minor, including a one-page statement of how completion of the minor will contribute to their goals and objectives. This form can be obtained from Marshall Undergraduate Admissions.

COURSE REQUIREMENTS		UNITS
IOM 431	Business Information Systems	4
IOM 433	Business Information Systems Analysis and Design	4
IOM 435	Business Database Systems	4
<i>Electives</i>		
Choose from the following to achieve a total of at least 8 units:		
IOM 401	Business Information Systems – Spreadsheet Applications	2
IOM 402	Business Information Systems – Database Applications	2
IOM 428	Data Warehousing and Data Mining	4
IOM 440	Business Telecommunications	4
IOM 444	Business Systems Networking and Information Security	4
IOM 445	Business Information Systems Management and Strategy	4
IOM 455	Project Management	4

Minor in Consumer Behavior

This interdisciplinary minor explores consumer thinking from the perspectives of psychology, marketing, economics, anthropology, sociology and other departments interested in popular culture. Why do people form the attitudes and impressions they do? How do individual factors, culture, mass media, economics and social trends influence people's decisions? See Interdisciplinary Programs, page 105, for course requirements.

Minor in Entrepreneurship

The minor in entrepreneurship is available to USC students who want to gain an understanding of entrepreneurship and the entrepreneurial mindset that is infusing not only the business community but also the academic disciplines. To enroll in this minor, students must be in good standing with the university and have completed 48 units of college level courses. Students will complete an application for the minor and a one page personal statement of goals and objectives.

COURSE REQUIREMENTS (11-12 UNITS)		UNITS
BAEP 423	Management of Small Businesses	4
BAEP 451	The Management of New Enterprises, or	4
BUAD 301	Technical Entrepreneurship	3
BAEP 452	Cases in Entrepreneurship	4
<i>Electives</i>		
Choose from the following to achieve a total of at least 16 units:		
BAEP 495	Practicum in Business Issues (Internship)	1
BUAD 302	Communication Strategy in Business	4
BUAD 304	Leading Organizations	4
BUAD 307	Marketing Fundamentals	4
BUAD 311	Operational Management	4
BUAD 403	Legal Environment of Business	4
FBE 400x	Introduction to Real Estate Finance and Development	4

Minor in Human Resource Management

The minor in human resource management prepares students for careers in a broad range of organizations such as: business, education, engineering, health care and government. This concentration is multidisciplinary within the Marshall School of Business and provides a solid foundation for students interested in management in disciplines outside the Marshall School. This minor is appropriate not only for students pursuing careers in human resource management, but also students pursuing management positions within any administrative context where they will be interfacing with or relying on the human resource function for support.

To enroll in this minor, students must have completed a minimum of 48 units of college-level courses and attained a minimum overall GPA of 2.75. Successful completion of the human resource management minor requires a minimum GPA of 2.0 in the following business minor courses:

MINOR COURSE REQUIREMENTS		UNITS
BUAD 304	Leading Organizations	4
MOR 471	Managing and Developing People	4
<i>Electives</i>		
Choose three courses from the following (12 units):		
FBE 428	Principles of Employment Law	4
FBE 433*	Compensation, Incentives, and Corporate Governance	4
MOR 421	Social and Ethical Issues in Business	4
MOR 431	Interpersonal Competence and Development	4
MOR 461	Design of Effective Organizations	4
MOR 463	Organization Change and Development	4
MOR 469	Negotiation and Persuasion	4
MOR 472	Power, Politics and Influence	4
MOR 473	Designing and Leading Teams	4

*Prerequisite that is not part of this minor required

Minor in Managing Human Relations

This interdisciplinary minor is intended for students in all schools with an interest in human relations as a subject of study or professional goal. In addition to course work in organizational behavior, social psychology and management, this minor includes attention to questions of ethics and leadership. See Interdisciplinary Programs, page 106, for course requirements.

Minor in Management Consulting

The minor in management consulting is available to students in all schools and departments except the Marshall School of Business. It involves learning about how professional consultants assist organizations/businesses to identify and address business related issues and problems. A student can typically learn about the following steps related to consulting: entry, diagnosis, analysis, feedback and implementation.

This minor provides the opportunity for non-business majors to gain understanding of the basic concepts and tools of these business subjects. To enroll, students must have completed a minimum of 48 units of college-level courses and attained a minimum overall GPA of 2.75. Successful completion of this minor requires a minimum GPA of 2.0 in the following courses:

COURSE REQUIREMENTS		UNITS
BUAD 304	Leading Organizations	4
MOR 462	Management Consulting	4

Electives

Choose three courses from the following (12 units):

IOM 455	Project Management	4
MOR 421	Social and Ethical Issues in Business	4
MOR 461	Design of Effective Organizations	4
MOR 463	Organization Change and Development	4
MOR 467	Strategic Management of Technology and Innovation	4
MOR 473	Designing and Leading Teams	4

Minor in Marketing

Marketing is a field that studies processes by which a wide range of organizations identify and serve the needs of customers (both business and consumer contexts).

The marketing minor provides a business-related education that will supplement many undergraduate majors, and enhance the career prospects for students whose majors could incorporate a marketing dimension or application. This minor should appeal to any student interested in an early marketing career, which includes, but is not limited to, professional sales, retailing, marketing research, product management and advertising.

Eligible students must be in good standing with the university and have completed 48 units of college level credit. This minor is not available to students in the Marshall School of Business. Students must complete an application for the minor, including a one page statement of how completion of the minor will contribute to their goals and objectives. This form can be obtained from the Marshall Office of Undergraduate Admissions. Students must take four elective

courses offered in the marketing department to satisfy this minor. See Department of Marketing, page 153, for lists of courses relevant to this minor.

Minor in Mathematical Finance

This interdisciplinary minor was created for students in business, economics and mathematics, whose majors already require some of the introductory course work. Students in other programs are welcome but should expect the minor to require more units than it does for students in those programs. See Interdisciplinary Programs, page 106, for course requirements.

Minor in Operations and Supply Chain Management

The Marshall School of Business offers a minor in operations and supply chain management, which is available to students in all schools and departments except the Marshall School of Business. This minor requires 20 units to complete. To enroll, students must be in good standing with the university and have completed 48 units of college level credit. Students must also complete an application for the minor, including a one-page statement of how completion of the minor will contribute to their goals and objectives. This form can be obtained and must be returned to the Director of Admissions, Bridge Hall 105.

MINOR COURSE REQUIREMENTS		UNITS
BUAD 311	Operations Management	4
IOM 482	Supply Chain Management	4
IOM 483	Operations Consulting	4

ELECTIVES

Choose from the following to achieve a total of at least 8 units:

IOM 401	Business Information Systems – Spreadsheet Applications	2
IOM 427	Spreadsheet Modeling, Optimization and Analysis	4
IOM 433	Business Information Systems Analysis and Design	4
IOM 455	Project Management	4

Minor in Organizational Leadership and Management

The minor in organizational leadership and management is available to students in all schools and departments except the Marshall School of Business. It involves learning about personal and organizational leadership, ethics of the workplace, leading in a global context and organizing and planning for effective personal and organizational performance.

This minor provides the opportunity for non-business majors to gain understanding of the basic concepts and tools of these business subjects. To enroll, students must have completed a minimum of 48 units of college-level courses and attained a minimum overall GPA of 2.75. Successful completion of this minor requires a minimum GPA of 2.0 in the following courses:

COURSE REQUIREMENTS		UNITS
BUAD 304	Leading Organizations	4
MOR 470	Global Leadership	4

Electives

Choose three courses from the following (12 units):

MOR 421	Social and Ethical Issues in Business	4
MOR 469	Negotiation and Persuasion	4
MOR 472	Power, Politics and Influence	4
MOR 473	Designing and Leading Teams	4
MOR 495	International Management and Internship	4
MDA 365	The Art and Adventure of Leadership	4

Minor in Engineering Technology Commercialization

This undergraduate minor is interdisciplinary in nature, requiring courses from both the business and engineering schools. See the Viterbi School of Engineering, Special Educational Opportunities section, page 567, for requirements.

Areas of Concentration

The following pages list suggested areas of concentration offered by individual departments of the Marshall School of Business. These suggestions are intended to guide students in selecting courses for particular areas of interest. The 16-unit concentration requirement is generally satisfied by taking any four classes from the same academic department (i.e., four FBE, four MKT).

Concentration courses may have prerequisites, and may, in some cases, have a limited availability for enrollment. Also, these courses are not necessarily offered every semester.

Center for Management Communication

The importance of effective communication to the success of business leaders and organizations has increased exponentially in the age of globalization, the Internet and instant media reporting that takes business news to the world in seconds. Students selecting this concentration seek to develop communication theory, practice and skills that will help them advance themselves and their organizations regardless of their positions or industries.

Business leaders at all levels need the ability to communicate strategically in times of crisis or calm. Marshall students with a concentration in management communication increase the value of their business administration degrees with recognizable strengths in ethics, business presentations, business writing, interpersonal interactions, group processes and teamwork, persuasion and leadership.

To complete a management communication concentration, students must complete 16 units, at least eight of which must be BUCO courses. Students may elect to tailor their management communication concentration by combining 8 units of BUCO courses with 8 units of Marshall electives from other departments. Following are examples of course combinations that satisfy these requirements:

EXAMPLE 1: ALL BUCO COURSES		UNITS
BUCO 333	Communication in the Working World – Managing Diversity and Conflict	4
BUCO 445	Oral Communication in Business	4
BUCO 460	International Business Communication	4
BUCO 485	Business Communication Management	4

EXAMPLE 2: BUCO AND MKT COURSES		UNITS
BUCO 333	Communication in the Working World – Managing Diversity and Conflict	4
BUCO 460	International Business Communication	4
MKT 410	Professional Selling	4
MKT 450	Consumer Behavior and Marketing	4

EXAMPLE 3: BUCO AND MOR COURSES		UNITS
BUCO 445	Oral Communication in Business	4
BUCO 485	Business Communication Management	4
MOR 421	Social and Ethical Issues in Business	4
MOR 431	Interpersonal Competence and Development	4

In tailoring a management communication concentration, variations in a student's choice of business courses should be based on interests and career focus and should be discussed with Center for Management Communication faculty and Marshall undergraduate student advisors.

Department of Finance and Business Economics

Training in business economics, finance or real estate offers students many attractive career opportunities and always attracts a substantial share of Marshall undergraduate students. The Marshall School's top-ranked Finance and Business Economics Department (FBE) consists of faculty members who are leading authorities in microeconomics, macroeconomics, corporate finance, investments, financial institutions, financial markets and

real estate finance. These academic disciplines are important for business planning and consulting, evaluation of capital investments and corporate strategies, and securities investment analysis, advising and trading. Professors, augmented by leading practitioners in industry, offer a range of upper-level elective courses to prepare Marshall undergraduates for a variety of careers.

The Finance and Business Economics Department offers eight concentrations in three basic areas: business economics, finance and real estate. Courses in each of these areas stress the development of analytical skills and practice with real-life and case applications providing an essential background to successful careers using finance and economics training.

While all FBE concentrations have broad relevance for business and consulting, the individual concentrations described below are designed to prepare students with different career interests and goals.

Business Economics Concentration

The business economics concentration is appropriate for students interested in careers in consulting, banking, research for government or business, or those considering advanced professional degrees such as law or graduate study in economics, finance or other fields. Courses featuring a thorough exposure to issues in applied economics, international economics and law are relevant to those students who want a career in corporate planning or economic consulting. The concentration emphasizes the economic and legal underpinnings of today's businesses and the development and application of computer-based econometric and forecasting models.

SELECT FOUR OF THE FOLLOWING COURSES		UNITS
BUAD 350*	Macroeconomic Analysis for Business Decisions	4
BUAD 351*	Economic Analysis for Business Decisions	4
BUAD 403	Legal Environment of Business	4
FBE 324	The Financial System	4
FBE 402	Government and Business	4
FBE 416	Managerial Economics	4
FBE 421	Financial Analysis and Valuation	4
FBE 443	Introduction to Forecasting and Risk Analysis	4
FBE 445	Topics in Economic Analysis of Business Strategy and Policy	4
FBE 462	International Trade and Commercial Policy	4
FBE 464	International Finance	4

*If not taken to satisfy core course requirements.

Finance Concentrations

Four finance concentrations offer a choice for students with specific career interests or who are at an earlier stage in a career choice in finance.

Corporate Finance Concentration

The corporate finance concentration prepares students for careers in financial management in the corporate treasury function or as corporate financial analysts, money managers and commercial and investment bankers.

Required courses in the corporate finance concentration focus on the central principles of finance — net present value, market efficiency, agency costs, incremental cash flow, information asymmetries, adverse selection, arbitrage, modern portfolio theory, capital asset pricing, assessing and managing foreign exchange risk and sustainable growth. Theory and cases are used to understand the practice of finance in financial and non-financial firms. Topics covered include the valuation of securities, portfolio management, the choice of debt versus equity, dividend policy, the analysis of investment projects, mergers and acquisitions, financial restructuring, management of working capital, international financial management and financial analysis.

SELECT FOUR COURSES		UNITS
ACCT 415x	Intermediate Financial Accounting for Non-Accounting Majors	4
FBE 421	Financial Analysis and Valuation	4
FBE 425	Management of Financial Institutions	4
FBE 431	Financial Policies and Corporate Control	4
FBE 432	Corporate Financial Strategy	4
FBE 433	Compensation, Incentives, and Corporate Governance	4
FBE 436	Financial Management of Multinational Corporations	4
FBE 437	Entrepreneurial Finance: Financial Management of Developing Firms	4
FBE 458	Law and Finance	4
FBE 459	Financial Derivatives	4

Financial Analysis and Valuation Concentration

The financial analysis and valuation concentration will offer Marshall undergraduate students intensive instruction and training to prepare for careers in financial analysis and valuation, including positions in global financial institutions such as hedge funds and portfolio management firms and commercial and investment banks.

Required courses in the financial analysis and valuation concentration, offered jointly through the Finance and Business Economics Department and the Leventhal School of Accounting, focus on advanced principles in financial accounting, financial reporting, financial analysis and valuation and corporate financial strategy. Theory and cases are used to understand the practice of finance and accounting in financial and non-financial firms. Accounting topics include corporate financial reporting, financial statement analysis, information disclosures related to complex securities, mergers and acquisitions,

off-balance sheet financing and stock options. Finance topics include the valuation of companies, management decision-making related to capital structure, capital raising, mergers and acquisitions, financial restructuring, management of working capital, and other strategic alternatives for companies in search of growth opportunities and shareholder value.

REQUIRED COURSES		UNITS
ACCT 415x	Immediate Financial Accounting for Non-Accounting Majors	4
ACCT 416	Financial Reporting and Analysis	2
ACCT 417x	Advanced Financial Accounting for Non-Accounting Majors	2
FBE 421	Financial Analysis and Valuation	4
SELECT ONE OF THE FOLLOWING		UNITS
FBE 431	Financial Policies and Corporate Control	4
FBE 432	Corporate Financial Strategy	4

General Financial Management Concentration

The general financial management concentration is designed for students who have not made a specific career choice but who are interested in finance. Students who complete the general financial management concentration will understand "real world" institutional details and finance principles applied by corporations and others operating in modern developed-economy financial markets. They will have had exposure to a wide range of financial problems and applications. This broad preparation is ideal for students interested in sampling a variety of applications of financial analysis. The courses in this concentration combine solid preparation in basic finance areas of financial analysis and investment strategies with the opportunity to pursue some application areas in greater depth.

SELECT AT LEAST TWO OF THE FOLLOWING COURSES		UNITS
FBE 421	Financial Analysis and Valuation	4
FBE 431	Financial Policies and Corporate Control	4
FBE 432	Corporate Financial Strategy	4
FBE 441	Investments	4
FBE 446	Advanced Topics in Portfolio Management and Investment Strategy	4

**SELECT UP TO TWO OF THE FOLLOWING COURSES
(FOR A TOTAL OF FOUR COURSES)**

		UNITS
ACCT 415x	Intermediate Financial Accounting for Non-Accounting Majors	4
FBE 324	The Financial System	4
FBE 425	Management of Financial Institutions	4
FBE 433	Compensation, Incentives, and Corporate Governance	4
FBE 436	Financial Management of Multinational Corporations	4
FBE 437	Entrepreneurial Finance: Financial Management for Developing Firms	4
FBE 440	Trading and Exchanges	4
FBE 458	Law and Finance	4
FBE 459	Financial Derivatives	4
FBE 462	International Trade and Commercial Policy	4
FBE 464	International Finance	4
FBE 470	Advanced Real Estate Analysis	4
FBE 489	Real Estate Capital Markets	4

Investments and Financial Markets Concentration

The investments and financial markets concentration provides training for students interested in careers in portfolio management, securities trading, and institutional and retail securities sales (brokerage). Investments and financial markets courses develop specific skills for analyzing and implementing investment strategies and for analyzing specific classes of securities. This training establishes basic principles governing the performance of securities markets and is excellent background for all careers involving raising or investing corporate or government funds.

REQUIRED COURSE	UNITS
FBE 441 Investments	4

SELECT THREE ADDITIONAL COURSES	UNITS
FBE 324 The Financial System	4
FBE 421 Financial Analysis and Valuation	4
FBE 425 Management of Financial Institutions	4
FBE 440 Trading and Exchanges	4
FBE 443 Introduction to Forecasting and Risk Analysis	4
FBE 446 Advanced Topics in Portfolio Management and Investment Strategy	4
FBE 459 Financial Derivatives	4
FBE 464 International Finance	4

Program in Real Estate

The objective of the Program in Real Estate is to provide in-depth exposure to theoretical and practical issues in real estate markets for students already exposed to the core business discipline. The program provides students with a broad framework of business theory and practice necessary to develop good management skills along with the knowledge of real estate institutions, relevant urban economics theory and theories of real estate market behavior. Courses emphasize applying business decision-making skills to real estate problems. Application areas emphasized in the two real estate options include real estate financing, marketing, investment management and public policy or real estate development.

The Lusk Center for Real Estate, a campus-wide real estate research unit, is a co-venture of the Marshall School of Business and the School of Policy, Planning, and Development. The center facilitates real estate research and coordinates conferences and programs involving industry outreach and student-industry interaction. Specifically, the Lusk Center plays a significant role in placement and mentoring of both graduate and undergraduate students with interests in real estate careers. The Marshall School Program in Real Estate works hand in hand with the Lusk Center and the School of Policy, Planning, and Development to offer real estate students an integrated and current real estate education.

Real Estate Finance Concentration

The study of real estate involves the application of business decision-making tools in the real estate industry. Emphasis is placed on economic and financial analysis of issues in real estate markets including those related to investment and development. Securing real estate debt and equity as well as entity level decision making are key parts of the curriculum.

REAL ESTATE FINANCE (16 UNITS)

	UNITS
<i>Required:</i>	
FBE 391 Real Estate Finance and Investment	4
<i>Two from:</i>	
FBE 427 Real Estate Law	4
FBE 466 Management of Real Estate Development: Feasibility Studies	4
FBE 470 Advanced Real Estate Analysis	4
FBE 489 Real Estate Capital Markets	4

At least one from:

FBE 324	The Financial System	4
FBE 421	Financial Analysis and Valuation	4
FBE 425	Management of Financial Institutions	4
FBE 441	Investments	4
FBE 459	Financial Derivatives	4
PPD 435	Analyzing Real Estate Markets for Planning and Development	4

Real Estate and Construction Management

Designed for students interested in construction and project management aspects of the real estate development process. Course work includes upper division courses in construction engineering and management from the Civil Engineering Department.

**REAL ESTATE AND CONSTRUCTION MANAGEMENT
(21-22 UNITS)**

	UNITS
<i>Required:</i>	
CE 460 Construction Engineering	3
FBE 391 Real Estate Finance and Investment	4
FBE 466 Management of Real Estate Development: Feasibility Studies	4
FBE 470 Advanced Real Estate Analysis	4
<i>Two from:</i>	
FBE 427 Real Estate Law, or	4
CE 412 Construction Law and the Development Process	3
CE 461 General Construction Estimating	3
CE 462 Construction Methods and Equipment	3
CE 472 Construction Labor Management	3

Real Estate Development

Designed for students interested in working at the nexus of real estate, architecture and urban planning. Course work includes upper division courses or courses for non-majors in the School of Policy, Planning, and Development and the School of Architecture.

REAL ESTATE DEVELOPMENT (17-20 UNITS)

	UNITS
FBE 391 Real Estate Finance and Investment	4
FBE 466 Management of Real Estate Development: Feasibility Studies	4
FBE 470 Advanced Real Estate Analysis	4

One from:

ARCH 106x	Workshop in Architecture	2
ARCH 304x	Intensive Survey: Prehistory to the Present	4
GEOG 281L	Environmental Geographic Information Systems	4
PPD 417	History of Planning and Development	4
PPD 435	Analyzing Real Estate Markets for Planning and Development	4
PPD 470	History and Development of Cities	4
<i>One from:</i>		
CE 460	Construction Engineering	3
FBE 427	Real Estate Law	4
FBE 489	Real Estate Capital Markets	4

The Real Estate and Construction Management and Real Estate Development concentrations permit the student to focus on the real estate development process from site acquisition through market analysis, site planning, building massing and concept preparation, cost estimation, entitlement, financing and project and construction management. Understanding this process prepares students for entry level positions with lenders, home-builders, commercial developers, consultants and asset managers.

Students opting for either of these two concentrations are urged to register with the real estate program director by January of the student's junior year. Usually this would coincide with the student's registration in FBE 391 during the fall semester of their junior year. Due to the number of units required in either of these concentrations, beginning real estate course work during the student's junior year is encouraged. Registration with the program director will facilitate placement of interested students in meaningful internships between their junior and senior years.

Department of Information and Operations Management

The Information and Operations Management Department focuses on the development of total enterprise quality through effective utilization of resources and technology. The courses offered by this department reflect the systems view of organizations in terms of operational processes and information exchanges. The department offers undergraduate options in operations management (OM) and information systems (IS). Operations management focuses on the management of quality and productivity in manufacturing and service organizations. Information systems focuses on the management of the various resources, people and computing technology that satisfy the information needs in all organizations.

Information Systems Concentration

Information technology has evolved to become one of the greatest opportunities and challenges facing business today. The information systems senior concentration prepares students for management careers related to information systems (IS) and to design, implement, evaluate and manage information technology (IT).

Although appropriate for a wide array of career paths, many graduates choose to pursue careers in information systems consulting (e.g., Big Four), work in corporate IT departments or provide critical IT expertise in functional areas such as finance, marketing and accounting.

The IS option classes are designed to prepare students for positions as business analyst, applications systems analyst, Internet marketing analyst, risk management analyst, information security analyst and project coordinator.

The concentration requires a minimum of 16 units of information systems classes. The classes may be taken in any order. No prerequisites are required, but a recommended course sequence is listed.

Recommended Course Sequence – 16 units required

SEMESTER 1		UNITS
IOM 401	Business Information Systems: Spreadsheet Applications	2
IOM 402	Business Information Systems: Database Applications	2
IOM 431	Business Information Systems	4
IOM 435	Business Database Systems	4
SEMESTER 2		UNITS
IOM 428	Data Warehousing, Business Intelligence and Data Mining	4
IOM 433	Business Information Systems Analysis and Design	4
IOM 444	Business Systems Networking and Information Security	4
IOM 445	Business Information Systems Management and Strategy	4
IOM 455	Project Management	4

Operations Management Concentration

This concentration prepares undergraduate students for management careers in manufacturing or service operations, including operations consulting, supply chain management and distribution and logistics. Career tracks include production manager, project manager, management consultant, warehouse manager, buyer/planner, logistics director, quality assurance associate and supply chain manager. Course work topics include supply chain analysis, lean operations facilities design, new production technology investment decision, quality management, material procurement, inventory control, logistics, and optimization and simulation tools for operations analysis.

To gain the operations management concentration, take four of the following courses in any order.

IOM 427	Spreadsheet Modeling, Optimization and Analysis	4
IOM 431	Business Information Systems Management and Strategy	4
IOM 455	Project Management	4
IOM 482	Supply Chain Management	4
IOM 483	Operations Consulting	4

Business Process Consulting Concentration

The business consulting concentration leverages a natural confluence of three main areas: operations management, information systems and statistics, and promotes a flexible, interdisciplinary emphasis. Classes teach students skills for improving business processes that contribute to a firm's competitive advantage.

These skills include the ability to identify core processes in a firm from a strategic perspective; describe the process from an “end-to-end” perspective; quantitatively and qualitatively analyzing the processes to identify areas of improvement; and applying such improvement mechanisms as information systems design, operations analysis and business intelligence. Students learn how to consult with clients in carrying out these improvement activities. As such, students concentrating in business consulting are prepared for employment in consulting firms as well as future-focused firms concerned about maintaining a competitive advantage through process improvements.

The senior concentration requires a minimum of 16 units from the following classes. The classes may be taken in any order and no prerequisites are required:

COURSE OPTIONS		UNITS
IOM 427	Spreadsheet Modeling, Optimization and Analysis	4
IOM 428	Data Warehousing and Data Mining	4
IOM 431	Business Information Systems	4
IOM 433	Business Information Systems Analysis and Design	4

IOM 435	Business Database Systems	4
IOM 437	Technology-enabled Global Businesses, Markets and Sourcing	4
IOM 455	Project Management	4
IOM 482	Supply Chain Management	4
IOM 483	Operations Consulting	4

Department of Management and Organization

The management function in an organization is concerned with achieving effective performance in meeting the goals and objectives that keep the organization competitive and profitable. In carrying out their responsibilities, managers must utilize human resources to accomplish these goals. Managers are expected to balance the demands in the external environment with the resources and capability inside the organization to achieve a “strategic” fit between goals and accomplishment. The effective manager is skilled in decision-making, strategy formulation, organizational design, developing a supportive work environment, motivating employees and performance appraisal.

Organizational behavior focuses on the management and organization of human resources. Environmental, cultural, economic, technological, interpersonal and individual aspects of human functioning in organizations are considered. Undergraduate courses are designed to provide behavioral and conceptual awareness and skills for future professional managers.

The Department of Management and Organization offers the following undergraduate concentrations.

Management Consulting Concentration

This concentration prepares students for careers in management consulting, either as a member of a consulting firm or as an internal consultant within a corporation. It provides knowledge and skills for contracting with clients, analyzing their problems and devising appropriate solutions. This concentration is highly relevant for students considering a consulting career in such functional areas as finance, accounting, marketing, information systems, operations management or human resources. The courses in this concentration provide students with practical knowledge about the consulting process as well as field experiences to gain relevant skills.

REQUIRED COURSES FOR THIS CONCENTRATION		UNITS
MOR 462	Management Consulting	4
MOR 465	Advanced Methods in Strategy Analysis	4
SELECT TWO FROM THE FOLLOWING:		UNITS
MOR 421	Social and Ethical Issues in Business	4
MOR 461	Design of Effective Organizations	4
MOR 463	Organization Change and Development	4
MOR 492	Global Strategy	4

Leadership Development Concentration

This concentration prepares students for leadership positions in a variety of organizations, from large corporations to small entrepreneurial firms. It provides knowledge and skills needed to lead people in both domestic and global settings. This concentration is appropriate for students considering a career in general management or for those who will take leadership positions in such functional areas as accounting, finance, marketing, information systems or operations. The courses in this concentration emphasize practical knowledge of the leadership function as well as development of leadership skills and behaviors.

REQUIRED COURSES FOR THIS CONCENTRATION		UNITS
MOR 469	Negotiation and Persuasion	4
MOR 470	Global Leadership	4
SELECT TWO FROM THE FOLLOWING:		UNITS
MOR 431	Interpersonal Competence and Development	4
MOR 472	Power, Politics and Influence	4
MOR 473	Designing and Leading Teams	4

Managing and Developing People Concentration

The managing and developing people concentration prepares students for careers in human resource management and more generally for managing people in small and family businesses. Students will be introduced to the activities of human resource management, such as recruitment and selection, training and development, performance management, compensation and benefits, health and safety, and union relationships. In addition to functional activities of human resource management, students may take courses in employment law and executive compensation and other leadership and organization courses. The courses in this concentration will provide students with strong skills in identifying, managing and developing increasingly scarce human talent.

REQUIRED COURSE FOR THIS CONCENTRATION		UNITS
MOR 471	Managing and Developing People	4
SELECT THREE FROM THE FOLLOWING:		UNITS
BUCO 425	Public Communication in Ethics and Research	4
FBE 428	Principles of Employment Law	4
FBE 433	Compensation, Incentives, and Corporate Governance	4
MOR 385	Business in a Diverse Society	4
MOR 421	Social and Ethical Issues in Business	4
MOR 431	Interpersonal Competence and Development	4
MOR 461	Design of Effective Organizations	4

MOR 463	Organization Change and Development	4
MOR 469	Negotiation and Persuasion	4
MOR 472	Power, Politics and Influence	4
MOR 473	Designing and Leading Teams	4

Strategic Management Concentration

The strategic management concentration prepares students for careers in a broad spectrum of business organizations. This concentration is multidisciplinary in nature, and gives students the opportunity to integrate the knowledge they have learned at Marshall by providing skills and tools required to make strategic decisions for complex management problems. This concentration is appropriate not only for students considering a career in general management or management consulting but also for those who want to develop strategic thinking capabilities crucial to managers in a variety of disciplines such as investment banking, technology and media/entertainment.

REQUIRED COURSES FOR THIS CONCENTRATION		UNITS
MOR 465	Advanced Methods in Strategy Analysis	4
MOR 492	Global Strategy	4

SELECT TWO FROM THE FOLLOWING:		UNITS
FBE 421	Financial Analysis and Valuation	4
FBE 445	Topics in Economic Analysis of Business Strategy and Policy	4
IOM 482	Supply Chain Management	4
MKT 440	Marketing Analysis and Strategy	4
MOR 461	Design of Effective Organizations	4
MOR 462	Management Consulting	4
MOR 467	Strategic Management of Technology and Innovation	4

Global Management Concentration

This concentration is intended for students who seek careers in organizations that span national boundaries or operate outside the United States. Changes in technology, transportation, communications and political

alliances have significantly internationalized business. Increasingly, firms are required to compete in multiple foreign markets at both the product and supply-chain levels. Understanding the management, marketing, financial and operational challenges associated with global business activity and developing skills in these areas have become essential requirements for success. The global management concentration includes courses that are designed to provide students with both a broad perspective and practical knowledge and skills in global business.

REQUIRED COURSE FOR THIS CONCENTRATION		UNITS
MOR 492	Global Strategy	4

SELECT THREE FROM THE FOLLOWING:		UNITS
FBE 436	Financial Management of Multinational Corporations	4
FBE 440	Trading and Exchanges	4
FBE 462	International Trade and Commercial Policy	4
FBE 464	International Finance	4
MKT 465	Global Marketing Management	4
MOR 470	Global Leadership	4

Department of Marketing

Marketing is the process of planning and executing the conception, pricing, promotion and distribution of ideas, goods and services to create exchanges that satisfy individual and organizational objectives. Modern marketing stresses research and analysis to understand consumer behavior and to identify customer needs, new product research and development, competitive pricing, coordinated promotional or sales programs and efficient logistics and distribution. Students interested in careers in marketing management, logistics management, retailing or wholesaling, sales program administration, advertising or marketing research will find courses in marketing valuable. Six areas of concentration are offered: general marketing, advertising and promotion strategy, product and brand management, sales strategy, global marketing, and distribution management.

General Marketing Concentration

This concentration allows students flexibility in their marketing studies. The required course gives the student general background into marketing strategy. The suggested additional courses provide fundamental tools for a marketing career. Other marketing courses can be selected to acquire special skills.

Students who pursue this concentration are often interested in a career in marketing management for small businesses, where a broad marketing background is essential.

REQUIRED COURSE (THE OTHER COURSE MAY BE CHOSEN AS AN ELECTIVE)		UNITS
MKT 440	Marketing Analysis and Strategy, or	
MKT 450	Consumer Behavior and Marketing	4

COURSES MOST RELEVANT TO THIS CONCENTRATION		UNITS
MKT 435	Business-to-Business Marketing	4
MKT 470	Marketing Research	4

OTHER COURSES RELEVANT TO THIS CONCENTRATION		UNITS
MKT 405	Advertising and Promotion Management	4
MKT 410	Professional Selling	4
MKT 425	Direct Response and Internet Marketing	4
MKT 430	Retail Management	4
MKT 445	New Product Development and Branding	4
MKT 465	Global Marketing Management	4

Advertising and Promotion Strategy Concentration

Prepares students for evaluating the advertising and promotion process in the capacity of an agency client or as an employee of an advertising agency or an in house agency. This concentration is relevant for anyone who will be exposed to the use of advertising and promotions in their career.

COURSES MOST RELEVANT TO THIS CONCENTRATION		UNITS
MKT 405	Advertising and Promotion Management	4
MKT 406*	Practicum in Advertising and Promotion Design	4
MKT 425	Direct Response and Internet Marketing	4
MKT 450	Consumer Behavior and Marketing	4
MKT 470	Marketing Research	4

*Prerequisite: MKT 405 or JOUR 340.

OTHER COURSES RELEVANT TO THIS CONCENTRATION		UNITS
MKT 445	New Product Development and Branding	4
MKT 465	Global Marketing Management	4
JOUR 340	Introduction to Advertising	4
JOUR 341*	Advertising Copywriting	4
JOUR 342*	Advertising and Media Analysis	4

*Prerequisite: JOUR 340.

Sales Strategy Concentration

Prepares students to effectively manage the critical interface and relationships between the organization and its customers. Selling provides unique insights into the business functions of the organization and the customer organizations it serves. The sales team plays a key role in implementing the firm's marketing strategy and creates a source of advancement opportunities for sales professionals. Good selling skills enhance communication capabilities and opportunities for success in many aspects of the marketing field. Students who pursue this concentration are often interested in careers in sales, sales management, service delivery or retailing.

COURSES MOST RELEVANT TO THIS CONCENTRATION		UNITS
MKT 410	Professional Selling	4
MKT 415	Sales Force Management	4
MKT 425	Direct Response and Internet Marketing	4
MKT 430	Retail Management	4

OTHER COURSES RELEVANT TO THIS CONCENTRATION		UNITS
MKT 435	Business to Business Marketing	4
MKT 450	Consumer Behavior and Marketing	4

Global Marketing Concentration

Prepares students to market products and services to customers throughout the world. Special emphasis is given to understanding customers and developing marketing strategies and programs in the international context. This path is relevant to anyone who plans to work for a company that markets products and services in more than one country or that faces international competition in its domestic market.

COURSES MOST RELEVANT TO THIS CONCENTRATION		UNITS
MKT 435	Business to Business Marketing	4
MKT 440	Marketing Analysis and Strategy	4
MKT 450	Consumer Behavior and Marketing	4
MKT 465	Global Marketing Management	4

OTHER COURSES RELEVANT TO THIS CONCENTRATION		UNITS
FBE 464	International Finance	4
MKT 425	Direct Response and Internet Marketing	4
MKT 470	Marketing Research	4
MOR 470	Global Leadership	4

Other courses in political economy and public policy, political science, international relations, East Asian area studies, East Asian languages and cultures, and languages (French, Italian, German, Slavic languages, Spanish and Portuguese).

Product and Brand Management Concentration

Prepares students for a career as a brand manager. Students who pursue this path are interested in having complete responsibility for a brand, from its inception to its management in the marketplace. Such a path might be relevant to students working for a manufacturer (e.g., a consumer packaged goods firm), a service (e.g., a financial services company) or those who wish to be entrepreneurs.

COURSES MOST RELEVANT TO THIS CONCENTRATION		UNITS
MKT 440	Marketing Analysis and Strategy	4
MKT 445	New Product Development and Branding	4
MKT 465	Global Marketing Management	4
MKT 470	Marketing Research	4

OTHER COURSES RELEVANT TO THIS CONCENTRATION		UNITS
BAEP 451	The Management of New Enterprises	4
BUAD 351	Economic Analysis for Business Decisions	4
MKT 405	Advertising and Promotion Management	4
MKT 450	Consumer Behavior and Marketing	4

Distribution Management Concentration

This concentration enables students to grasp the complexities involved in how manufacturers, distributors and retailers work together to make products available for purchase by consumers. There is a growing opportunity in distribution management as new avenues for product placement evolve. This concentration prepares students for sales and sales management, marketing, general management and operations positions in all types of business organizations.

COURSES MOST RELEVANT TO THIS CONCENTRATION		UNITS
IOM 455	Project Management	4
IOM 482	Supply Chain Management	4
MKT 410	Professional Selling	4

OTHER COURSES RELEVANT TO THIS CONCENTRATION		UNITS
IOM 427	Spreadsheet Modeling, Optimization and Analysis	4
IOM 483	Operations Consulting	4
MKT 415	Sales Force Management	4
MKT 435	Business to Business Marketing	4
MKT 440	Marketing Analysis and Strategy	4

Academic Programs

Entrepreneur Program

The Entrepreneur Program is designed for those who want to start or own a high-growth business, join an emerging business or participate in an entrepreneurial venture in a mature corporation (intrapreneurship). The overall goals of the program are to open students' minds to the advantages of an entrepreneurial career, to instill confidence that they can be successful entrepreneurs, to increase their awareness of the entrepreneurial process and to enhance their conceptual skills to take advantage of business opportunities. Wide exposure is given to all types of entrepreneurs and industries. The program actively supplies contact with and support to its alumni.

The program is designed to teach relevant concepts and theory, to develop conceptual ability and to let the student experience what is being taught. A significant part of the program is each student's development of a working business plan. The Entrepreneur Program is a 16-unit modular block program which is usually taken during the student's junior and senior years. Students who complete all four courses will be considered graduates of the entrepreneur program. For those students who seek some exposure to the entrepreneurial world but who do not or cannot take the 16-unit block program, either BAEP 451 may be taken as an overview or BAEP 451 and BAEP 452 may be taken as a mini-concentration. BAEP 423, BAEP 451, BAEP 452, and BAEP 454 are offered each semester and BAEP 453 is offered in the spring only.

Applications for admission to this program are mandatory and must be completed at the start of the spring semester of the junior year.

The initial entrepreneur modular block courses must be taken sequentially, beginning with BAEP 451 and BAEP 452 and concluding in the spring with BAEP 454 and BAEP 453, recommended in that order.

INITIAL COURSES		UNITS
BAEP 451	The Management of New Enterprises	4
BAEP 452	Cases in Entrepreneurship	4

COURSES FOR COMPLETION OF THE CONCENTRATION		UNITS
BAEP 453	Venture Management	4
BAEP 454	The Entrepreneurial Business Plan	4

Advanced Interdisciplinary Studies Concentration

Some students prefer to continue the "broad brush" approach afforded by the required core courses rather than delve more deeply into one area. The interdisciplinary emphasis provides such an opportunity.

REQUIRED COURSES FOR THIS CONCENTRATION			UNITS
BUAD 350	Macroeconomic Analysis for Business Decisions		4
BUAD 351	Economic Analysis for Business Decisions		4
IOM 455	Project Management		4
MKT 415	Sales Force Management		4
MOR 461	Design of Effective Organizations		4

Please note that all courses should be taken. Any deviations from the above must have prior approval from the Marshall Student Services and Advisement Office, Bridge Hall 104.

International Exchange Program

The international exchange program is designed to provide business students with the opportunity to participate in a one-semester exchange program with a host institution in either Asia or Europe. The exposure to international cultures and practices in business and non-business settings provides another level of understanding of international business. Students will be required to complete four or five courses at the host institution. As all instruction is in English, foreign language proficiency is not required. Courses completed at the host school will be graded credit/no credit on the student's USC transcript.

The courses are selected from a list approved by the Marshall School of Business. Students will earn USC credit for the international business concentration requirement. Students may also earn a concentration in a specific area if they are pre-approved by the student's advisor. This is a one-semester program which is taken during either the spring semester of the junior year or fall semester of the senior year.

International Summer Program

The Marshall School of Business also offers international internship programs in London, Madrid, Dublin and Paris during the summer semester. The aim of the program is to provide students with theoretical as well as practical experiences working and navigating within the international global environment.

The program is centered at USC and in Europe, and designed around a Marshall course and an eight-week internship abroad.

Food Industry Management Concentrated Program

Certificate Program

The Food Industry Management Concentrated Program offers undergraduate and graduate courses emphasizing marketing, retailing, financial and management aspects of the food industry. Successful completion of the program is acknowledged by a Food Industry Management Certificate.

To qualify for admission and a scholarship grant for the undergraduate food industry management concentrated program, students must be in their junior or senior year with an academic standing adequate for admission to USC; be currently employed in a management position in the food retailing, wholesaling or manufacturing industry; and be recommended by their employer.

To receive a certificate, students must complete 16 units during the one-semester program. Students must take all required FIM courses for the time they are in the program.

Certification Program Requirements

SPRING SEMESTER		UNITS
FIM 420	Food Retailing Management	4
FIM 480	Food Industry Financial Accounting and Analysis	4
FIM 481	Food Marketing Research	4
FIM 582	Food Industry Decision Making	4
		16

Graduate Degrees

The Marshall School of Business prepares men and women to become leaders at every level of management. Today's successful businesses demand flexibility, innovation, creativity, teamwork and leadership from their employees. The Marshall School's goal is to help students meet those demands through a rigorous grounding in all functional areas of business and the honing of analytical and interpersonal skills required to address real business problems.

The more than 185 faculty members at the school include authorities recognized around the world for their contributions to business theory and practice. They are also distinguished by their dedication to teaching excellence.

The Marshall School of Business offers four graduate degrees: The Master of Business Administration (M.B.A.), the Master of Science in Business Administration (M.S.), the Master of Medical Management (M.M.M.) and the Doctor of Philosophy (Ph.D.). The Marshall School jointly sponsors a Master of Long Term Care Administration. The Graduate Certificate in Financial Analysis and Valuation and Graduate Certificate in Technology Commercialization are also offered.

Master of Business Administration (M.B.A.)

M.B.A. students gain an understanding of the forces confronting business around the world and are encouraged to take an active role in making a difference — to seek out opportunities for personal and professional growth and to empower others in the pursuit of shared goals. The Master of Business Administration is offered through five distinct programs.

While the five programs are designed to meet the needs of different types of students, all programs have the same goals: providing students with the skills and knowledge necessary to become effective leaders; developing a thorough understanding of business fundamentals such as economics, accounting, finance, marketing and operations; and refining basic skills, such as use of information systems and statistical analysis. Each student is challenged to develop self-understanding and an appreciation for the complexities of organizations.

The Marshall M.B.A. Program

The Marshall M.B.A. program is designed for individuals who can leave the world of work and immerse themselves “full time” in two years of graduate education. It provides a foundation for success that balances theory with real-world application.

Over the first year's course of study, a “hands-on” approach to leadership and business education combines case analysis, management simulations and executive seminars with traditional methods for establishing a conceptual understanding of the general management role in a global context. An elective option in the second semester allows students to complement the core curriculum with individualized interests. Summer internships help students apply their knowledge in practice and prepare for the job market.

In year two, students continue to chart their own course of study. A wide array of elective courses offers students immersion in specific functional areas, disciplines and industries. The selection allows students to gain an in-depth understanding of a particular subject or to continue to pursue a broad-based management education.

The M.B.A. Program for Professionals and Managers

The M.B.A. Program for Professionals and Managers (MBA.PM) allows fully employed individuals to pursue an M.B.A. degree while continuing their career development. Students can pursue the first year of study at the University Park campus or at the USC Orange County Center in Irvine. Elective course work is completed on the University Park campus. The curriculum, offered in the evening, is the same curriculum offered to full-time M.B.A. students but is modified to allow completion of the program in 33 months.

Executive M.B.A. Program

The Executive M.B.A. program provides those with significant work experience, particularly mid- to senior-level professionals who have high potential as business and industry leaders, a chance to complete an M.B.A. on Fridays and Saturdays over a two-year period without interrupting their careers. The program is offered on the University Park campus in downtown Los Angeles as well as in San Diego and Shanghai, China.

This program uses a non-traditional, interdisciplinary approach to executive and management education through “themes” that integrate various functional areas and address classic, yet dynamic business issues.

Through the integrated curriculum, participants develop a complete understanding of decision-making, a focus on the future and the international context of business as well as strong interpersonal, leadership and analytical skills. More specifically, participants achieve advanced skills in corporate and international finance, marketing, environmental and strategic analysis, information technology, organizational leadership, managerial communication and corporate relations.

Core faculty include the school's most senior, experienced members as well as nationally renowned academic and business specialists. The program includes three residential off-site experiences — two domestic and one international.

International M.B.A. Program (IBEAR M.B.A.)

The IBEAR M.B.A. is a mid-career international M.B.A. emphasizing trade and investment in and between the Americas and Asia in particular. Participants complete the equivalent of two years of intensive M.B.A. study and return to their careers in 12 months.

In addition to an internationalized set of core courses, the program includes elective course offerings on international management, international financial management, global e-business, global marketing strategy, international trade, politics for global management and global strategy.

The program features a two-term international business consulting project, a cross-cultural team-building retreat, a visiting international expert speaker series and participation in Marshall's annual Asia/Pacific Business Outlook Conference.

IBEAR M.B.A. graduates join a network of well-placed alumni in more than 50 nations.

Global Executive M.B.A. Program

The Global Executive M.B.A. program in Shanghai is designed for middle managers with high potential and senior managers who are currently engaged in joint ventures, operations of foreign multinational companies, and government in Pacific Rim countries who seek a U.S.-style business education

with an international perspective. It provides a unique opportunity for networking and personal development within the framework of an increasingly competitive Asian market.

The program is offered in partnership with the Antai College of Economics and Management at Shanghai Jiao Tong University in China. Because classes meet in both Shanghai and Los Angeles, students must be able to participate fully in the travel requirements of the program. Classes are taught in English.

The program mirrors the long-standing Marshall Executive M.B.A. program, employing a nontraditional, interdisciplinary approach to executive and management education through “themes” that integrate various functional areas and address classic, yet dynamic business issues.

Through the integrated curriculum, participants develop a complete understanding of decision-making, a focus on the future and the international context of business as well as strong interpersonal, leadership and analytical skills. More specifically, participants achieve advanced skills in corporate and international finance, marketing, environmental and strategic analysis, information technology, organizational leadership, managerial communication and corporate relations.

Dual Degree Programs

Dual degree programs offer graduate students the opportunity to complete concurrently the requirements for two degrees. The Marshall School offers the M.B.A. in conjunction with a number of other programs at USC:

- Juris Doctor/Master of Business Administration (J.D./M.B.A.)
- Master of Business Administration/Master of Arts in East Asian Area Studies (M.B.A./M.A.)
- Master of Business Administration/Master of Planning (M.B.A./M.Pl.)
- Master of Business Administration/Master of Real Estate Development (M.B.A./M.R.E.D.)
- Master of Business Administration/Master of Science in Gerontology (M.B.A./M.S.)
- Master of Business Administration/Master of Science in Industrial and Systems Engineering (M.B.A./M.S.)
- Master of Business Administration/Doctor of Dental Surgery (M.B.A./D.D.S.)
- Master of Business Administration/Doctor of Education (M.B.A./Ed.D.)
- Master of Business Administration/Doctor of Medicine (M.B.A./M.D.)
- Master of Business Administration/Doctor of Pharmacy (M.B.A./Pharm.D.)
- Master of Business Administration/Master of Arts in Jewish Communal Service (M.B.A./M.A.)
- Master of Business Administration/Master of Social Work (M.B.A./M.S.W.)

Master of Digital Supply Chain Management

The Marshall School of Business jointly with the Viterbi School of Engineering offer individuals across the U.S. and around the world an opportunity to expand their knowledge of the rapidly expanding uses of technology in the management of global supply chains. The program focuses on teaching the necessary knowledge and skills in areas like product introduction; strategic procurement; outsourcing; logistics and distribution; information technology and its role in managing global supply chains; and supply chain optimization. The degree can be completed through the Internet. In-person midterms and final exams may be required for some courses, in which case they will be administered in cities near student population concentrations.

Master of Science in Business Administration (M.S.)

The Master of Science in Business Administration is designed to provide students with an opportunity to pursue an area of specialization subsequent to successfully completing the Master of Business Administration (M.B.A.). The program is especially valuable for those who wish to enhance their knowledge base in a specialized area of business. In cooperation with a faculty member, the student in this program designs a course of study to meet his or her individual needs. The degree can be completed on either a full- or part-time basis, and classes are available during both daytime and evening hours.

Master of Medical Management

This program is designed for physicians in the medical field who wish to gain formal business knowledge and develop critical thinking skills. Significant project and course work is completed primarily through distance learning venues. The program consists of four one-week intensive residential sessions.

Master of Long Term Care Administration

This program is designed to prepare competent individuals to administer the long term needs of America's elderly population. It is jointly offered by the Davis School of Gerontology, the Marshall School of Business, and the School of Policy, Planning, and Development. For information, see the School of Gerontology, page 688.

Doctor of Philosophy (Ph.D.)

The Doctor of Philosophy program in business administration is designed to produce research-oriented graduates who, from positions in academia, can advance the state-of-the-art business practice and enhance the contributions that business can make to the larger community. These goals can be

advanced through research contributions in theory, concepts, methods and practices, and education of the next generation of business leaders.

Graduate Certificates in Digital Supply Chain Management

Three 15-unit graduate certificate programs offer working professionals opportunities to study specific aspects of supply chain management without committing the time and resources required to earn a master's degree. Certificates in information systems and supply chain management, optimization and supply chain management, and supply chain strategy are offered. These programs are offered via distance learning technologies and can be completed through the Internet. In-person midterms and final exams may be required for some courses, in which case they will be administered in cities near student population concentrations. See Master of Digital Supply Chain Management, page 167, for course requirements.

Graduate Certificate in Financial Analysis and Valuation

The Graduate Certificate in Financial Analysis and Valuation, offered through the Center for Investment Studies, is designed to offer students the intensive instruction and training needed to successfully compete in rapidly developing global financial markets. Course work in the fundamental theories and practice of financial accounting, financial analysis, valuation, credit analysis, and financial instruments and markets expands analytical capacities to better understand and develop strategic financial decisions. See page 168 for course requirements.

Graduate Certificate in Technology Commercialization

The Graduate Certificate in Technology Commercialization, offered through the Lloyd Greif Center for Entrepreneurial Studies, provides technology commercialization skills in an academic/real world environment that combines theory and practice. Through a living laboratory academic program, students experience the entire spectrum of the commercialization process: invention, product development, technical and market feasibility analysis, intellectual property acquisition, business development and venture funding. Working with USC scientists and engineers, students have the potential to become stakeholders in a new technology venture. They are also eligible to apply for summer internships sponsored by industry partners to give them additional experience in taking a new technology to market. The program is particularly well suited to those in science, engineering and business. See page 169 for course requirements.

Master's Degree and Graduate Certificate Programs

Admission Requirements

A bachelor's degree equivalent to a four-year U.S. undergraduate degree from an accredited institution (regardless of field or major) is required for admission to any master's degree program at the Marshall School of Business.

Successful performance in Marshall master's programs requires computer proficiency in word processing, database management, electronic spreadsheets and business graphics. Following admission, Marshall Instructional Technology Services is available for additional preparation. Knowledge of calculus is a prerequisite to some of the courses offered by the Marshall School of Business.

All applicants are required to submit the following documents: (1) completed application form; (2) a nonrefundable application fee; (3) responses to required essay questions; (4) history of full- and part-time work experience or resume; (5) one official transcript from the registrar of each college or university attended (undergraduate and postgraduate, if applicable) whether the degree was completed or not. If all college or

postgraduate work has not been completed, transcripts must be sent again when work in progress is completed and the degree posted. Transcripts written in languages other than English must be accompanied by a certified English translation; (6) letters of recommendation; (7) Graduate Management Admission Test (GMAT) scores. (Scores should be from tests taken within the last five years.) Official test score reports should be received by the Marshall School of Business within 10 days of each test administration. Additional score reports can be sent from the ETS within two weeks upon written request and payment of a fee; (8) all international students who did not graduate from an American, British, Canadian or Australian college or university must submit a recent Test of English as a Foreign Language (TOEFL) score. Test scores are sent by the Educational Testing Service to USC.

To ensure a place in a program and adequate time to receive an admission decision, it is important to send completed application

materials well in advance of the semester for which the applicant wishes to register. For the non-traditional student, if work is still in progress to complete a bachelor's degree, the applicant must state specifically what courses are in progress, what must be done to finish and the estimated date of completion. Admission is contingent upon official verification of a bachelor's degree.

In their review of applications, admissions committees consider all of the applicant's completed academic work, test score, evidence of leadership and motivation, letters of recommendation, level of job responsibility and work history, and unique talents and contributions. Applicants are reviewed on their potential for successful performance in graduate business studies and their competitiveness within the current applicant pool.

Additional program-specific admission criteria are detailed below.

Marshall M.B.A. Program

The Marshall M.B.A. curriculum is a comprehensive two-year (63-unit) learning experience designed to develop outstanding leaders who act with positive impact and character in a rapidly changing economic, social and political world.

A core of 15 essential courses is designed to build the foundation of skills required of all leading executives, develop collaborative talent, expand the student's vision with a global perspective and instill an innovative spirit. An individualized program of study, which begins in the second semester of the first year, allows students to acquire knowledge and skills in specialized functions within specific industries.

Recognizing that success in business requires more than a thorough knowledge of the vernacular of business, the Marshall M.B.A. curriculum is both broad and deep, offering students an opportunity to learn about business

from varying perspectives. Marshall M.B.A. students develop:

- a world view that understands and appreciates different cultures and economies;
- a strategic perspective that understands the global dynamics of worldwide industries and new markets;
- appreciation for the creative process, intellectual property and a commitment to continuous innovation;
- an entrepreneurial spirit for initiating business opportunities and moving large companies forward;
- an ability to integrate decisions and solutions across disciplines in complex decision-making environments;

- a clear framework for ethical and values-based, decision-making supported by un-yielding personal integrity and the confidence to act accordingly;

- a professional presence and the ability to articulate a vision needed to motivate others and lead diverse teams of people.

Marshall M.B.A. graduates are collaborative by nature, innovative in spirit and global in perspective.

The Faculty

Instructors in the Marshall M.B.A. program are an inspired group of teachers who are passionate about nurturing the development of their students and are committed to the program and to innovative implementation. Scholars bring their latest thinking into the classroom and convey it so that students embrace ideas and learning with excitement and a willingness to demonstrate that learning and enthusiasm in their careers.

Recognized experts, academic specialists and industry leaders are actively involved in the program. Faculty known for their work in Marshall research centers offer industry collaboration. Many faculty connect with other schools in the university, tap into the strengths of innovative Southern California industries and engage our alumni across industries and globally. The valuable contributions of experience and expertise from individuals and organizations outside Marshall weave theory with practice.

An Advanced Learning Environment

The educational approach of the Marshall M.B.A. is a careful balance of case learning along with course work, lectures, experiential exercises and field studies. Students are members of supportive and challenging learning communities. The experience is hands-on and teamwork based, with extensive opportunities to work with real companies and real managers on real projects.

Classes are taught in state-of-the-art classrooms featuring network access for every student. The Experiential Learning Center offers students opportunities for experimentation, video practice, simulation exercises and group preparation.

The full-time program is rigorous, intellectually demanding and time-intensive. Students typically spend 60-80 hours per week on course work and projects.

Application

Applicants should have significant full-time work experience. Letters of recommendation submitted with the application should relate to the applicant's work experience. For more information, contact the Marshall M.B.A. Admission Office in Popovich Hall (JKP) 308; (213) 740-7846; Fax (213) 749-8520; www.marshall.usc.edu. Apply online at www.marshall.usc.edu/admissions/applyonline.

Application Deadlines

Admission decisions for the full-time program are made within four admission rounds. Applicants who submit completed applications (including test scores) to the Admission Office by the December, January, February and April dates listed on www.marshall.usc.edu/admissions/applyonline will receive notification in approximately six weeks. Applicants are urged to file a completed application as early as possible, as the applicant pool is extremely competitive. The final deadline for the full-time program is April 1.

Focus on Collaboration

The ability to work in and manage teams is becoming increasingly important in business practice. Taking those skills from the program is a key part of each student's leadership growth.

Students are assigned to small teams for the first year of study. These teams are composed of students with diverse backgrounds and experiences to enhance the overall learning experience for each team member. In group projects, study groups and competitive assignments, teamwork is crucial to success. A greater understanding of teams is bolstered through formal discussions and presentations throughout the year.

In addition to formal team projects, a strong community of mutual support develops from the important role informal study groups play in the school's academic culture.

The Core: An Integrated Program of Study

Although the curriculum lists a series of required courses to be taken during the first year of the Marshall M.B.A. program, students are, in many ways, pursuing one nine-month course because the individual courses and materials covered are highly integrated.

Instructors for first-year required courses are selected on two grounds: teaching excellence and their ability to work together as a faculty team. The first-year teaching team develops and evaluates selected assignments jointly, linking concepts across courses, and occasionally team teaches, examining complex business programs from multiple perspectives.

Innovation

To develop students' abilities to master and adapt to constantly changing conditions, Marshall requires course work focusing specifically on the management of innovation and change. This competence will enable our graduates to excel in tomorrow's organizations. The courses in the basket focus on at least one of some key elements of innovation in business.

Professional Development for Leaders

Professional Development for Leaders is a year-long business communications course comprising class sessions, tailored workshops and ongoing individual and group coaching. First-year students are immersed in developing their presentation skills, interpersonal communication skills and emotional intelligence — the ability to understand and respond to the human side of business — required of successful leaders.

PRIME

The global vision generated during the first year of the M.B.A. culminates with PRIME — Business Practices in the Pacific Rim. PRIME melds on-campus classroom study with nine days abroad. Students make a major presentation either on specific industry analyses or on consulting projects that they have undertaken. To date, students have studied in Sao Paulo, Brazil; Santiago, Chile; Shanghai, Beijing, Tianjin, Nanjing and Hong Kong/Shenzhen, China; Havana, Cuba; Tokyo and Osaka, Japan; Mexico City, Mexico; Singapore; and Bangkok, Thailand.

Internships

Practical experience is critical to success in business. Marshall has developed an extensive network of prospective employers who offer internships during the summer between their first and second year. Successful internships often lead to job offers.

International Exchange Program

The Marshall School offers a range of international exchange programs in cooperation with leading business schools around the world. Through this program students may attend a partner institution in Europe, Asia, Latin America or Australia. Students may choose to spend a semester abroad or may enroll in a summer program. Since many of the programs are taught in English, language proficiency is not a requirement for all countries. Students must complete the M.B.A. core and maintain a 3.0 GPA in order to participate in the exchange program.

Program Structure

A total of 63 units is required. The following outlines the typical full-time student's schedule:

FIRST YEAR "CORE" REQUIRED COURSES* —

FIRST SEMESTER		UNITS
GSBA 502a	Professional Development for Leaders	1
GSBA 509	Marketing Management	2.5
GSBA 510	Accounting Concepts and Financial Reporting	2.5
GSBA 511	Managerial Economics	2.5
GSBA 521	Corporate Finance	2.5
GSBA 524	Data and Decision Models	2.5
GSBA 533	General Management	1.5
GSBA 540	Contemporary Issues in Competitive Strategy	1.5
		16.5

SECOND SEMESTER	UNITS
GSBA 502b Professional Development for Leaders	0.5
GSBA 504 Operations Management	2.5
GSBA 513 Global Leadership and Accountability	1.5
GSBA 515 Contemporary Issues in Global Economic Strategy	1.5

GSBA 526 Global Economics	1.5
GSBA 536 Management Accounting	1.5
GSBA 580 Business Practices in the Pacific Rim (PRIME)	1.5
Graduate business electives (500-level ACCT, BAEP, BUCO, FBE, IOM, MKT, or MOR)	6
	16.5

SECOND YEAR	UNITS
Graduate business electives (500-level ACCT, BAEP, BUCO, FBE, IOM, MKT, or MOR)	30

Total units required for degree: 63

*Innovation requirement: In addition to core courses required in the first year, all students must satisfy the innovation requirement by taking at least one class from a select list of approved elective courses.

Note: USC reserves the right to change, add or delete its course offerings and programs without notice.

M.B.A. Program for Professionals and Managers

The M.B.A. Program for Professionals and Managers (MBA.PM) is a part-time, comprehensive M.B.A. program that allows fully employed individuals to pursue their M.B.A. degree. The program offers flexibility and a rich array of elective courses. Students in the MBA.PM program complete the degree in 33 months attending classes in fall and spring semesters and summer sessions.

The MBA.PM offers the following advantages:

- the scheduling design allows students to complete the degree in a timely way, while continuing to work full time;
- program flexibility allows students to tailor their selection of elective courses to their individual interests;
- PM.Globe, a course which includes an international trip, gives all MBA.PM students first-hand exposure to international markets;
- a cohesive group of student colleagues proceeds through the core together, providing opportunities for building relationships with other talented and ambitious individuals;
- special academic and social activities enhance the richness of the M.B.A. experience; and
- interaction between faculty and students enhances the overall learning experience.

The first year of the MBA.PM program is also offered at the Orange County Center in Irvine. All students take their elective courses at the University Park campus in Los Angeles.

Students attend core classes two nights per week for 12 months. Students must complete the core courses in the prescribed sequence and within the prescribed time frame. Elective courses are offered on a semester basis during the remaining portion of the program, including summer session.

During the elective portion of the program, M.B.A. students are encouraged to pursue a course of study that meets their professional goals. Students design their course of study by taking electives offered in the Marshall School and by sometimes taking courses in other areas of the university. Up to 9 units of graduate-level electives may be taken at USC outside the Marshall School of Business for elective credit provided the student shows sufficient reason why a selected course is relevant to the Marshall School of Business program. Permission to take courses outside the Marshall School must be requested via petition to the MBA.PM Program Office in Popovich Hall 106.

Application

Applicants should have significant full-time work experience. Letters of recommendation submitted with the application should relate to the student's work performance (resume).

The program enrolls students one time per year in the fall. For more information, contact the Marshall M.B.A. Admission Office in Popovich Hall (JKP) 308; (213) 740-7846; Fax (213) 749-8520; www.marshall.usc.edu. Apply online at www.marshall.usc.edu/admissions/applyonline.

Sample Program

A total of 63 units is required for the program. The following outlines the typical MBA.PM student's schedule:

FIRST YEAR "CORE" REQUIRED COURSES —		
FALL TERM		UNITS
GSBA 510	Accounting Concepts and Financial Reporting	3
GSBA 511	Managerial Economics	3
GSBA 519a	Strategic Formulation for Competitive Advantage	1.5
GSBA 542	Communication for Management	1.5
		9

WINTER TERM A&B	UNITS
GSBA 506ab Applied Managerial Statistics	3
GSBA 522ab Managerial Perspectives	3
GSBA 581 Information Management	1.5
	7.5

SPRING TERM	UNITS
GSBA 528 Marketing Management	3
GSBA 544 The Firm in the National Economy	1.5
GSBA 548 Corporate Finance	3
	7.5

SUMMER SESSION	UNITS
GSBA 518 Accounting Control Systems	3
GSBA 519b Strategic Formulation for Competitive Advantage	1.5
GSBA 534 Operations Management	3
	7.5

SECOND YEAR — FALL SEMESTER	UNITS
GSBA 586 Current Trends in Business	1.5
Graduate business electives (2) (500-level ACCT, BAEP, BUCO, FBE, IOM, MKT or MOR)	6
	7.5

SPRING SEMESTER	UNITS
GSBA 582 Business Environment and Management Practices in the Pacific Rim	3
Graduate business elective (500-level ACCT, BAEP, BUCO, FBE, IOM, MKT or MOR)	3
	6

SUMMER SESSION	UNITS	SPRING SEMESTER	UNITS
Graduate business electives (2) (500-level ACCT, BAEP, BUCO, FBE, IOM, MKT or MOR)	6	Graduate business electives (2) (500-level ACCT, BAEP, BUCO, FBE, IOM, MKT or MOR)	6
THIRD YEAR — FALL SEMESTER	UNITS	Total units required for degree: 63	
Graduate business electives (2) (500-level ACCT, BAEP, BUCO, FBE, IOM, MKT or MOR)	6	Note: USC reserves the right to change, add or delete its course offerings and programs without notice.	

Executive M.B.A. Program

The Executive M.B.A. program is structured for mid-career to upper-career professionals who are fully employed. Rather than a program of traditional course disciplines (e.g., accounting, marketing, finance) the EMBA program offers a more thematic approach — integrating the material and often delivering it with faculty from different disciplines teaching in a team format. Core faculty include the school's most senior, experienced members as well as nationally renowned academic and business specialists. This program is delivered on Fridays and Saturdays (full days) for a two-year period at either the USC campus in downtown Los Angeles as well as in San Diego and Shanghai, China. As with the other USC Marshall M.B.A. programs, an extensive international trip is integrated into the program.

Application

In addition to the general admission requirements, applicants should have 10 years of work experience that includes substantial managerial responsibilities. Enrollment is limited to 77 participants. The Executive M.B.A. Admissions office may be contacted at (213) 740-7846; Fax (213) 749-8520; or email: uscemba@marshall.usc.edu. Apply online at www.marshall.usc.edu/admissions/applyonline.

Program Structure

This program uses a non-traditional interdisciplinary approach to executive and managerial education through “themes” that integrate various functional areas and address classic, yet dynamic, business issues.

The program begins with a six-day domestic residential session. Thereafter, the 21-month M.B.A. program meets Fridays and Saturdays throughout the year with a short summer break. An eight-day international trip is scheduled during the first theme of the program's second year.

YEAR 1	UNITS
<i>Theme I</i> GSBA 560 The Perspective of Top Management	2
<i>Theme II</i> GSBA 561 Evaluating Market Performance	9
<i>Theme III</i> GSBA 562 Management of Operations	11

<i>Theme IV</i> GSBA 563 Technology and Information Systems Management	6
<i>Theme V</i> GSBA 564 Functional Strategies and Implementation	2
YEAR 2	UNITS
<i>Theme VI</i> GSBA 570 The Role of the Senior Executive	2
<i>Theme VII</i> GSBA 571 Environmental Analysis: Establishing Competitive Advantage	9
<i>Theme VIII</i> GSBA 572 Strategic Planning for Growth	11
<i>Theme IX</i> GSBA 573 Managing Strategic Change and Implementation	6
<i>Theme X</i> GSBA 574 The Executive of the Future	2

Total units required for degree: 60

International M.B.A. Program (IBEAR M.B.A.)

The IBEAR M.B.A. program is an accelerated global M.B.A. for experienced managers and professionals. The curriculum contains internationalized core courses in its first three terms and selected international business electives thereafter. It concludes with a challenging consulting project in terms four and five.

Application

In addition to the general admission requirements, applicants should have a minimum of six years work and/or graduate study experience. Current participants average 11 years of experience and are 34 years of age. Scholarships are available to domestic and international students.

For more information, contact the IBEAR M.B.A. Program in Davidson Conference Center 115; (213) 740-7140; Fax (213) 740-7559; or ibearmba@marshall.usc.edu; www.marshall.usc.edu. Apply online at www.marshall.usc.edu/admissions/applyonline.

Program Structure

This intensive full-time program begins in early August and ends in mid July each year. It begins with a three-week transition program to assist international and domestic participants in adjusting to life in the U.S.

AUGUST SESSION		UNITS
GSBA 523	Communication for Management	3
TERM 1 — FALL		UNITS
GSBA 510	Accounting Concepts and Financial Reporting	3
GSBA 511	Managerial Economics	3
GSBA 524	Data and Decision Models	3
GSBA 529	Strategic Formulation for Competitive Advantage	3
		12

TERM 2 — FALL		UNITS
GSBA 518	Accounting Control Systems	3
GSBA 528	Marketing Management	3
GSBA 548	Corporate Finance	3
GSBA 549	The Firm in the National and International Economy	3

TERM 3 — SPRING		UNITS
GSBA 534	Operations Management	3
GSBA 543	Managerial Perspectives	3
IBEAR designated international business electives		6
		12

TERM 4 — SPRING		UNITS
GSBA 584a	International Business Consulting Project	3
IBEAR designated international business electives		6
		9

TERM 5 — SUMMER		UNITS
GSBA 584b	International Business Consulting Project	2
IBEAR designated international business electives		6
		8

Total units required for degree: 56

Global Executive M.B.A. Program

The Global Executive M.B.A. program in Shanghai offers a thematic approach – integrating the material and often delivering it with faculty from different disciplines teaching in a team format. The program is delivered in a lockstep fashion over a 21-month period in 13 modules. It includes 10 five-day modules in Shanghai, two 10-day modules at the Marshall School of Business in Los Angeles, and a study trip to another Asian country, plus assignments to be completed between classroom sessions and examinations. Shanghai sessions are taught at Antai College of Economics and Management at Shanghai Jiao Tong University in China.

Application

Applicants should have a minimum of eight years of work experience. General admission requirements apply except that in lieu of the TOEFL score, prospective applicants are pre-screened at the GEMBA office in Shanghai. The L.A. Global Executive M.B.A. office may be contacted by phone at (213) 740-8243, by fax at (213) 740-7559 or by email: gemba@marshall.usc.edu. To apply online, visit www.marshall.usc.edu/admissions/applyonline.

Program Structure

This program uses a non-traditional interdisciplinary approach to executive and managerial education through “themes” that integrate various functional areas and address classic, yet dynamic, business issues.

Classes begin in May at the Antai College of Economics and Management at Shanghai Jiao Tong University in China. Thereafter, the program continues in a series of content-specific themes during five-day sessions every six weeks, primarily at the Antai College of Economics and Management. An experiential trip to another Asian country is scheduled in the second year. A two-week capstone program, held at the Marshall School in Los Angeles, concludes with Themes IX and X and commencement.

YEAR 1, SUMMER		UNITS
<i>Theme I</i>		
GSBA 560	The Perspective of Top Management	2

<i>Theme II</i>		
GSBA 561	Evaluating Market Performance	9

YEAR 1, FALL		UNITS
<i>Theme III</i>		
GSBA 562	Management of Operations	11

YEAR 1, SPRING		UNITS
<i>Theme IV</i>		
GSBA 563	Technology and Information Systems Management	6

YEAR 2, SUMMER		UNITS
<i>Theme V</i>		
GSBA 564	Functional Strategies and Implementation	2
<i>Theme VI</i>		
GSBA 570	The Role of the Senior Executive	2

YEAR 2, FALL		UNITS
<i>Theme VII</i>		
GSBA 571	Environmental Analysis: Establishing Competitive Advantage	9
<i>Theme VIII</i>		
GSBA 572	Strategic Planning for Growth	11

YEAR 2, SPRING		UNITS
<i>Theme IX</i>		
GSBA 573	Managing Strategic Change and Implementation	6
<i>Theme X</i>		
GSBA 574	The Executive of the Future	2

Total units required for degree: 60

Dual Degree Programs

Students may complete dual degrees in conjunction with the Marshall M.B.A. or MBA. PM programs.

Admission criteria for applicants to dual degree programs co-sponsored by the Marshall School of Business are the same as Master of Business Administration program admission criteria.

Students interested in dual degree programs should apply to the specific M.B.A. program suited to the individual's needs.

Juris Doctor/Master of Business Administration (J.D./M.B.A.)

The Marshall School of Business in conjunction with the USC Law School offers a program leading to the degrees of Juris Doctor/Master of Business Administration.

Application

Applicants to this program must apply to both schools individually and take both the Graduate Management Admission Test (GMAT) and the Law School Admission Test (LSAT). Applicants should apply either simultaneously to both programs or during the first year in the USC Gould School of Law. Certification for eligibility for the dual degree program must be provided by the Law School prior to admission to the dual degree program by the Marshall School of Business.

Program Requirements

The total number of units required for the M.B.A. portion of the program is 48. Dual degree program students may not count courses taken outside the Marshall School of Business toward the 48 units.

To earn the J.D., all students (including dual degree program students) must complete 35 numerically graded law units at USC after the first year. The associate dean may make exceptions to this rule for students enrolled in Law School Honors Programs.

First Year: Required Law School courses (33 units).

Second Year: Required M.B.A. core courses.

Third and Fourth Years: 43 units of law courses and graduate business electives sufficient to bring the total units completed in the Marshall School of Business to at least 48.

The J.D. and M.B.A. degrees are awarded simultaneously upon completion of all program requirements.

Master of Business Administration/Master of Arts in East Asian Area Studies (M.B.A./M.A.)

The Marshall School of Business in conjunction with the East Asian Studies Center (USC College of Letters, Arts and Sciences) offers a joint M.B.A./M.A. degree program that combines graduate business education with training in the cultures and societies of East Asia. Students may complete the degree on a full- or part-time basis.

Application

Students must apply to both the Marshall School of Business and the College of Letters, Arts and Sciences. GRE scores are not required for admission to the dual degree program. GMAT scores are required.

Program Requirements

Students enrolled in the program are required to complete a minimum of 72 units. All students must complete 48 units in the Marshall School of Business. In East Asian Area Studies (EASC), students have the option of taking five courses and writing a thesis (for a total of 24 units) *or* taking six courses and passing a comprehensive examination (for a total of 24 units).

Required courses that must be taken in the Marshall School of Business include: all M.B.A. core program and graduate business electives sufficient to bring the total units completed in the Marshall School of Business to at least 48. Dual degree program students may not count courses taken outside the Marshall School of Business toward the 48 units.

See East Asian Area Studies, page 308, in the College of Letters, Arts and Sciences for East Asian Area Studies course requirements and the foreign language requirement.

The M.B.A. and M.A. degrees are awarded simultaneously upon completion of all program requirements.

Master of Business Administration/Master of Planning (M.B.A./M.Pl.)

The Marshall School of Business in conjunction with the USC School of Policy, Planning, and Development offers a program leading to the degrees of Master of Business Administration and Master of Planning.

The Master of Business Administration/Master of Planning dual degree program enables students to understand the conduct and requirements of business, accounting, corporate and strategic planning, real estate marketing and finance. Students also gain expertise in public policy, city planning and the interpretation of government regulations. Exposure to both fields becomes an educational as well as professional asset for careers in either public service or private enterprise.

Application

Applicants to this program should apply to both schools simultaneously.

Program Requirements

A total of 84 units is required for the dual degree: 48 units of work in the Marshall School of Business and 36 units from the School of Policy, Planning, and Development. Students can complete the program on either a full- or part-time basis. The program normally requires five semesters of full-time study in residence.

Required courses that must be taken in the Marshall School of Business include: all courses required in an M.B.A. core program and graduate business electives sufficient to bring the total units completed in the Marshall School of Business to at least 48. Dual degree program students may not count courses taken outside the Marshall School of Business toward the 48 units.

See the School of Policy, Planning, and Development, page 870, for policy, planning, and development course requirements.

The M.B.A. and M.Pl. degrees are awarded simultaneously upon completion of all program requirements.

Master of Business Administration/Master of Real Estate Development (M.B.A./M.R.E.D.)

The Master of Business Administration/Master of Real Estate Development dual degree program enables students to expand their skills in planning, land development, marketing, decision sciences, accounting, management, finance and economics. A more sophisticated real estate market makes this diversity of training essential for many students pursuing careers in real estate finance and development.

Completion of the M.R.E.D. portion of the program requires that students have use of an approved laptop computer and demonstrate calculator and spreadsheet skills; a calculator and/or spreadsheet class is offered online.

Application

Students must apply to both the Marshall School of Business and the School of Policy, Planning, and Development. Please consult the Admission section of each school for specific requirements.

Program Requirements

This program normally requires two years (including summer) of full-time study in residence to complete.

A total of 82 units is required. Required courses include:

- all courses required in an M.B.A. core program;
- FBE 565 Economics of Urban Land Use: Feasibility Studies;
- FBE 588 Advanced Real Estate Law;
- additional graduate business electives sufficient to bring the total units completed in the Marshall School of Business to at least 48; and
- policy, planning, and development courses (34 units).

Dual degree program students may not count courses taken outside the Marshall School of Business toward the 48 units.

Comprehensive Examination: Students are required to complete a comprehensive examination administered by faculty members from both the Marshall School of Business and the School of Policy, Planning, and Development.

See page 875 for policy, planning, and development course requirements.

The M.B.A. and the M.R.E.D. degrees are awarded simultaneously upon completion of all program requirements.

Master of Business Administration/Master of Science in Gerontology (M.B.A./M.S.)

The M.B.A./M.S. dual degree program combines knowledge of the older population with the skills of business management. The program prepares graduates for a number of roles in both public and private sector organizations including the marketing of products or services to seniors, human resource development with older workers and retirement benefits.

Application

Applicants to the M.B.A./M.S. in Gerontology should apply to both schools simultaneously.

Gerontology Requirements

The Master of Science in Gerontology requires 30 units of course and fieldwork which cover the core content of the M.S. program. See page 690 for the USC Davis School of Gerontology course requirements.

Business Administration Requirements

The Master of Business Administration component requires 48 units of credit. Required courses include:

- all courses required in an M.B.A. core program;
- MOR 548 Competitive Advantage Through People;
- one of the following marketing electives:
MKT 512 Marketing and Consumer Research,
MKT 525 Consumer Behavior,
MKT 560 Marketing Strategy and Policy
MKT 569 Contemporary Marketing Problems;
- additional graduate business electives sufficient to bring the total units completed in the Marshall School of Business to at least 48.

Dual degree candidates may not count courses taken outside the Marshall School of Business for the 48 units.

The M.B.A. and M.S. degrees are awarded simultaneously upon completion of all program requirements.

Master of Business Administration/Master of Science in Industrial and Systems Engineering (M.B.A./M.S.)

The Marshall School of Business in conjunction with the Daniel J. Epstein Department of Industrial and Systems Engineering offers a program leading to the degrees of Master of Business Administration/Master of Science in Industrial and Systems Engineering.

Application

Applicants to the M.B.A./M.S., Industrial and Systems Engineering program should apply to both schools simultaneously.

Program Requirements

This alternative requires 66 units for graduates of industrial and systems engineering undergraduate curricula and leads to both a Master of Science in Industrial and Systems Engineering and the Master of Business Administration.

The total number of units required for the M.B.A. portion of the program is 48.

Required business courses include:

- all courses in an M.B.A. core program
- and graduate business electives sufficient to bring the total units completed in the Marshall School of Business to at least 48.

Dual degree program students may not count courses taken outside the Marshall School of Business toward the 48 units.

See page 653 for industrial and systems engineering course requirements.

The M.B.A. and the M.S. degrees are awarded simultaneously upon completion of all program requirements.

Master of Business Administration/Doctor of Dental Surgery (M.B.A./D.D.S.)

In response to changes in dental care delivery systems and to the increasing complexity of dental care financing, the USC School of Dentistry offers an innovative program for individuals desiring knowledge in both dental science and business administration.

Application

Applicants to this program should apply during the first year of dental school. Only students who have successfully completed one year in the School of Dentistry will be considered for admission to the Marshall School of Business.

Program Requirements

The program involves completion of the first year in the School of Dentistry, the second in the Marshall School of Business, and then completion of the balance of the slightly modified dentistry and business programs. The program may be completed in five calendar years.

First Year: Required dentistry courses.

Second Year: Required M.B.A. core courses.

Third to Fifth Year: Completion of the remainder of required dentistry courses and graduate elective courses sufficient to bring the total units completed in the Marshall School of Business to at least 48. Dual degree program students may not count courses taken outside the Marshall School of Business toward the 48 units.

The M.B.A. and D.D.S. degrees are awarded simultaneously upon completion of all program requirements.

Master of Business Administration/Doctor of Education (M.B.A./Ed.D.)

The Marshall School of Business in conjunction with the Rossier School of Education offers a program leading to the degrees of Master of Business Administration and Doctor of Education.

The program emphasizes educational leadership and management competencies across the wide variety of education-related organizations in the public, non-profit and for-profit sectors and is designed to prepare students to assume executive leadership positions in these organizations, including schools, universities, educating businesses, regional, state and federal education agencies, education research institutions and private foundations with education missions. M.B.A./Ed.D. graduates will be prepared to improve the scope and quality of educational services to target populations through the application of management skills to the field of education and of education principles to business enterprises.

Application

Applicants to this program must apply to both schools individually and submit scores for both the Graduate Management Admission Test (GMAT) and the GRE.

Program Requirements

The program may be completed on a full-time or part-time basis. Full-time students should be able to complete the program in approximately four years.

The M.B.A. portion of the degree program requires that the student complete an M.B.A. core program and graduate business electives sufficient to bring the total units completed in the Marshall School of Business to 48. Dual degree program students may not count courses taken outside the Marshall School of Business toward the 48 units.

See the Rossier School of Education, page 552, for Ed.D. degree requirements.

The M.B.A. and Ed.D. degrees are awarded simultaneously upon completion of all program requirements for both degrees.

Master of Business Administration/Doctor of Medicine (M.B.A./M.D.)

In response to the ongoing reorganization of health care delivery systems and the growing awareness of the impact of business decisions on health care, the Keck School of Medicine of USC and the Marshall School of Business jointly offer an innovative program for individuals seeking knowledge in both medicine and business administration. The program is designed to prepare its graduates to assume leadership in the design and management of health care systems.

Completion of the M.B.A./M.D. program spans five-and-one-half years. Interested students apply during their second year of medical school and begin core M.B.A. courses following successful completion of the first two years of medical school. The last two-and-one-half years are devoted to the clinical

clerkships of the Keck School of Medicine and nine units of elective courses in the Marshall School.

Application

M.B.A./M.D. students should apply during their second year of medical school in the Keck School of Medicine. All requirements for admission to the Marshall M.B.A. program (application, GPA, GMAT score, etc.) must be fulfilled by the medical student for admission to the Marshall School. Only students who have successfully completed two years in the Keck School of Medicine will be considered for admission to the Marshall School of Business.

Program Requirements

At the conclusion of the program, students will have completed 48 units in the Marshall School of Business, including the M.B.A. core, and four years of courses in the Keck School of Medicine.

First and Second Years: Required medicine courses.

Third Year: Required M.B.A. core courses.

Remaining Two-and-One-Half Years: School of Medicine core, selective and elective clerkships, and graduate business elective courses sufficient to bring the total units completed in the Marshall School of Business to at least 48. Dual degree program students may not count courses taken outside the Marshall School of Business toward the 48 units.

The M.D. and the M.B.A. degrees are awarded simultaneously upon completion of all program requirements.

Master of Business Administration/Doctor of Pharmacy (M.B.A./Pharm.D.)

Responding to the growing demand on pharmacists to be knowledgeable in both science and business administration, the USC School of Pharmacy and the Marshall School of Business offer the M.B.A./Pharm.D. dual degree program.

The program involves completion of the first year in the School of Pharmacy, the second in the Marshall School of Business and completion of the balance of the dual degree program over the final three years.

Admission Requirements

Applicants to this program should apply during the first year of pharmacy studies. Only students who have successfully completed one year in the School of Pharmacy will be considered for admission to the Marshall School of Business.

Program Requirements

A total of 48 units of business course work is required. Dual degree program students may not count courses taken outside the Marshall School of Business toward the 48 units.

First Year: Required Pharmacy School courses.

Second Year: Required M.B.A. core courses.

Third to Fifth Years: 108 units of Pharmacy courses and graduate business electives sufficient to bring the total units completed in the Marshall School of Business to at least 48.

The M.B.A./Pharm.D. degrees are awarded simultaneously upon completion of the School of Pharmacy and the Marshall School of Business requirements.

Master of Business Administration/Master of Social Work (M.B.A./M.S.W.)

The Master of Business Administration/Master of Social Work dual degree program develops knowledge and skills in working with individuals, families and groups, as well as organizational dynamics, marketing, decision sciences, accounting and human relations. Students interested in working in the management of human services and not-for-profit organizations will develop knowledge of human resources, philanthropic and corporate social responsibility, organizational development and information management.

Application

Prospective students must apply to both the Marshall School of Business and the School of Social Work.

Program Requirements

The M.B.A./M.S.W. degree program requires completion of a total of 96 units (48 in the Marshall School of Business and 48 in the School of Social Work) and is typically completed in a three-year period, including summers.

Students in this dual degree program must select the World of Work concentration in the second year of their social work program and enroll in three required World of Work concentration courses (9 units), and 686ab Field Practicum (8 units). Course requirements in the Marshall School of Business include all courses required for an M.B.A. core program and graduate business electives sufficient to bring the total units completed in the Marshall School of Business to at least 48. Dual degree program students may not count courses taken outside the Marshall School of Business toward the 48 units. See the School of Social Work, page 902, for M.S.W. course requirements.

The M.B.A. and the M.S.W. degrees are awarded simultaneously upon completion of all program requirements.

Master of Business Administration/Master of Arts in Jewish Communal Service (M.B.A./M.A.)

In cooperation with Hebrew Union College Jewish Institute of Religion, the Marshall School of Business offers the dual degree program Master of Business Administration/Master of Arts in Jewish Communal Service. This degree program prepares students to apply business and management concepts to the non-profit sector.

Application

Applicants to the M.B.A./Master of Arts in Jewish Communal Service program should apply to the Marshall School of Business and to the Irwin Daniels School of Jewish Communal Service at the Hebrew Union College-Jewish Institute of Religion concurrently.

Degree Requirements

For the Marshall School portion of the dual degree program: all courses required in an M.B.A. core program and graduate business electives sufficient to bring the total units completed in the Marshall School of Business to at least 48. Dual degree program students may not count courses taken outside the Marshall School of Business toward the 48 units.

Students must also complete 47 units in the Hebrew Union College to complete the M.A. in Jewish Communal Service.

SAMPLE STUDENT PROGRAM

Summer I, Fall, Spring: Hebrew Union College-required courses

Summer II: Hebrew Union College-required and elective courses

Fall, Spring: Marshall School-required courses

Fall: Marshall School-graduate business electives

Note: Summer II Hebrew Union College courses may be taken in the summer between Marshall School required courses and electives.

The M.B.A. and the M.A. degrees are awarded simultaneously upon completion of their respective degree requirements.

Master of Science in Business Administration

The Master of Science in Business Administration (M.S.) is designed to provide those who have already completed an M.B.A. with an opportunity to pursue further study in an area of specialization currently available to Marshall M.B.A. students. The degree is available to only those holding M.B.A. degrees from institutions accredited by the Association to Advance Collegiate Schools of Business (AACSB). It may be completed on either a full- or part-time basis. Classes applicable to the degree are offered during both daytime and evening hours.

Prospective applicants are encouraged to visit the M.S. in Business Administration Web site at www.marshall.usc.edu/msba for more information about this very flexible curriculum.

Admission Requirements

Applicants may apply for admission to begin the program in the summer term or the fall or spring semesters. Application deadlines vary by semester, citizenship and registration goals. Details are available under the Calendar tab at www.marshall.usc.edu/msba.

Successful applicants should have earned a GPA of 3.3 or greater in their M.B.A. course work, scored at least as well as an average Marshall M.B.A. student on the GMAT and have significant full-time work experience.

Application Procedure

Submit an online application to the M.S. program through the Marshall School of Business Admissions Web site (www.marshall.usc.edu/admissions/applyonline). International applicants are advised to see the instructions for international students published in the USC Graduate Admissions Application (www.usc.edu/grad).

- Current USC students and USC M.B.A. alumni are not required to submit an application fee, new GMAT scores or transcripts to verify degrees earned prior to their attendance at USC.

- Applicants who completed the M.B.A. at an institution other than USC must submit all application documentation identified in the online application instructions including the application fee, official GMAT scores and transcripts.

For additional information, contact MSBA.Admissions@marshall.usc.edu or call (213) 743-1588.

Program Structure and Unit Requirements

M.S. in Business Administration applicants are invited to consider areas of specialization available to Marshall M.B.A. students. While the student identifies an area of interest as part of the application process, final determination of course work requirements is made under the guidance of and subject to approval by a faculty advisor. The academic department reviewing the application recommends a faculty advisor for the new student, but applicants may request a specific faculty advisor from among the faculty of the Marshall School of Business.

Together the student and the faculty advisor determine which courses the student must complete. An evaluation of work previously completed determines if prior work needs updating to prepare for new course work. If it is determined that preliminary courses are needed, the number of units needed to complete the Master of Science degree will increase. The student's program is then documented on an official program of study and filed with the M.S. program advisor.

Completion of the Master of Science degree requires a minimum of 26 graduate units for all candidates — up to 24 units of course work in the area of specialization and a minimum of 2 units of Directed Research.

None of the GSBA prefixed classes required for completion of a Marshall M.B.A. program may be applied toward the Master of Science in Business Administration unless they are required to update prior work and are added to the 26-unit total.

No courses numbered lower than 500 may be included in this program. No more than two courses or 8 units may be taken in graduate course work outside the Marshall School of Business.

A minimum of two units of Directed Research (590) must be included in the proposed program. The Directed Research project is intended to provide a capstone experience culminating in a research report in the area of specialization. The research will be conducted under the direction of an individual faculty member from the department in which the area of specialization is taken.

Master of Digital Supply Chain Management

The Master of Digital Supply Chain Management program is designed to facilitate the needs of experienced professionals in the U.S. and around the world who have access to the Internet and can fulfill the examination requirements of the program.

Regular on-campus courses are transmitted from studio classrooms at the USC campus via an extensive Internet-delivery system to enable the students to access their classes anytime, from anywhere. Lectures are made accessible for the entire semester, allowing students to review a complex lesson or prepare for exams. All classes are taught in English. Using the Internet, students are required to work in teams and are encouraged to interact with the instructors and their classmates.

Some courses may require in-person midterm and final examinations. These exams will be administered in cities near student population concentrations, requiring that students travel to reach these locations.

Admission Requirements

In addition to the general admission requirements, applicants should have significant full-time work experience. Admission decisions are based on consideration of the applicant's previous academic record, resume, letters of recommendation, personal statement/essay and interview.

Application Procedure

Submit an online application through the Marshall School of Business Admissions Web site (www.marshall.usc.edu/admissions/applyonline). International applicants are advised to see the instructions for international students published in the USC Graduate Admissions Application Booklet.

• Current USC students and USC M.B.A. alumni are not required to submit an application fee, new GMAT scores or transcripts to verify degrees earned prior to their attendance at USC.

• Applicants who completed the M.B.A. at an institution other than USC must submit all application documentation identified in the online application instructions including the application fee, official GMAT scores and transcripts.

For additional information, contact MSBA. Admissions@marshall.usc.edu or call (213) 740-0671.

Degree Requirements

The Master of Digital Supply Chain Management degree requires 30 units including four required courses plus 18 units of course work chosen from a list of electives. The four required courses should be completed prior to the electives.

Students who have taken elsewhere one or more of the required classes may petition to replace these classes by appropriately related courses offered by the Master of Digital Supply Chain Management program. Such a replacement must be approved by the student advisor and the chair of the program.

REQUIRED COURSES		UNITS
GSBA 524	Data Decision Models	3
GSBA 534	Operations Management	3
IOM 581	Supply Chain Management	3
ISE 583	Enterprise Wide Information Systems	3
ELECTIVES		UNITS
Select 18 units from the following:		
CE 589	Port Engineering: Planning and Operations	3
IOM 502	Operations Strategy	3
IOM 504	Strategic Sourcing	3
IOM 520	Logistics Management	3
IOM 522	Applied Time Series Analysis for Forecasting	3

IOM 528	Data Warehousing, Business Intelligence, and Data Mining	3
IOM 537	Global Businesses and Markets: Strategies Enabled by Technology	3
IOM 538	Information System Strategy	3
IOM 540	Managing Electronic Commerce	3
IOM 547	Designing Spreadsheet-Based Business Models	3
IOM 580	Project Management, or Engineering Project Management	3
ISE 515	Inventory Systems	3
ISE 513	Introduction to Operations Research	3
ISE 530	Network Flows	3
ISE 532	Advanced Concepts in Computer Simulations	3
ISE 580	Lean Operations	3
SAE 551		
Total units:		30

Graduate Certificate in Information Systems and Supply Chain Management

REQUIRED COURSES*		UNITS
Select 15 units from the following:		
IOM 520	Logistics Management	3
IOM 528	Data Warehousing, Business Intelligence, and Data Mining	3
IOM 537	Global Businesses and Markets: Strategies Enabled by Technology	3
IOM 538	Information System Strategy	3
IOM 540	Managing Electronic Commerce	3
IOM 581	Supply Chain Management	3
ISE 583	Enterprise Wide Information Systems	3

Graduate Certificate in Optimization and Supply Chain Management

REQUIRED COURSES*	UNITS
Select 15 units from the following:	
CE 589 Port Engineering: Planning and Operations	3
IOM 520 Logistics Management	3
IOM 522 Applied Time Series Analysis for Forecasting	3
IOM 547 Designing Spreadsheet-Based Business Models	3
IOM 580 Project Management, or ISE 515 Engineering Project Management	3
IOM 581 Supply Chain Management	3
ISE 513 Inventory Systems	3
ISE 530 Introduction to Operations Research	3
ISE 532 Network Flows	3
ISE 580 Advanced Concepts in Computer Simulations	3
SAE 551 Lean Operations	3

Graduate Certificate in Supply Chain Strategy

REQUIRED COURSES*	UNITS
Select 15 units from the following:	
CE 589 Port Engineering: Planning and Operations	3
IOM 502 Operations Strategy	3
IOM 504 Strategic Sourcing	3
IOM 520 Logistics Management	3
IOM 538 Information System Strategy	3
IOM 540 Managing Electronic Commerce	3
IOM 581 Supply Chain Management	3

*Students who begin one of the graduate certificate programs and subsequently wish to complete the master's degree instead must apply for admission to the master's degree program prior to completing the certificate program and, if admitted to the master's degree program, will be withdrawn from the certificate program.

For current USC graduate students, courses credited to graduate certificate programs may be completed in conjunction with course work required for a graduate degree program in which the student is already enrolled. Applicability of courses to the student's primary degree program is determined by the student's home department. For USC alumni, courses completed in conjunction with the individual's prior degree may not be credited toward a certificate, but may be applied toward the master's degree. If necessary, appropriate substitutions for required courses will be determined and documented by the program director.

Successful completion of a graduate certificate program is acknowledged by a certificate awarded by the university.

Master of Medical Management

This program is designed for physicians, three-five years out of residency, who are currently employed in the health care industry. Its structure includes intensive residential periods with significant project work required between residential periods. Non-residential instruction is supported via distance-learning tools.

Applications are due by November 30 for a program start date in late January. The application is available online at www.marshall.usc.edu/mmm. For additional information, contact the Office of Executive

Education at (213) 740-8990 or by email at mmm@marshall.usc.edu.

This program requires 33 units that will be taken in lockstep fashion. These courses are thematic semesters that are interdisciplinary in nature.

SPRING	UNITS
GSBA 561 Evaluating Market Performance	9

SUMMER	UNITS
GSBA 562 Management of Operations	11

FALL	UNITS
GSBA 572 Strategic Planning for Growth	11

SPRING	UNITS
BAEP 549 Initiating New Ventures	2

Total units: 33

Graduate Certificate in Financial Analysis and Valuation

Founded in 2002, the USC Marshall School Center for Investment Studies (CIS) is establishing itself as a premier global academic institution specializing in financial analysis and valuation with particular emphases available in corporate finance and investing.

The Graduate Certificate in Financial Analysis and Valuation program is designed to enhance the individual's graduate education through a concentrated curriculum in financial accounting, financial analysis, valuation, credit analysis, and financial instruments and markets.

Admission

To qualify for admission to the program, current USC graduate students must have a minimum graduate business GPA of 3.3. Alumni must have completed their graduate business degree with a minimum USC graduate business GPA of 3.3. Graduate students in other USC departments and those holding a graduate degree from another institution must have completed basic graduate-level courses in microeconomics, macroeconomics, and corporate finance comparable to the first-year MBA curriculum while earning a minimum graduate GPA of 3.3. Non-matriculated individuals (e.g., visiting scholars and those applying for limited student status) are not eligible for the program.

Prospective students may apply to begin the programs in the fall, spring or summer term. Applications are submitted online at www.marshall.usc.edu/admissions/applyonline. A complete application includes the online application form, responses to several essay questions, letters of recommendation and transcripts from any institutions attended since the applicant last applied to USC. (The application fee is not required of current USC students and USC alumni.)

After the Center for Investment Studies has received the completed application, applicants may be contacted to schedule an interview.

For more information, contact the USC Marshall School of Business Center for Investment Studies at (213) 821-1126 or investment.studies@marshall.usc.edu.

Program Requirements

The program requires successful completion of one of the following 15-unit modules with a minimum GPA of at least 3.6 for all courses applied to the certificate.

Corporate Finance Option

REQUIRED		UNITS
FBE 529	Financial Analysis and Valuation	3
ACCT 572	Corporate Accounting and Reporting	3
<i>At least two of the following:</i>		
ACCT 581	Financial Statement Analysis	3
FBE 531	Corporate Financial Policy and Corporate Control	3
FBE 532	Corporate Financial Strategy	3
<i>At least one of the following:</i>		
ACCT 581	Financial Statement Analysis	3
FBE 527	Entrepreneurial Finance: Financial Management for Developing Firms	3
FBE 531	Corporate Financial Policy and Corporate Control	3
FBE 532	Corporate Financial Strategy	3
FBE 559	Management of Financial Risk	3

Investment Management Option

REQUIRED		UNITS
FBE 529	Financial Analysis and Valuation	3
FBE 555	Investment Analysis and Portfolio Management	3
<i>At least one of the following:</i>		
ACCT 572	Corporate Accounting and Reporting	3
ACCT 581	Financial Statement Analysis	3
<i>At least two of the following:</i>		
ACCT 572	Corporate Accounting and Reporting	3
ACCT 581	Financial Statement Analysis	3
FBE 535	Applied Finance in Fixed Income Securities	3
FBE 543	Forecasting and Risk Analysis	3
FBE 554	Trading and Exchanges	3
FBE 559	Management of Financial Risk	3
FBE 589	Mortgages and Mortgage-Backed Securities and Markets	3

Student Investment Fund Program

One of the most important activities of the Center for Investment Studies is the management of the Student Investment Fund (SIF), where a select group of students learn the theory and practice of investment management by managing actual USC endowment funds while taking a year-long seminar in applied portfolio management.

Students who are selected to participate in the Marshall Student Investment Fund (SIF) program are required to complete the following:

REQUIRED		UNITS
FBE 529	Financial Analysis and Valuation	3
FBE 535	Applied Finance in Fixed Income Securities	3
FBE 553ab	Applied Portfolio Management	3-3
<i>At least one of the following:</i>		
ACCT 572	Corporate Accounting and Reporting	3
ACCT 581	Financial Statement Analysis	3

For current USC graduate students, courses credited to the Graduate Certificate in Financial Analysis and Valuation may be completed in conjunction with course work required for the program in which the student is already enrolled. Applicability of these courses to the student's primary degree program is determined by the student's home department. Current M.B.A. students may apply all 15 units of the graduate certificate program to their M.B.A. degree. For USC alumni, courses completed in conjunction with the individual's prior degree may not be credited toward the certificate. Appropriate substitutions for required courses will be determined and documented by the program director.

Successful completion of the program is acknowledged by a certificate awarded by the university.

Graduate Certificate in Technology Commercialization

The Graduate Certificate in Technology Commercialization is designed to let students experience the entire spectrum of the commercialization process – invention, product development, technical and market feasibility analysis, intellectual property acquisition, business planning and venture funding.

To qualify for admission, current USC students should have completed the equivalent of one year of graduate study at USC (at least 12 units for part-time students) and earned a minimum cumulative GPA of 3.0. Individuals holding graduate degrees from USC or other institutions are welcome to apply. Non-matriculated individuals (e.g., visiting scholars and those applying for

limited student status) are not eligible for the program.

Prospective students may apply to begin the program in the fall, spring or summer term. Applications are submitted online through the USC Marshall School of Business Admissions Web site at www.marshall.usc.edu/admissions/applyonline. A complete application includes the online application form, responses to several essay questions, letters of recommendation and transcripts from any institutions attended since the applicant last applied to USC. (The application fee is not required of current USC students and USC alumni.) For more information: (213) 740-0505; Bridge Hall 1, USC, Los Angeles, CA 90089-0801; (213) 740-2976 (fax); entrepreneur@marshall.usc.edu.

After the Lloyd Greif Center has received the complete application, it will contact the applicant to confirm receipt of the application and, if appropriate, to schedule an interview. In their review of applications, the admission committee members consider the applicant's completed academic work, evidence of potential business leadership, motivation, work experience and competitiveness within the current application pool.

Three required courses and one elective (12 units) must be completed to earn the certificate. The student must maintain both a certificate and overall GPA of at least 3.0 throughout the program.

REQUIRED COURSES		UNITS
BAEP 556	Technology Feasibility	3
BAEP 557	Technology Commercialization	3
BAEP 559	Investing in New Ventures	3
ELECTIVES – SELECT ONE		UNITS
BAEP 553	Cases in New Venture Management	3
BAEP 555	Management of Rapidly Growing Ventures	3
ISE 515	Engineering Project Management	3

ISE 555	Invention and Technology Development	3
ISE 585	Strategic Management of Technology	3
MOR 561	Strategies in High-Tech Businesses	3

For current USC graduate students, courses credited to the Graduate Certificate in Technology Commercialization may be completed in conjunction with course work required for the program in which the

student is already enrolled. Applicability of these courses to the student's primary degree program is determined by the student's home department. For USC alumni, courses completed in conjunction with the individual's prior degree may not be credited toward the certificate.

Successful completion of the program is acknowledged by a certificate awarded by the university.

Academic Policies — Master's Programs

Waivers

Subject waiver of required courses may be granted to students based on prior academic work subject to university policy limitations and in some cases by examination. All waived courses must be replaced with electives.

Further information regarding the waiver policy in the Marshall School of Business may be obtained from the program advisor for the applicable degree program.

Change of Degree Program

Students who are currently enrolled in one degree program who wish to change their degree status to another program must formally reapply through the Admission Office for the applicable program. Details concerning individual student requirements in other degree programs may be obtained by contacting the applicable Admission Office.

Continuous Enrollment/Leave of Absence/Withdrawal/Reinstatement

Once admitted to a graduate degree program, the student must enroll at USC each fall and spring semester each year until she or he has satisfactorily completed all degree requirements. MBA.PM students must enroll at USC each fall and spring semester and summer session each year until they have satisfactorily completed all degree requirements.

If for military, medical, religious or job-related reasons a student must skip a semester, the student must petition for a leave of absence. The petition should be submitted to the student's program advisor no later than the first day of class for the semester of the leave. Leave of absence request forms are available by electronic mail, fax or hard copy.

If granted, the period of leave is not counted in the time allowed for the completion of degree requirements, and the student is allowed to complete the degree requirements in effect when he or she was originally admitted.

Once a leave is approved, it is the student's responsibility to withdraw from any classes for which the student has already enrolled. An approved leave may not exceed one academic year. A student whose leave exceeds one academic year or who fails to maintain continuous enrollment without obtaining an approved leave must, when ready to return to school, apply for readmission to the program. Applications for readmission are available by email, fax or hard copy. Contact the program advisor for the applicable program.

Students who must completely withdraw from a program must notify their program office of their withdrawal from the program. Students should contact their program office for more information or assistance.

Course Work at Another Institution

Once matriculated into a Marshall School of Business program, a student must receive prior permission by petition from the appropriate Marshall program office to take course work (a maximum of six units) at another institution. Only course work from an AACSB accredited business school can be accepted. A grade of B or better must be earned. Permission is granted only in exceptional circumstances.

Limited Status

The Marshall School of Business does not allow students to take M.B.A. electives on any conditional or special status basis prior to application and an official admission decision except under the following condition: students completing a Master of Business Administration program at another accredited university outside of the Los Angeles area may take up to 12 units in the Marshall School of Business to complete their degrees, provided that a letter from the associate dean or program director at a student's university identifies the classes that will be accepted for credit by the university granting the degree.

Grade Point Average Requirements

Master's students must maintain a grade point average of 3.0 (A = 4.0) or better to stay in good academic standing. Students who are not in good academic standing are subject to dismissal.

Academic Warning

Master's students who, in a term, do not earn or maintain a 3.0 (A = 4.0) grade point average will be given an academic warning in the semester following the one in which they became deficient in grade points. Students who fail to achieve a 3.0 upon completion of the required number of units for any degree may, with the prior permission of the Associate Dean or the Vice Dean of Graduate Programs, be allowed to take a maximum of 12 additional units at USC to obtain the required GPA. Petitions to take additional units should be submitted to the student's program office.

Grades below C (2.0) in all master's degree courses are not acceptable. If a lower grade is earned in a required course, the course must be repeated at USC and a grade of C or above must be earned. Degree credit will not be given for courses with grades of C- and below but the grades are computed into the grade point average. Such courses should be repeated in the next semester in which the course in question is offered and must be repeated within one calendar year. Satisfactory completion of all required courses must occur prior to or concurrently with the beginning of advanced course work.

Dismissal

A student may be dismissed from a master's program whenever, in the judgment of the program's associate dean and the vice dean for graduate programs, it is unlikely that the student will successfully complete his or her program.

Doctor of Philosophy

The Doctor of Philosophy program in business administration is designed to produce research-oriented graduates who, from positions in academia, can advance the state-of-the-art of business practice and enhance the contributions that business can make to the larger community. These goals can be advanced through research contributions in theory, concepts, methods and practices, and contributions to the education of the next generation of business leaders.

All students admitted to the Marshall Ph.D. degree program are supported by graduate assistantships that require a full-time commitment to the program. No part-time or evening programs are available. Ph.D. students begin their program in early August. The program includes summers. Until the time the student is granted permission to take the qualifying examination, successful completion of at least six units per successive semester is required.

This degree is awarded under the jurisdiction of the Graduate School. Students should also refer to the Graduate School section of this catalogue. All courses applied toward the degree must be courses accepted by the Graduate School and relevant to the student's program of study. In most cases, the Ph.D. degree takes five years to complete.

Admission

The Ph.D. program in Business Administration welcomes applications from students with high intellectual aptitude who plan to pursue academic careers in research and teaching. Students with strong backgrounds in mathematics, psychology, the social sciences, engineering, computer science and the other sciences are encouraged to apply for admission. A master's degree or M.B.A. is not a requirement for entry into the Ph.D. program; students may enter with only a bachelor's degree. Prior academic research experience is desirable.

Students who wish to apply for admission to the Ph.D. program should visit www.marshall.usc.edu/phd to obtain additional information about the Ph.D. program and an online application. Only online applications are accepted. Students with additional questions that are not covered on the Web site may contact the Marshall School Ph.D. Program office located in Accounting Building 214, (213) 740-0676 or phd@marshall.usc.edu.

Applicants should secure at least three letters of recommendation. The Ph.D. committee prefers that all recommendations be written by academics who are familiar with the applicant's scholastic and research capabilities. An applicant who has been away from an academic environment for a significant period of time may substitute references from non-academics. Applicants also provide transcripts, GRE or GMAT scores, TOEFL scores (if appropriate) and a statement of purpose.

Consideration is given to the rigor of the undergraduate and master's curricula, academic performance, scores on the GRE or GMAT, the quality of the applicant's statement of purpose, their fit with the department, the applicant's oral and written communication skills and letters of recommendation. One year of college calculus is a prerequisite for admission; matrix algebra, introductory mathematical statistics and intermediate economic theory are desirable. Applicants whose qualifications are otherwise exceptionally strong can remedy deficiencies by enrolling in courses prior to their first semester. Current TOEFL scores are required for applicants whose bachelor's degrees were awarded by universities outside the United States. TOEFL test scores are valid for two years. The final application deadline is December 15.

Campus interviews for top applicants will be initiated by the departments. In cases where in-person interviews cannot be arranged, telephone interviews will be substituted.

Graduate Assistantships

All admitted students receive a 33% graduate assistantship stipend, tuition of up to 12 units per semester, health and dental insurance and payment of mandatory student health center fee for a minimum of eight semesters dependent on continuance of at least the minimum enrollment, good academic progress as a graduate student, including a GPA of at least 3.0, and satisfactory performance in graduate assistant assignments. In exchange for the assistantship, students spend three semesters working as a graduate assistant under the guidance of a faculty member, gaining teaching experience that will prepare them for teaching after they graduate. The graduate assistant teaching experiences are conducted after the student has passed the qualifying examination. Students will be engaged with a faculty member in a business-related, applied-learning, scholarly activity for all the

other semesters to learn the skills necessary to conduct independent research.

Degree Requirements

The Doctor of Philosophy in business administration is based on a program of study and research culminating in the completion of a dissertation in the major field of study. A minimum of 60 units of course work beyond the baccalaureate is required for the Ph.D. degree, including research courses and a minimum of 4 units and a maximum of 8 units of GSBA 794 Doctoral Dissertation. For students who already possess a master's degree, a minimum of 36 semester units of course work beyond that degree is required exclusive of GSBA 794 Doctoral Dissertation. Doctoral students will be subject to disqualification at any time if the Marshall School of Business determines that they are deficient in academic achievement. All students must maintain a 3.0 average GPA.

Screening Procedure

In addition to the papers and examinations assigned in first-year courses, a screening process will occur in May. This process will include a review of each student's grades, an analysis of competence in written communications and reports from faculty members who have had in-class or other responsibility for the student. In most departments, a screening exam is required. The nature of the exam varies by department. Based upon this review, the Ph.D. committee will determine whether the student should continue in the Ph.D. program. Students who have not performed satisfactorily will be dropped from the program. The review shall normally be completed and results communicated to students by July 1, although the date may vary by department. In some cases a first-year summer project may be taken into account in determining whether a student should continue in the program.

Advisor and Guidance Committee

An advisor from the Ph.D. faculty is appointed at the beginning of the student's first academic year. The guidance committee should be established within the student's home department at least two semesters prior to taking the qualifying examination and after the student has passed the screening procedure. The guidance committee comprises a minimum of five tenured or tenure-track

USC faculty, three of whom must be from the student's home department. At least one faculty member from the home department must be tenured. One member must be from outside the student's home department and the Marshall School of Business. The guidance committee advises the student on courses during the first two years and oversees and grades the qualifying examination.

Course Requirements

Each student must successfully complete one course in microeconomics or behavioral sciences, one course in statistics and one course in research design plus the core courses in his or her field of specialization. Advanced course work is specified by the student's guidance committee in preparation for the qualifying examinations in the area of specialization. The areas are: accounting, information and operations management, finance and business economics, management and organization, and marketing.

Qualifying Examination

The examination qualifying a student for candidacy may be comprehensive in nature. It is designed to determine the student's competence in the area of specialization.

The qualifying examination consists of a written and an oral examination. The written examination is prepared and graded by the guidance committee and other faculty members whose expertise is sought in grading. The written exam must be passed before an oral examination can be administered by the student's guidance committee.

Dissertation

The final phase of the program is the completion of a dissertation. The dissertation must be based on an original investigation that makes a substantive contribution to knowledge and demonstrates the student's capacity for independent, scholarly research. The quality of the dissertation should meet the standards for publication in leading academic journals in the field.

Typically, research in business administration involves studies that advance the body of knowledge concerned with issues and solution of problems confronting managers and administrators. As a result, a dissertation will (1) develop or extend theories, techniques or models relevant to managerial problems; (2) demonstrate original applications or adaptations of existing theories, techniques or models to managerial problems in a specific area; (3) develop innovative formulations and analyses of complex managerial problems and propose creative approaches to their solution; and/or (4) employ scientific research methodology to test empirically the validity of existing theories, techniques or models and their application to specific types of managerial problems.

A dissertation committee chair shall be requested by the student and appointed by the dean of the Ph.D. program within 90 days after the student has passed the oral qualifying examination. The remaining faculty on the dissertation committee shall be appointed within six months after the student has passed the qualifying exam.

The dissertation committee must consist of at least three tenured or tenure-track faculty, two of whom must be from the student's home department. At least one faculty member from the home department must be tenured. One member must be from outside the student's department and the Marshall School of Business. Students may add additional faculty to the committee, especially those who might provide valuable expertise that improves the dissertation. It is important that the student select faculty members who are committed and interested in serving on the committee, since a quality dissertation requires extensive interaction with and a sizable time commitment from individual faculty members.

Format for Dissertation

All dissertations submitted in fulfillment of requirements for graduate degrees at USC must conform to certain university regulations with regard to format and method of preparation. These requirements are explained in detail in *Guidelines for Format and Presentation of Theses and Dissertations*, available at www.usc.edu/GRADSCHL/format.html or from the Graduate School, Grace Ford Salvatori Hall 315. Further information on procedures is contained in the Graduate School section of this catalogue.

Defense of the Dissertation

When the dissertation committee agrees that the candidate has essentially completed the research and a satisfactory draft of the dissertation has been written, a final oral examination is held. This examination is open to all members of the faculty of the school and the university. Final judgment of the dissertation and the oral defense is rendered by the members of the dissertation committee. The dissertation must be accepted unanimously by the dissertation committee.

Special Programs

Office of Executive Education

The Office of Executive Education offers executive education and certificate programs that are not part of the regular degree programs. The Office of Executive Education is located in the Davidson Conference Center 107, (213) 740-8990; Fax (213) 749-3689 or email: karla.wiseman@marshall.usc.edu.

Center for International Business Education and Research (CIBER)

The Marshall School's Center for International Business Education and Research (CIBER) won a national competition in October 1990 to become one of the U.S. Department of Education's 10 national centers for international business. The center's mandate is to broaden and deepen knowledge about international business among USC students, faculty and business stakeholders to increase their international competitiveness. Between 1990 and 2010, the U.S. Department of Education will have

provided USC CIBER with \$7.4 million of support, which has been more than matched by USC cash and in-kind contributions to support over 130 projects that have helped to internationalize teaching and research programs throughout the Marshall School of Business and USC. In 2006 CIBER won its sixth consecutive four-year renewal worth \$1.4 million. CIBER Director Richard Drobnick and Suzette Furbeyre coordinate and direct the projects, which are led by USC faculty. Phone (213) 740-7130; Fax (213) 740-8538 or email: ciber@usc.edu.

Courses of Instruction

ACCOUNTING

Accounting courses are listed in the USC Leventhal School of Accounting section of this catalogue.

MAJOR RESTRICTIONS

Enrollment in most 500-level business courses by non-business graduate students requires special permission.

BUSINESS ADMINISTRATION (BUAD)

The terms indicated are *expected* but are not *guaranteed*. For the courses offered during any given term, consult the *Schedule of Classes*.

BUAD 020x Survey of Business Administration (3, FaSp) Survey of the important topics in business administration, including marketing, accounting, finance, management information systems, leadership, business communication, and human resource management. Not available for degree credit to USC undergraduates. *Recommended preparation:* 2-5 years management experience.

BUAD 040 Executive Development (4) Problems and cases in contemporary management and business economics in American society. Graded credit/no credit. Open only to participants in managerial institutes and executive programs sponsored by the Marshall School of Business. Open to USC employees.

BUAD 100x Foundations of Finance and Accounting (2) Accounting information in decision-making from the perspective of users and preparers. Basics of financial asset valuation. Consideration of time-value of money and risk. Graded CR/NC. Not available for major or minor credit.

BUAD 101 Freshman Leadership Seminar (2) Colloquium of leading researchers, authors, and administrators in the Marshall School of Business and other schools at USC. Industry leaders will also be invited to talk about leadership challenges. Registration restricted to freshmen only. Graded CR/NC.

BUAD 102 Global Leadership Seminar (2, Sp) Colloquium of researchers and industry leaders discussing international business and the challenges faced by leaders in a global environment, with a specific focus on China. Graded CR/NC. Open to freshmen global leadership students only. International travel may require additional fees.

BUAD 104x Learning About International Commerce (2, Sp) Provides insight into the opportunities and challenges faced by business professionals operating in a global environment by focusing on international cultural norms. Open only to freshman business and accounting majors.

BUAD 200x Economic Foundations for Business (2, FaSp) Examines fundamental concepts of both microeconomics and macroeconomics as they pertain to business and financial decisions. Not available for degree credit to business majors.

BUAD 215x Foundations of Business Finance (4, FaSp) Principles and practices of modern financial management; use of financial statements; valuation of investment; asset pricing under uncertainty; elements of financial decisions. Not available for credit to business majors. *Prerequisite:* BUAD 200x and ACCT 410x.

BUAD 250ab Core Concepts of Accounting Information (4-4, FaSpSm) *a:* Accounting information in decision-making from the perspective of users and preparers; accounting issues concerning income and cash flows. *b:* Continuation of accounting information in decision making, focusing on accounting issues involving economic resources, debt and equity capital. *Prerequisite:* BUAD 250a.

BUAD 301 Technical Entrepreneurship (3) Starting and managing a technological business: developing a viable concept, market and financial planning, product development, organizing the venture, protecting intellectual property rights.

BUAD 302 Communication Strategy in Business (4, FaSpSm) Theory, practices, and techniques of business communication strategy essential to external and organizational communication; group and interpersonal communication; development of skill in oral and written communication.

BUAD 302T Business Communication for Accountants (4, FaSp) Theory, practices, and techniques essential to communication by accounting professionals; interpersonal communication, written and oral presentations; communication technologies; development of communication strategies for varied audiences. Open to accounting majors only. (Duplicates credit in BUAD 302.) *Recommended preparation:* WRIT 340.

BUAD 304 Leading Organizations (4, FaSp) The role of leadership in business organizations; concepts and skills for managing oneself and others.

BUAD 305 Abridged Core Concepts of Accounting Information (4, FaSp) Uses of accounting information in decision-making; accounting issues concerning income and cash flows, economic resources and capital. (Duplicates credit in BUAD 250ab.) Open only to students with two transferable "Principles of Accounting" courses from a two-year or four-year institution.

BUAD 306 Business Finance (4, FaSpSm) Financial problems of business enterprise; function of financial manager; sources of funds; instruments, institutions, and practices of finance; problems of financial management using case studies. *Prerequisite:* BUAD 250a or BUAD 305.

BUAD 307 Marketing Fundamentals (4, FaSpSm) Develops a managerial viewpoint in planning and evaluating marketing decisions of the firm: products, pricing, channels, promotion, information processing, legal implications, and marketing in contemporary society.

BUAD 310 Applied Business Statistics (4, FaSpSm) Statistical methods for business analysis; data exploration and description; sampling distributions; estimation; hypothesis testing, simple and multiple regression; model building. Extensive computer applications. *Prerequisite:* MATH 218.

BUAD 311 Operations Management (4, FaSpSm) Learn the fundamentals of operations management and acquire skills to analyze, manage and improve production processes. Topics include: project/total quality/materials management and just-in-time production.

BUAD 311T Operations Management for Accounting Majors (4) Learn the fundamentals of operations management and acquire skills to analyze, measure, control and improve production processes. Open to accounting majors only. (Duplicates credit in BUAD 311.)

BUAD 350 Macroeconomic Analysis for Business Decisions (4, FaSpSm) Behavior of economic indicators over business fluctuations, economic growth, monetary and fiscal policy, exchange rate movements. *Prerequisite:* ECON 203, ECON 205.

BUAD 351 Economic Analysis for Business Decisions (4, FaSpSm) Theory of the firm in the enterprise system; profits, demand, and cost analysis; market competition and resource allocation; problems of size efficiency and growth. *Prerequisite:* ECON 203, ECON 205 and either MATH 118 or MATH 125.

BUAD 390 Special Problems (1-4) Supervised, individual studies. No more than one registration permitted. Enrollment by petition only.

BUAD 403 Legal Environment of Business (4, FaSpSm) Legal principles of business: litigation process, constitutional law, torts, product liability, crimes, contracts, sales and leases, intellectual property, international law, agency, employment law, and ethics.

BUAD 490x Directed Research (2-8, max 8, FaSpSm) Individual research and readings. Not available for graduate credit.

BUAD 491 Honors Seminar (2, max 4, FaSp) Advanced study of a selected topic in business administration. In-depth exploration of relevant theories and methods of analysis. Senior standing with a minimum overall GPA of 3.3 and completion of at least 32 units of upper division BUAD courses with a minimum GPA of 3.5 required.

BUAD 495 Practicum in Business Issues (Internship) (2) Combined classroom discussion and field application of business theories and practices; part-time employment. Project to be jointly defined by student, employer and professor. Junior or Senior standing. Graded CR/NC.

BUAD 496 Leadership Seminar (2, Fa) Designed to expose students to both the study and the practice of leadership and to provide a structural opportunity for leadership skill building.

BUAD 497 Strategic Management (4, FaSpSm) Examination of managerial decision-making, planning, and policy under changing environments; readings, cases, exercises, simulations. *Prerequisite:* BUAD 250b or BUAD 305, BUAD 302, BUAD 304, BUAD 306, and BUAD 307; *corequisite:* BUAD 311.

BUAD 498 Business Field Project (Undergraduate) (1 or 2, max 3, FaSpSm) Unpaid individual or team projects solving real business problems for client companies; situation analyses; statistical analysis; consulting practicum; oral and written presentations. Open to sophomores, juniors and seniors only. Graded CR/NC.

BUAD 499 Special Topics (2-4, max 8, Irregular) Examination of current literature relevant to the total and changing environment in which business operates.

BUSINESS ENTREPRENEURSHIP (BAEP)

BAEP 423 Management of Small Businesses (4, FaSp) Strategic, organizational and human issues facing the small business; influence of the founder's personality, managing growth, competitive strengths and weaknesses are covered.

BAEP 450x Fundamentals of Entrepreneurship (4, FaSp) Starting and managing one's own business: developing a viable concept, organizing the enterprise, market and financial planning, and controlling the organization. Not available for credit to Entrepreneur Program majors, undergraduate or graduate.

BAEP 451 The Management of New Enterprises (4, FaSp) Development of analytical and conceptual skills in entrepreneurship and venture management.

BAEP 452 Cases in Entrepreneurship (4, FaSp) Case analysis of problems encountered in the management of new enterprises. *Corequisite:* BAEP 451 or BUAD 301.

BAEP 453 Venture Management (4, Sp) Design and application of organization structures and systems in management of new ventures. *Prerequisite:* BAEP 451.

BAEP 454 The Entrepreneurial Business Plan (4, Sp) Development of a detailed plan for starting and owning an enterprise. *Prerequisite:* BAEP 452.

BAEP 460 Seminar in Entrepreneurship (2, FaSpSm) The intimate issues of entrepreneurship. Internalization of the key decisions that an individual needs for creating and building the entrepreneurial organization.

BAEP 495 Practicum in Business Issues (Internship) (1, FaSpSm) Combined classroom discussion and field application of business theories and practices; part-time internship employment. Project to be jointly defined by student, employer and professor. Graded CR/NC.

BAEP 499 Special Topics (2-4, max 8, Irregular) Current developments in the field of entrepreneurship: topics to be selected each semester.

BAEP 549 Initiating New Ventures (2-3, FaSpSm) Moving beyond the business plan; identifying individual and organizational leadership skills needed to move a venture forward; "how-to" portion of establishing an enterprise.

BAEP 551 Introduction to New Ventures (3, FaSpSm) Study and development of analytical and conceptual skills in the management of new enterprises and new ventures within large organizations. (Duplicates credit in former BAEP 550x and GSBA 586.)

BAEP 552 Cases in Feasibility Analysis (3, FaSp) Study of analytical techniques used to evaluate business concepts and new business development. *Corequisite:* BAEP 551 or GSBA 586.

BAEP 553 Cases in New Venture Management (3) Cases and readings expose students to the challenges of developing long-range strategies for entrepreneurial ventures. Emphasis is on developing new industries, growth through strategic alliances, and issues involved in the long-range strategic positioning of emerging companies.

BAEP 554 The New Venture Business Plan (3, Sp) Creation of an operating plan for starting or managing fast-growing ventures. *Prerequisite:* BAEP 552 or BAEP 556.

BAEP 555 Management of Rapidly Growing Ventures (3, Sp) Exploration and analysis of the operational and financial issues entrepreneurs confront when managing a rapidly growing venture.

BAEP 556 Technology Feasibility (3, Fa) Gives students the critical thinking and analytical skills they need to evaluate, value and manage technology as intellectual property. Students will learn the technology commercialization process, use data mining and assessment techniques for patent databases, and study the unique business issues facing high technology start-ups.

BAEP 557 Technology Commercialization (3, Sp) Focus of the course is on the identification, evaluation and commercialization of new technologies. Emphasis will be placed on the legal, financial and marketing aspects of technology transfer and development.

BAEP 558 The Entrepreneurial Advisor (3, Irregular) Site visits to five middle market firms and meeting their CEOs. Papers based on the problem or opportunity posed by the entrepreneur will be required.

BAEP 559 Investing in New Ventures

(3, FaSp) Focus on the entrepreneurial skill set applied to new venture opportunities. Taught from the business plan reader's point of view; focus on selecting opportunities, structuring the relationship, adding value and realizing the value of that investment.

BAEP 560 Acquiring Your Own Business or Opportunity (3, Fa)

Issues faced by the entrepreneur who wishes to acquire an enterprise; appropriateness of an enterprise, understanding funding sources and valuation methods, developing a plan for due diligence, negotiating and consummating the transaction. The acquisition process, approaches to valuation, and the roles of the various parties in negotiating and consummating an acquisition of an existing business.

BAEP 561 Entrepreneurship in Innovative Industries: Life Sciences (1.5)

The challenges of new venture creation in the biotechnology, medical device, and healthcare areas; experience, evaluate, and analyze profits of current impact in the life sciences.

BAEP 590 Directed Research (1-12, FaSpSm)

Research leading to the master's degree. Maximum units which may be applied to the degree to be determined by the department. Graded CR/NC.

BAEP 591 Social Entrepreneurship (3, Sp)

Lead and manage with entrepreneurial methodology for charities, non-government organizations, social oriented enterprises and not for profit organizations.

BAEP 597 Business Field Project in Entrepreneurship (1-6, FaSp)

Individual or team projects solving real business problems for companies; situation analyses; research proposal composition; field research techniques; statistical analysis; oral and written presentations. Graded CR/NC.

BAEP 599 Special Topics (1.5-3, max 9, Irregular)

Current developments in the field of entrepreneurship: topics to be selected each semester.

BUSINESS COMMUNICATION (BUCO)**BUCO 221 Cross-Cultural Business Communication for Non-Native Speakers (2, FaSpSm)**

Written, spoken and cultural business communication skills for non-native speakers of English. Emphasis on individualized skills development according to need. Graded CR/NC.

BUCO 333m Communication in the Working World — Managing Diversity and Conflict (4, FaSp)

Communication strategies to manage workplace diversity and conflict. Historical, social, legal precedents. Institutional barriers to diversity. Race, gender, sexual orientation, age, physical disabilities, culture.

BUCO 425 Public Communication in Ethics and Research (4, FaSp)

Conduct research on ethical questions and other academic subjects. Analyze and present results to public audiences through publications, organized conferences, and competitions. *Corequisite:* WRIT 340.

BUCO 445 Oral Communication in Business (4, Fa)

Oral reporting; management briefings; listening; interviewing; conference and committee leadership; employee training in communication; laboratory cases and simulations. *Prerequisite:* BUAD 302.

BUCO 452 The Art of Case Analysis and Presentation (2, max 6, FaSp)

Develop analytical problem-solving and persuasive presentation skills to successfully analyze strategic business situations and convincingly argue your position in a competitive environment. *Prerequisite:* BUAD 304, WRIT 340.

BUCO 458 Managing Media: Publishing an Online Journal (4, FaSp)

Student teams gain real-world experience in online publishing. Functioning like an internship, the class produces Insight Business (*marshallinsight.com*), participating in conferences, workshops, and client meetings.

BUCO 460 International Business Communication (4, FaSp)

Interpersonal, cultural and organizational communication skills needed for international or global business settings. *Recommended preparation:* BUAD 302.

BUCO 485 Business Communication Management (4, Sp)

Communication environment; managing communication activities; communication through intrafirm publications; research methods; report and proposal preparation; communicating institutional policy.

BUCO 533 Managing Communication in Organizations (3, FaSp)

Analyze, design, develop, and present theory-based communication solutions and strategies to sophisticated interpersonal, group, organizational, and environmental communication issues and problems. *Recommended preparation:* GSBA 502 or GSBA 523 or GSBA 542.

BUCO 590 Directed Research (1-12, FaSpSm)

Research leading to the master's degree. Maximum units which may be applied to the degree to be determined by the department. Graded CR/NC.

BUCO 597 Business Field Project in Business Communication (1-6, FaSp)

Individual or team projects solving real business problems for companies; situation analyses; research proposal composition; field research techniques; statistical analysis; oral and written presentations. Graded CR/NC.

BUCO 633 Communication for Doctoral Students: Foundations of Academic Writing (1, Sp)

Academic writing for dissertations, conference papers, and journal articles. Graded CR/NC.

BUCO 634 Communication for Doctoral Students: Conference Papers and Presentation (1, Sm)

Oral presentation skills for professional conferences and teaching. Graded CR/NC.

BUCO 635 Communication for Doctoral Students: Career Planning and Development (1, Sm)

Preparation for the academic job market. Graded CR/NC.

FINANCE AND BUSINESS ECONOMICS (FBE)**FBE 324 The Financial System (4)**

Financial intermediaries in the flow of funds; aggregate financial asset analysis; money markets and interest rates; government debt and its economic effects. *Prerequisite:* BUAD 350 or BUAD 351.

FBE 391 Real Estate Finance and Investment (4, FaSp)

Introduction to income-producing real estate from the perspective of finance, market analysis, capital markets, development and investment. Includes focus on analytical techniques and computer applications. (Duplicates credit in former FBE 365.) *Prerequisite:* BUAD 306.

FBE 400x Introduction to Real Estate Finance and Development (4, Fa)

Case analysis examining economic and financial aspects of real estate decisions for non-business majors. Focuses on dynamics of financing, markets and the development process. Open to all majors. Not available for credit as a senior options course for business majors or for students in the real estate option. (Duplicates credit in former FBE 200x.)

FBE 402 Government and Business (4)

American mixed capitalism, welfare, market failure, and the role of government in business; regulation and the public utilities, anti-trust policy, and current topics in regulation-deregulation.

FBE 416 Managerial Economics (4) Application of microeconomic theory to problems of the firm, quantification of demand and cost relationships; pricing policies. *Prerequisite:* BUAD 311, BUAD 351.

FBE 421 Financial Analysis and Valuation (4, FaSp) This course develops and uses tools of financial analysis to evaluate the performance and assess the value of individual companies in an industry context. *Prerequisite:* BUAD 306.

FBE 423 Introduction to Venture Capital (4, FaSp) Introduction to venture capital. Topics include fundraising, investing (emphasizing valuation techniques for venture capital securities) and exiting investments. *Prerequisite:* BUAD 306.

FBE 425 Management of Financial Institutions (4) Management problems of banks, savings and loans, and insurance companies; pricing of services; branching; lending criteria; asset and liability management.

FBE 427 Real Estate Law (4, FaSp) Principles of law regarding real property transactions; buyer-seller, debtor-creditor, landlord-tenant relationships; environmental law and land use control; investments and syndication.

FBE 428m Principles of Employment Law (4, FaSp) Comprehensive survey of employment and labor law topics arising in the contemporary American workplace.

FBE 429 International Business Law (4, FaSp) Introductory course on the legal and regulatory environment of international business transactions.

FBE 430 Online Commerce and Intellectual Property (4, Sp) Introductory course on the legal and regulatory environment of online commerce, intellectual property, patents, copyright, trademarks, domain names, entertainment, multimedia, digital and Internet law.

FBE 431 Financial Policies and Corporate Control (4, Fa) Provide student with a solid foundation in the theory of modern corporate finance. Emphasis on determinants of corporate debt and dividend policies, allocation and value of corporate voting rights and alternative methods of security issuance and retirement. Must have 3.2 GPA to register for course. *Prerequisite:* BUAD 306.

FBE 432 Corporate Financial Strategy (4, FaSp) Linkage between financial theory and policy and corporate strategy, the role of financial managers in developing corporate strategy; applications of concepts and techniques using cases. *Prerequisite:* BUAD 306.

FBE 433 Compensation, Incentives, and Corporate Governance (4, Sp) Explores how value is created (or destroyed) through incentive compensation and corporate governance. Focus on bonuses, stock options, executive compensation, and financing policies. *Prerequisite:* BUAD 306.

FBE 435 Applied Finance in Fixed Income Securities (4, Sp) Emphasis on hedging tools necessary for portfolio managers. Introduction of all securities available in fixed income and provision of tools to analyze investments. *Prerequisite:* BUAD 306.

FBE 436 Financial Management of Multinational Corporations (4) International scope and dimension of financial planning; working capital management; financing and investment decisions of multinational corporations. *Prerequisite:* BUAD 306.

FBE 437 Entrepreneurial Finance: Financial Management for Developing Firms (4, Fa) Internal financial management of developing firms. Cash flow analysis; capital budgeting; sources of financing; risk analysis; measurement of profits; and mergers and acquisitions. *Prerequisite:* BUAD 306.

FBE 440 Trading and Exchanges (4, Sp) Theories, practices, and technologies of trading at exchanges and in dealer networks. Sources of liquidity, volatility, profitability, and institutional change. Domestic and international public policy issues. *Prerequisite:* BUAD 306.

FBE 441 Investments (4, FaSp) Theories and applications of investment decision-making; the behavior of security prices, portfolio theory, asset pricing models, market efficiency, bond valuation and term structure, derivative securities. *Prerequisite:* BUAD 306.

FBE 443 Introduction to Forecasting and Risk Analysis (4) Introduction to econometric tools and versions of Capital Asset Pricing Models to estimate financial risk, stock market risk premia and to project economic activity. *Prerequisite:* BUAD 306, BUAD 310.

FBE 445 Topics in Economic Analysis of Business Strategy and Policy (4) Development of economic analysis to define and analyze strategy and policy options. Topics may include pricing and investment strategy using game-theory, and employee compensation and motivation, or investment in emerging markets. *Prerequisite:* BUAD 350, BUAD 351.

FBE 446 Advanced Topics in Portfolio Management and Investment Strategy (4) Covers real-world topics in investment theory and practice. It bridges the gap between theory and real-world portfolio management and investments. *Prerequisite:* BUAD 306.

FBE 458 Law and Finance (4, FaSp) Impact of law on finance: business organizations, partnerships, corporations, companies, franchising, securities regulation, mergers, tender offers, antitrust law, negotiable instruments, credit, bankruptcy, and government regulation.

FBE 459 Financial Derivatives (4, Fa) A rigorous introduction to the pricing and corporate use of financial derivatives – futures, options, forwards, and swaps – on stocks, exchange rates, bonds, and commodities. *Prerequisite:* BUAD 306.

FBE 462 International Trade and Commercial Policy (4, FaSp) Commercial policies and treaty relationships; examination of export-import problems and national policies influencing world trade and finance. *Prerequisite:* ECON 203, ECON 205.

FBE 464 International Finance (4, FaSp) Introduction to the international financial system: foreign currency spot, forward, futures, options markets; exchange rate determination under flexible and fixed rate regimes; foreign exchange risk and elementary hedging techniques; Eurobanking. *Prerequisite:* BUAD 310.

FBE 466 Management of Real Estate Development: Feasibility Studies (4, Sp) By means of a significant real-world case study chosen each term, the development process is examined from the interrelated perspectives of finance, market analysis, and design and construction technology. Team-generated development proposals are proposed and presented in a consulting environment that includes industry participants. *Prerequisite:* FBE 391 and FBE 470 or FBE 400x.

FBE 470 Advanced Real Estate Analysis (4, FaSp) Mixed lecture/case approach covering market analysis, asset valuation, ownership structure, negotiation, asset management, corporate real estate, portfolio management, and affordable housing, appraisal and advanced financial modeling. (Duplicates credit in former FBE 465.) *Prerequisite:* FBE 391.

FBE 489 Real Estate Capital Markets (4, Fa) Topics in real estate capital markets including markets for debt and equity; residential and commercial mortgages and mortgage-backed securities; REITs; institutional sources of capital. *Prerequisite:* BUAD 306.

FBE 516 Economics of Pricing, Compensation and Control (3) Applications of economics to business pricing and compensation decisions. Pricing topics include price discrimination, demand relationships across time and product lines, strategic uses of prices, and antitrust considerations. Compensation topics include incentive alignment, employee risk aversion, human capital investment, and job market signaling. *Recommended preparation:* GSBA 511.

FBE 523 Private Equity (3, FaSp) Advanced analysis of the institutions and economics of the private equity markets. We consider the perspectives of private equity partnerships, entrepreneurs, and investors. *Prerequisite:* GSBA 521 or GSBA 548.

FBE 524 Money and Capital Markets (3, Fa) Review of financial institutions and markets, the determinants of interest rates, the impact of government regulation and policy on the financial system. *Prerequisite:* GSBA 511; GSBA 521 or GSBA 548; GSBA 526 or GSBA 544 or GSBA 549.

FBE 525 Financial Institution Management, Strategy and Valuation (3, Fa) Application of economic and financial analytic techniques to the managerial problems of financial institutions and implications for financial firm strategy and valuation. *Prerequisite:* GSBA 521 or GSBA 548.

FBE 526 Macroeconomic Analysis for Business (3, Sp) The economic environment of business: American economic and social goals and policies and their impact on business; growth, stability, and the new priorities; international forces influencing business.

FBE 527 Entrepreneurial Finance: Financial Management for Developing Firms (3, FaSp) Internal financial management of developing firms. Cash flow analysis; capital budgeting; sources of financing; risk analysis; measurement of profits; and mergers and acquisitions. *Prerequisite:* GSBA 521 or GSBA 548.

FBE 529 Financial Analysis and Valuation (3, FaSp) An applications-oriented course to develop the financial and accounting tools required to do financial planning valuation and assessment of financial performance. *Prerequisite:* GSBA 521 or GSBA 548.

FBE 531 Corporate Financial Policy and Corporate Control (3, Fa) Theory of modern corporate finance; determinants of corporate debt and dividend policies, allocation and value of corporate voting rights and alternative methods of security issuance and retirement. *Prerequisite:* GSBA 521 or GSBA 548.

FBE 532 Corporate Financial Strategy (3, FaSp) Linkage between financial theory and policy and corporate strategy; the role of financial managers in developing corporate strategy; applications of concepts and techniques using cases. *Prerequisite:* GSBA 521 or GSBA 548.

FBE 533 Compensation, Incentives, and Governance (3, Sp) How value is created (or destroyed) through compensation and incentive systems. Specific topics include incentive contracts, performance measurement, performance standards, and executive compensation. *Prerequisite:* GSBA 521 or GSBA 548.

FBE 535 Applied Finance in Fixed Income Securities (3, Sp) The basic principles underlying fixed income securities and how these principles apply to the practical aspects of fixed income management. *Prerequisite:* GSBA 521 or GSBA 548.

FBE 543 Forecasting and Risk Analysis (3, Irregular) Application of econometric tools and versions of Capital Asset Pricing Models to estimate financial risk and stock market risk premia for portfolio management. *Prerequisite:* GSBA 511 and GSBA 521.

FBE 552 Economics and Finance of the Entertainment Industries (3, Irregular) Underlying economics and finance of the entertainment industries; focuses on the economic forces that shape and structure the industry and on financial analysis. *Prerequisite:* GSBA 521 or GSBA 548 and GSBA 511.

FBE 553ab Applied Portfolio Management (a: 3, Fa; b: 3, Sp) *a:* Application of portfolio management techniques in a laboratory setting. Stock selection, asset allocation, industry analysis, investment thesis research; off-site visits; oral and written presentations. *Prerequisite:* GSBA 521 or GSBA 548; *corequisite:* FBE 555. *b:* Application of advanced portfolio management techniques in a laboratory setting. Bond portfolio management, quantitative stock screens, derivatives trading, portfolio optimization. Off-site visits and presentations.

FBE 554 Trading and Exchanges (3) Theories, practices, and technologies of trading at exchanges and in dealer networks. Sources of liquidity, volatility, profitability, and institutional change. Domestic and international public policy issues. *Prerequisite:* GSBA 521 or GSBA 548.

FBE 555 Investment Analysis and Portfolio Management (3, FaSp) Analysis and management of common stocks and fixed income securities; development of modern portfolio theory and the efficient market hypothesis; organization of securities markets. *Prerequisite:* GSBA 521 or GSBA 548.

FBE 557 Legal Environment of Business (3, FaSp) Legal aspects and strategies of business: litigation, negligence and torts, white collar crimes, contracts, sales, internet law, e-commerce, intellectual property, trade secrets, international law, employment, property, inheritance, constitutional law and ethics. (Duplicates credit in former GSBA 557.)

FBE 558 Law of Corporate Finance and Management (3, FaSp) Practice aspects and strategies of financing and managing businesses from incubation to going public: corporate and partnership law, LLCs, agency law, internet companies, venture capital, securities and investment law, going public, corporate finance law, mergers and acquisitions, antitrust, credit and bankruptcy.

FBE 559 Management of Financial Risk (3, Fa) Analysis of commodity, futures, and options contracts; theoretical and empirical approaches; spot and futures price relationships, speculation and hedging strategies; market efficiency. *Prerequisite:* GSBA 521 or GSBA 548.

FBE 560 Mergers and Acquisitions (3, FaSp) Practical application of the critical components of mergers and acquisitions: deal flow strategies, preliminary negotiations, deal structures, due diligence, valuation, post-merger integration, and regulations. *Prerequisite:* GSBA 521 or GSBA 548.

FBE 562 Current Issues in International Finance (3, Fa) International monetary relations, financial markets, and institutions; theory and evidence of alternative approaches to balance of payments; current policy evaluation. *Prerequisite:* GSBA 511; GSBA 544 or GSBA 549.

FBE 563 Theory of International Trade (3, Sp) Comparative advantage and gains from trade; factor proportions and efficiency; factor price equalization; terms of trade; tariffs, customs, unions and trade agreements. *Prerequisite:* GSBA 511; GSBA 544 or GSBA 549.

FBE 564 International Financial Management (3, FaSp) Financial management of the multinational firm; legal entities and taxation abroad; risk in foreign operations; strategies in foreign exchange, money and capital markets and institutions. *Prerequisite:* GSBA 521 or GSBA 548.

FBE 565 Economics of Urban Land Use: Feasibility Studies (3, Fa) Economic, market and financial analysis related to feasibility of real estate development; theory and case analysis. *Prerequisite:* FBE 589 or GSBA 511 or GSBA 521 or GSBA 548.

FBE 566 Real Estate Finance, Investments and Development (3, Sm) Analysis of economic and financial aspects of real estate decisions for students not majoring or concentrating in real estate. Dynamics of financing, markets and the development process. Open only to graduate students. Not open to MRED students.

FBE 570 Advanced Topics in Real Estate Finance (3, Sp) Current topics in real estate finance including sources of equity and debt, the role of capital markets, REITs, conduits, portfolio analysis, and acquisition of distressed assets. Cases and analytic methods. *Prerequisite:* GSBA 521 or GSBA 548; *recommended preparation:* FBE 591.

FBE 571 Introduction to Financial Analysis: Practicum (3, Sp) This introductory financial analysis (tools, techniques) practicum, emphasizes practical application of asset valuation and portfolio management techniques for those with little previous experience. (Duplicates credit in FBE 572 and FBE 573.) Graded CR/NC. *Prerequisite:* GSBA 548 or GSBA 521.

FBE 572 Intermediate Financial Analysis: Practicum (3, Sp) This practicum emphasizes asset valuation, including applications of tools and inputs (including economics, accounting, and quantitative techniques) in asset valuation for those with prior experience. (Duplicates credit in FBE 571 and FBE 573.) Graded CR/NC. *Prerequisite:* GSBA 548 or GSBA 521.

FBE 573 Advanced Financial Analysis: Practicum (3, Sp) This is an advanced practicum emphasizing portfolio management skills, including applied strategies (tools, inputs) in equity and fixed-income management for those with extensive prior experience. (Duplicates credit in FBE 571 and FBE 572.) Graded CR/NC. *Prerequisite:* GSBA 548 or GSBA 521.

FBE 587 Legal and Regulatory Environment of Long Term Care (4, Fa) Comprehensive overview of substantive business law topics and issues as they affect the long term care industry. (Duplicates credit in FBE 557, FBE 558.)

FBE 588 Advanced Real Estate Law (3, Sp) Legal aspects of real estate transactions; partnerships, syndicates, and other ownership forms. Legal aspects of land use control, zoning and environmental impact reports.

FBE 589 Mortgages and Mortgage-Backed Securities and Markets (3, Fa) Valuation and analysis of residential and commercial mortgages and mortgage-backed securities and related markets. *Prerequisite:* GSBA 521 or GSBA 548.

FBE 590 Directed Research (1-12, FaSpSm) Research leading to the master's degree. Maximum units which may be applied to the degree to be determined by the department. Graded CR/NC

FBE 591 Real Estate Finance and Investment (3, Fa) Analysis of investment in and financing of real estate assets including projections, valuation, deal structure, contracts, portfolio and tax and entity considerations. *Prerequisite:* GSBA 521 or GSBA 548.

FBE 597 Business Field Project in Finance and Business Economics (1-6, FaSp) Individual or team projects solving real business problems for companies; situation analyses; research proposal composition; field research techniques; statistical analysis; oral and written presentations. Graded CR/NC.

FBE 599 Special Topics (1, 1.5, 2, or 3, max 9, FaSpSm) Current developments in the field of Finance and Business Economics; topics to be selected each semester.

FBE 652 Financial Economics I (3, Irregular) Doctoral level seminar in financial economics; concentration on corporate finance theory and evidence.

FBE 653 Financial Economics II (3, Irregular) Doctoral level seminar in financial economics; concentration on contingent claims and continuous time models.

FBE 654 Ph.D. Seminar-Empirical Research Methods in Finance (3, Irregular) Empirical financial research methods are introduced. Applications are discussed and critiqued. Special attention is given to new statistical methods and to identifying fruitful research programs.

FBE 655 Financial Economics III (3, Sp) Doctoral-level seminar in financial economics; concentration on the theory of corporate governance and incentives in organizations.

FOOD INDUSTRY MANAGEMENT (FIM)

FIM 420 Food Retailing Management (4, Sp) Strategic techniques of merchandising, pricing, and distributing products in the food industry with emphasis on new product development, including market segmentation and positioning.

FIM 480 Food Industry Financial Accounting and Analysis (4, Sp) Analysis of financial statements from food industry; cost and management accounting techniques in business planning, decision-making, cost control, and performance evaluation.

FIM 481 Food Marketing Research (4, Sp) Application of marketing research tools and techniques to problems of the food industry. Development of a major consumer research project.

FIM 582 Food Industry Decision-Making (4) Involvement with specific management situations related to the food industry, its environment, and its consumers. Emphasizes managerial functions and decision-making through case studies.

GRADUATE SCHOOL OF BUSINESS ADMINISTRATION (GSBA)

The terms indicated are *expected* but are not *guaranteed*. For the courses offered during any given term, consult the *Schedule of Classes*.

Registration for most courses designated GSBA is restricted to students admitted to M.B.A., M.Acc. and M.B.T. programs only. For a listing of courses in which non-business students may enroll, consult the *Schedule of Classes*.

GSBA 502ab Professional Development for Leaders (a: 1, Fa; b: 0.5, Sp) Integrates leadership theory and practice with communication skills to improve individual, team, and organizational performance. Emphasizes interpersonal, presentation and writing skills; teamwork; developing others; and value-based leadership. (Duplicates credit in GSBA 523, GSBA 542 and former GSBA 502.) Open only to master's level students.

GSBA 504 Operations Management (2.5, Sp) Formulation, modeling, analysis, and optimization of business decision problems; survey of concepts and techniques necessary to manage the operations function of a firm. (Duplicates credit in GSBA 534 and former GSBA 547b.)

GSBA 506ab Applied Managerial Statistics (1.5-1.5, FaSp) Principles of probability theory and classical statistics applied to business decision problems; survey analysis, estimation and prediction methods, evaluation, and control techniques. Graded IP/letter. (Duplicates credit in GSBA 524.)

GSBA 509 Marketing Management (2.5, Fa) Marketing is treated as a managerial decision-making process. Emphasis is given to understanding the concepts, tools, and techniques that comprise a comprehensive marketing strategy. (Duplicates credit in GSBA 528.)

GSBA 510 Accounting Concepts and Financial Reporting (2.5, 3, Fa) Information systems for public reporting and for management decision-making; theory of asset and income measurement; interpretation and uses of accounting data and financial statements; analysis of cases.

GSBA 511 Managerial Economics (2.5, 3, Fa) Microeconomic theory with business applications; consumer demand, production theory, cost theory, and market theory; decision-making within the firm under different market and regulatory environments.

GSBA 513 Global Leadership and Accountability (1.5, Sp) Explores the critical accountabilities that define general management and leadership challenges managers face in different contexts. Develops skills and concepts useful in meeting managerial accountabilities.

GSBA 514 Foundations of Business I and II (6, Sm) Introduction of business fundamentals to graduate students with non-business undergraduate degrees. Economics, finance, marketing, operations management and general management concepts are introduced with a global perspectives. *Prerequisite:* GSBA 510 or ACCT 525x.

GSBA 515 Contemporary Issues in Global Economic Strategy (1.5, Sp) Study of political and economic forces in a global context and their effects on markets, policies, and strategies. (Duplicates credit in GSBA 582.) *Recommended preparation:* M.B.A. core courses.

GSBA 518 Accounting Control Systems (3, Sm) Accumulation and interpretation of accounting data by management; profit planning; analysis of operations; systems for control of production and distribution costs; cost and profit centers for decentralized control. (Duplicates credit in former GSBA 517ab and GSBA 536.) *Recommended preparation:* GSBA 510.

GSBA 519ab Strategic Formulation for Competitive Advantage (1.5-1.5, FaSm) Analyses of environments and competition, the basis of competitive strategy, strategy models, and the achievement of sustainable competitive advantage. (Duplicates credit in GSBA 529 and GSBA 540.)

GSBA 520 Business Fundamentals for Non-Business Professionals (3, FaSp) An overview of concepts, tools and principles of business management to develop a general management point of view. Open only to non-business graduate students.

GSBA 521 Corporate Finance (2.5, 3, Fa) Basic principles of corporate finance; theory and application; management of short-term and long-term assets; financial instruments and markets; financial policy applications. (Duplicates credit in GSBA 548.) *Recommended preparation:* GSBA 510.

GSBA 522ab Managerial Perspectives (1.5-1.5, FaSp) Managerial careers, development of critical executive and managerial abilities, and the dynamics of organizational environment and systems as they impact managerial progression and work. Graded IP/letter. (Duplicates credit in GSBA 532 and GSBA 543.)

GSBA 523 Communication for Management (2-3, FaSp) Internal and external communication, research methods; reports for decision-making; oral presentations and briefings; strategies to assure communication; field studies. (Duplicates credit in GSBA 502 and GSBA 542.)

GSBA 523T Communication for Accounting Professionals (3, Fa) Communications strategy for internal audit reports, management letters, proposals; engagement team planning; oral presentations; case and field studies; critical thinking for audit communication requirements, research.

GSBA 524 Data and Decision Models (2.5, 3, max 3, Fa) Principles of probability theory and classical statistics applied to business decision problems; survey analysis, estimation and prediction methods, evaluation, and control techniques. (Duplicates credit in GSBA 506ab.)

GSBA 525 Politics for Global Managers (3, Irregular) The dynamic forces shaping the political environment of business. Impact of politics, cultures and world events on multinational enterprise. Case studies of political risk assessment.

GSBA 526 Global Economics (1.5, Sp) Important issues related to global economics. Measurement of economic performance, macroeconomic indicators, sources of country-specific data, and data evaluation. Analysis of growth experiences, growth factors and long-term economic growth forecasting. (Duplicates credit in GSBA 544, GSBA 549.)

GSBA 528 Marketing Management (3, Sp) Marketing is treated as a managerial decision-making process. Emphasis is given to understanding the concepts, tools, and techniques that comprise a comprehensive marketing strategy. (Duplicates credit in GSBA 509.)

GSBA 529 Strategic Formulation for Competitive Advantage (3, FaSpSm) Analyses of environments and competition, the bases of competitive strategy, strategy models, and the achievement of sustainable competitive advantage. (Duplicates credit in GSBA 519ab and GSBA 540.) *Recommended preparation:* completion of first year courses.

GSBA 532 Behavior and Organizations (3, Sp) Individual behavior (motives, cognitive process, learning), interpersonal processes (perception, communication), small group dynamics (power, productivity, and morale), and organization theory and development (culture, design). (Duplicates credit in GSBA 522ab and GSBA 543.)

GSBA 533 General Management (1.5, Fa) Introduction to the functions and integrative responsibilities of the general manager. Corporate governance and accountability, organizational structure design, organizational boundaries, integrating and configuring resources. (Duplicates credit in GSBA 534.)

GSBA 534 Operations Management (2-3, Sm) Formulation, modeling, analysis, and optimization of business decision problems; survey of concepts and techniques necessary to manage the operations function of the firm. (Duplicates credit in GSBA 504 or former GSBA 547ab.) *Recommended preparation:* GSBA 506b or GSBA 524.

GSBA 536 Management Accounting (1.5, Sp) The use of accounting information to formulate strategic managerial decisions in a global business environment. (Duplicates credit in former GSBA 517ab and GSBA 518.)

GSBA 540 Contemporary Issues in Competitive Strategy (1.5, FaSp) Introduces the role industry and competitive analysis serves in an organization. Topics covered include global competition, innovation, the use of standards, competence, and building organizational capabilities to sustain competitive advantage. (Duplicates credit in GSBA 519ab and GSBA 529.)

GSBA 542 Communication for Management (1.5, Fa) Internal and external communication, research methods, reports for decision-making, oral presentations and briefings, strategies to assure communication; field studies. Graded CR/NC. (Duplicates credit in GSBA 502 and GSBA 523.)

GSBA 543 Managerial Perspectives (3)

Managerial careers, development of critical executive and managerial abilities, and the dynamics of organizational environment and systems as they impact managerial progression and growth. (Duplicates credit in GSBA 522*ab* and GSBA 532.)

GSBA 544 The Firm in the National Economy (1.5, Sp)

The economic environment of business and the forces influencing the firm. (Duplicates credit in former GSBA 526 and GSBA 549.)

GSBA 548 Corporate Finance (3, Sp)

Modern theory of corporate investment and financing decisions. (Duplicates credit in GSBA 521.) *Recommended preparation:* introductory finance course.

GSBA 549 The Firm in the National and International Economy (3, Sp)

The economic environment of business and international forces influencing the firm. (Duplicates credit in former GSBA 526 and GSBA 544.)

GSBA 555 Management and Organization of the Creative Industries (3, Sp)

How creative industries (motion pictures, television, publishing, radio, music, arts, games) operate and are organized. Critical discussion of pressing issues that these industries face. Open to M.B.A., M.Acc., and M.B.T. students only, including dual degrees.

GSBA 556 Business Development in the Networked Digital Industry (3, FaSp)

Business development and business models for products/services delivered through networked digital platforms (NDI), including creative industries. Convergence of telecom, IT, software, entertainment, content, and media. Open to M.B.A., M.Acc., and M.B.T. students only, including dual degrees.

GSBA 560 The Perspective of Top Management (2, Fa)

Using cases, students are introduced to top management issues of executive leadership, environmental and strategic analysis, use of financial statements, organizational assessment and design, technology management and decision support systems. Graded CR/NC.

GSBA 561 Evaluating Market Performance (9, Fa)

Evaluation of the firm by the market forces that affect its success; financial accounting and reporting; competitive market analysis; external communication; microeconomics; labor, customer and financial markets, statistical and decision analysis, financial and organization measures of effectiveness.

GSBA 562 Management of Operations (11, Sp)

Analysis of operations management and business functions; managerial accounting; finance; marketing; production; data processing and information systems; human resources management.

GSBA 563 Technology and Information Systems Management (6, Sm)

Impact of technology on organizations; new product development; investment decisions and capital budgeting; decision support systems, expert systems; information technology; organizational design; management of information systems.

GSBA 564 Functional Strategies and Implementation (2, Sm)

Developing functional strategies and interdependence to achieve organizational goals; negotiations, conflict resolution; communication strategies; organizational effectiveness; implementation and change strategies; self-assessment and individual presentations.

GSBA 568 The Economics and Marketing of a Professional Services Firm (3, Sp)

Development of marketing skills required for a professional services firm. Examination of professional's role and responsibility to social and civic concerns, as well as role of a new consultant. Review of operational and administrative aspects within the organization.

GSBA 570 The Role of the Senior Executive (2, Fa)

Introduction to strategic management; executive leadership; environmental analysis; international context; financial growth strategies; social, legal and macroeconomic issues; role of CEO with boards, media and other publics; business ethics, strategic planning project. Graded CR/NC.

GSBA 571 Environmental Analysis: Establishing Competitive Advantage (9, Fa)

Development of strategic planning processes; analysis of economic, social, political environment; forecasting; futures research; macroeconomics; international economics; technological developments; multinational management simulation; field projects.

GSBA 572 Strategic Planning for Growth (11, Sp)

Formulation and implementation of strategies in different organizational and environmental contexts; financial growth strategies; comparative management; impact of taxation; technology strategies; product development and new market strategies.

GSBA 573 Managing Strategic Change and Implementation (6, Sm)

Management of the strategic change process for the total organization including implementing growth strategies, use of consultants, corporate governance, implementation in a multinational environment, leadership and power, use of technology, innovation, corporate cultures, executive succession, corporate relations.

GSBA 574 The Executive of the Future (2, Sm)

Forecasting future environments; the role of the executive in the future, changing organizations; executive development; personal development goal setting.

GSBA 580 Business Practices in the Pacific Rim (PRIME) (1.5, Sp)

Improves awareness/understanding of economic, institutional, and cultural issues pertinent to business, markets, policies, and trade in Latin America and Asia. Requires overseas project (hands-on experience). (Duplicates credit in GSBA 582.) *Recommended preparation:* M.B.A. core courses.

GSBA 581 Information Management (1.5, FaSp)

The intersection of information technology and organization, strategy, marketing and other functional areas of business. The impact of information technology on various aspects of a firm.

GSBA 582 Business Environment and Management Practices in the Pacific Rim (3, SpSm)

Explores the social, cultural, and political environment of business and management practices in the Pacific Rim. *Recommended preparation:* M.B.A. core courses.

GSBA 584ab International Business Consulting Project (3-2, SpSm)

a: IBEAR team consulting projects addressing international business problems. Projects culminate in written and oral presentations to corporate clients. Graded IP. *b:* continuation of *a*.

GSBA 586 Current Trends in Business (1.5, Sp)

Study current issues in business, applying cross-discipline foundations and techniques — changing issues such as development of new business opportunities, technological change, and internationalization of commerce. *Recommended preparation:* M.B.A. core courses.

GSBA 589 Industry-Based Business Theory and Practice (1.5, max 15, FaSp)

Introductory seminar in the business theories, philosophies, structures and practices of various industries. Open to Marshall master's and doctoral students only.

GSBA 590 Directed Research (1-12, FaSpSm)

Research leading to the master's degree. Maximum units which may be applied to the degree to be determined by the department. Graded CR/NC.

GSBA 595 Internship in Business (1-15, FaSpSm) Supervised on-the-job business experience in the areas of interest of the respective student. Graduate business students only. Graded CR/NC. *Recommended preparation:* completion of M.B.A. core courses.

GSBA 597 Business Field Project (0.5, 1.5, 2, 2.5, 3, FaSpSm) Individual or team projects solving real business problems for companies; situation analyses; field research techniques; statistical analysis; oral and written presentations. Graded CR/NC.

GSBA 599 Special Topics (1, 1.5, 2, or 3, max 9, FaSpSm) Selected topics reflecting current trends and recent developments in business administration. Emphasis on cross-disciplinary inquiry.

GSBA 602 Selected Issues in Economic Theory (3, Fa) Methodology and research perspectives of economics; contribution of the economics paradigm to accounting, management, finance, marketing, and decision sciences. Open to doctoral program in business administration students only.

GSBA 603 Foundations of Statistical Inference (3, Fa) Theory and applications of statistical methods; review of probability theory and common distributions; exponential families; convergence concepts; law of large numbers; parameter estimation; hypothesis testing.

GSBA 604 Regression and Generalized Linear Models for Business Applications (3, Sp) Theory and application of linear regression models; role of substantive theory in statistical model building; model specification, estimation, diagnostic checking; the general linear hypothesis.

GSBA 605 Multivariate Statistical Methods (3, Fa) Multivariate methods frequently used in business research; discriminant analysis, logistic regression, multivariate ANOVA, principle components, factor analysis, canonical correlation, MDS, simultaneous equation models, log-linear models.

GSBA 610 Seminar in Business Research (3, max 9, Irregular) Critical analysis of research studies in the functional areas of business; practice in formulating and conducting research; presentation of original research of publishable quality (may be repeated for credit up to 9 units).

GSBA 625 Designing and Running Experiments (3, Fa) Introduction to design and implementation of experiments. Single and multiple factors, fully crossed and fractional factorial designs, repeated measures, measurement, manipulations, subject choice, demand effects. Open only to Ph.D. Students.

GSBA 790 Research (1-12) Research leading to the doctorate. Maximum units which may be applied to the degree to be determined by the department. Graded CR/NC.

GSBA 794abcdz Doctoral Dissertation (2-2-2-2-0) Credit on acceptance of dissertation. Graded IP/CR/NP.

INFORMATION AND OPERATIONS MANAGEMENT (IOM)

IOM 401 Business Information Systems – Spreadsheet Applications (2, FaSp) Provides an applied understanding of how spreadsheets are used to analyze business information. Create real world software applications for use in accounting, finance, marketing and operations.

IOM 402 Business Information Systems – Database Applications (2, FaSp) Provides an applied understanding of how work group databases are used to analyze business information. Create real world software applications that are used in accounting, finance, marketing and operations.

IOM 420 Statistical Methods for Managers (4, Irregular) Computer-assisted analysis of business data; correlation analysis, multiple regression, model building, residual analysis, forecasting, and control. *Prerequisite:* BUAD 310.

IOM 424 Business Forecasting (4, Sp) A variety of forecasting techniques used by a variety of businesses. Emphasis on learning to apply these techniques to real data. *Prerequisite:* BUAD 310.

IOM 425 Quality Management (4, Irregular) Managerial and quantitative issues in organizational quality improvement; implementation of quality plans; process analysis; data analysis; introduction to statistical process control; quality as strategy. *Recommended preparation:* BUAD 310.

IOM 427 Spreadsheet Modeling, Optimization and Analysis (4, Fa) Application of decision analysis, simulation and optimization techniques to managerial problems. Students learn how to create and present useful spreadsheet models to analyze practical business problems. *Recommended preparation:* BUAD 310.

IOM 428 Data Warehousing and Data Mining (4, Sp) Introduction to data warehousing, multidimensional database, online analytical processing, and survey of data mining methods that extract useful information from data warehouses: e.g., decision tree. Business applications emphasized.

IOM 431 Business Information Systems (4, FaSp) Fundamentals of computer networks, protocols, TCP/IP and the Internet; introduction to electronic commerce, Web application development (CGI scripting, Java, and JavaScript); discussion of security issues.

IOM 433 Business Information Systems Analysis and Design (4, FaSp) Information analysis and the logical specification of business systems, including logical design, physical design, and implementation; computer exercises and case studies.

IOM 435 Business Database Systems (4, FaSp) Computer-based management of data including data structures, conceptual data modeling, logical data modeling, structured query language (SQL), and physical optimization of high performance databases.

IOM 437 Technology-Enabled Global Businesses, Markets and Sourcing (4, Sp) Global markets for products, services, and strategies enabled by technology; spans businesses ranging from financial services, media and entertainment, and technology to specialized manufactured products.

IOM 440 Business Telecommunications (4, Irregular) Provides understanding of new telecom/information technology platform and how to exploit it to create information-based businesses, investment opportunities and increased corporate competitiveness.

IOM 441 Management of Service Operations (4, Irregular) This course is for students who plan to work as managers in service organizations or to start their own service business. The course explores the specific tasks faced by operations managers in designing, producing and delivering services and their implications for customer satisfaction and profitability. *Prerequisite:* BUAD 311.

IOM 444 Business Systems Networking and Information Security (4, Irregular) Technical and managerial business data communications, networking and security issues related to current business operations.

IOM 445 Business Information Systems Management and Strategy (4, Irregular)

The intersection of information technology and organization, strategy and other functional areas of a business. A perspective of the impact of information technology on various aspects of a firm.

IOM 448 Business Software Engineering (4, Irregular)

Overview of current software development practice: multi-tiered architectures, software patterns, object-oriented development, components, database access, and web development. *Prerequisite:* IOM 433; *corequisite:* IOM 435; *recommended preparation:* programming course.

IOM 455 Project Management (4, Sp) Topics related to project management in a variety of industries such as real estate projects, new product launch, plant location, etc.

IOM 482 Supply Chain Management (4, Fa)

Issues in supply chain management. Supply chain performance and dynamics. Tools for planning, control and coordination. Supply chain design and strategy. *Prerequisite:* BUAD 311.

IOM 483 Operations Consulting (4, Sp)

Study of concepts, frameworks and techniques for improving operations, formulation and implementation of operations strategy, and development of frameworks for process design, selection and performance evaluation. *Prerequisite:* BUAD 311.

IOM 499 Special Topics (2-4, max 8, Irregular) Selected topics reflecting current trends and recent developments in information systems, operations management, and statistics.

IOM 502 Operations Strategy (3, Sp)

Provides students with a set of frameworks, analytical tools/concepts needed to design, evaluate, and implement strategies that effectively address management/operations of large systems effectively. Open to graduate business students only.

IOM 504 Strategic Sourcing (3, Fa)

Examines the role of strategic procurement in supply-chain management organized into such topics as sourcing, outsourcing, e-procurement, and procurement integration collaboration. Open to graduate business students only.

IOM 520 Logistics Management (3, FaSp)

Gives students a managerial knowledge of basic logistics concepts and principles. Some topics include management of logistics cost integration, transportation, distribution, and customer service. Open to graduate business students only.

IOM 521 Enterprise Systems (3, Irregular)

Theory, methods, and techniques for solving organizational information processing problems using ERP software: selection, design, configuration, project and change management, architecture, process, implementation, post-implementation. *Recommended preparation:* completion of first-year M.B.A. courses.

IOM 522 Applied Time Series Analysis for Forecasting (3, Sp)

Survey of forecasting and time series methods. Models for stationary and nonstationary time series; ARIMA model identification, estimation, and forecast development. Seasonal and dynamic models. *Recommended preparation:* GSBA 506b or GSBA 524.

IOM 525 Quality Improvement Methods (3, Irregular)

Quantitative and managerial approaches for improvement of quality and productivity in service and manufacturing operations; control charts, process capability assessment; implementation of quality improvement plans. *Recommended preparation:* GSBA 506b or GSBA 524.

IOM 527 Managerial Decision Analysis (3, Irregular)

Decision making under uncertainty with applications to finance, marketing and operations. The decision analysis process for competitive decision situations and managerial risk taking. *Recommended preparation:* GSBA 506b or GSBA 524; and GSBA 534 or former GSBA 547b or GSBA 504.

IOM 528 Data Warehousing, Business Intelligence and Data Mining (3, Sp)

Introduction to data warehousing, multidimensional database, online analytical processing, and survey of business intelligence applications that extract useful information from data warehouses: e.g., decision tree. Business applications emphasized.

IOM 530 Applied Modern Statistical Learning Methods (3, Sp)

Overview of highly computational modern statistical learning methods; applications of logistic regression, neural networks, LASSO, trees, boosting and GAM, etc., to finance and marketing data.

IOM 531 Managing Business in the Network Era (3, Irregular)

Creating business advantage with IT, crafting business models, building networked business, making a case for a networked business, understanding internet-working infrastructure, assuring reliable and secure IT outsourcing.

IOM 533 Information Systems Implementation (3, Irregular)

How to implement information systems so they will succeed: business case analysis, requirements specification, CASE tools, IS risk management, interface design.

IOM 535 Database Management (3) Design, build and implement database systems at professional levels. Key topics include: process versus entity matrix, data modeling (enterprise, conceptual, logical), normalization, optimization and implementation. Open to graduate business students only.

IOM 537 Global Businesses and Markets: Strategies Enabled by Technology (3, Sp)

Global markets for products and services and strategies enabled by technology; spans businesses ranging from financial services, media and entertainment, and technology to specialized manufactured products. Open to graduate business students only.

IOM 538 Information Systems Strategy (3, FaSm)

Strategic aspects of managing information technology in organizations; concepts and principles of information management processes; behavior issues in implementation.

IOM 540 Managing Electronic Commerce (3, Irregular)

Offers a conceptual framework to the study of electronic commerce. The purpose of the course is to give students a broad understanding of various aspects of electronic commerce: technological infrastructure, managerial implications of existing and emerging business models, and internal process changes to prepare companies for electronic commerce.

IOM 541 E-Business Process Integration (3, Irregular)

Concepts of e-business process redesign; process modeling and redesign using software tools; e-business process integration technologies; process management practices for e-business.

IOM 542 Developing a Firm's Intellectual Assets (3, Sm)

Best practices in organizational knowledge creation, valuation and management; search engines, intelligent agents, and collaborative technologies; reengineering knowledge work. *Recommended preparation:* completion of first year M.B.A. courses.

IOM 543 Global Business Issues in the Networked Digital Industry (3, Fa)

Assessing business impact of emerging technologies on companies, business models and strategies in the "converging" digital communications, media and entertainment industries; incorporates company field projects. Open to graduate business students only.

IOM 544 Business Data Communications (3, Irregular) The purpose is to provide students with an understanding of the key technical and managerial issues in the effective development and use of data communications by organizations. Topics covered will include basic concepts of data communication technology (data and voice), internet and intranet technologies, issues related to the operational and strategic use of the technology, and the changing structure of the data communications industry.

IOM 547 Designing Spreadsheet-Based Business Models (3, FaSp) Application of decision analysis, simulation and optimization techniques to managerial problems. Students learn how to create and present useful spreadsheet models to analyze practical business models. *Recommended preparation:* completion of first-year M.B.A. courses.

IOM 551 Managing Global E-Business (3, Sp) Global e-business practices; e-business value propositions and business models; managing e-business processes and transformation; e-business technology infrastructure evaluation. Cases, readings, technology briefs, and speakers. Open to IBEAR students only.

IOM 580 Project Management (3, Sp) Applications of systems theory and concepts, matrix organizational structures, PERT/CPM project modeling, and management information systems to the management of complex and critical projects. *Recommended preparation:* GSBA 504 or GSBA 534 or former GSBA 547b.

IOM 581 Supply Chain Management (3, Fa) Issues in supply chain management. Supply chain performance and dynamics. Tools for planning, control and coordination. Supply chain design and strategy. *Recommended preparation:* GSBA 504 or GSBA 534 or former GSBA 547b.

IOM 582 Management of Service Operations (3, Sp) Management of operations in service organizations such as banks, hospitals, and consulting firms; service function in manufacturing firms; interfacing with other functional areas of business. *Recommended preparation:* GSBA 504 or GSBA 534 or former GSBA 547b.

IOM 583 Operations Consulting (3, Fa) Development of conceptual and analytic skill for improving operations. Analysis of business strategy, formulating and implementing operations strategy, process analysis and design, and project management. *Recommended preparation:* GSBA 504 or GSBA 534 or former GSBA 547b.

IOM 584 Global Operations Management (3, Sp) Students gain exposure to the spectrum of issues which are critical to the globalization of operations and basic tradeoffs associated with global operations management decisions. Open to graduate students in business and accounting only.

IOM 585 Principles of Service Operations Management (4, Fa) Investigation of the relationships among the target market, the systems, strategy, and the workforce that deliver services. Development of "state-of-the-art service thinking," service management skills, and understanding processes. (Duplicates credit in GSBA 504, GSBA 534, IOM 441, and IOM 582.)

IOM 590 Directed Research (1-12, FaSpSm) Research leading to the master's degree. Maximum units which may be applied to the degree to be determined by the department. Graded CR/NC.

IOM 597 Business Field Project in Information and Operations Management (1-6, FaSp) Individual or team projects solving real business problems for companies; situation analyses; research proposal composition; field research techniques; statistical analysis; oral and written presentations. Graded CR/NC.

IOM 599 Special Topics (1, 1.5, 2, or 3, max 9, FaSpSm) Selected topics reflecting current trends and recent developments in operations management, information systems, and decision support systems.

IOM 606 Bayesian Data Analysis (3, Sp) Principles of Bayesian inference, subjective probability, posterior inference via Markov chain Monte Carlo, applications to latent variable models. Hierarchical models and shrinkage estimation. Model averaging. *Prerequisite:* GSBA 603.

IOM 670 Current Research in Operations Management (3, Sp) Critique of the current research-based literature in operations management to include scheduling, forecasting, MRP, technology planning, inventory management, and facilities location and layout.

IOM 672 Optimization Models in Operations Management (3, Fa) Convex optimization, stochastic dynamic programming and non-linear programming. Focused training in optimization methods and proof techniques for research in operations management. Open Ph.D. students only.

MANAGEMENT AND ORGANIZATION (MOR)

MOR 385m Business in a Diverse Society (4, Sp) Explores business in an increasingly diverse society. Examines how differences in social class, race, nationality, and gender affect how business is organized and managed.

MOR 421 Social and Ethical Issues in Business (4) The free-enterprise system examined from the perspective of modern corporations and their critics; business ethics in relation to personal/external values. *Prerequisite:* BUAD 304.

MOR 431 Interpersonal Competence and Development (4, Sp) An exploration of the nature of relationships at work; focus on analytical skills and self-assertion necessary to have effective, rewarding relationships. Laboratory simulations. *Prerequisite:* BUAD 304.

MOR 452 The Art of Case Analysis and Presentation (2, max 6, FaSp) (Enroll in BUCO 452)

MOR 461 Design of Effective Organizations (4, FaSp) Designing management systems and practices that lead to organizational excellence; techniques for organizational change. *Prerequisite:* BUAD 304.

MOR 462 Management Consulting (4, FaSp) Role of professional consultants; data gathering methods; consulting approaches from strategy, finance, operations, information systems, marketing, and human resources; action planning; ethical and career issues. *Recommended preparation:* BUAD 304.

MOR 463 Organization Change and Development (4, Sp) Theories and methods of introducing change in organizations. Techniques for analyzing organizations, developing change programs, and implementing changes. Ethical and career issues of change management. *Recommended preparation:* BUAD 304.

MOR 465 Advanced Methods in Strategy Analysis (4, FaSp) Theories and methods for analyzing and developing strategy. Fundamental tools for strategic planning. Advanced methods for analyzing industries and competitors, and determining the scope of the firm. *Recommended preparation:* BUAD 497.

MOR 467 Strategic Management of Technology and Innovation (4) Theories and methods for managing technology in organizations. Emphasizes project management, implementing technology, creativity, valuing technology, negotiating technical sourcing, and competitive intelligence/benchmarking. *Prerequisite:* BUAD 304.

MOR 469 Negotiation and Persuasion (4, FaSpSm) Theories, strategies, and ethics underlying negotiation and persuasion in contemporary organizations and societies. Emphasizes the knowledge and skills needed for effective negotiation and persuasion.

MOR 470 Global Leadership (4, Fa) Major theories and practices of leading people in multinational firms. Skills for facilitating cooperation, communication, and motivation among people from different cultures. *Recommended preparation:* BUAD 304.

MOR 471 Managing and Developing People (4, Fa) Management of the human resource function for organizational performance. *Recommended preparation:* BUAD 304.

MOR 472 Power, Politics and Influence (4, Fa) Theories and practices about how power, politics and influence affect organizational life. Knowledge and skills for diagnosing and managing these features of an organization.

MOR 473 Designing and Leading Teams (4, FaSp) Theories and practices for developing and leading teams. Skills for creating team structures and facilitating team processes. Knowledge for diagnosing team problems and devising solutions. *Recommended preparation:* BUAD 304.

MOR 474 Leading Successful Professional Service Firms (4, Fa) Explores issues (1) managing professional service firms (PSFs) including strategy, client relationships, marketing, and innovation, and (2) developing professionals, including selecting, training, performance management, mentorship, and innovation.

MOR 479 The Business of Sports (4, Sp) Addresses the business side of the sports industry; examines professional sports franchises, amateur athletics, and collegiate sports and how they relate to corporate America, the media, and the public sector. *Recommended preparation:* BUAD 304.

MOR 485 The Rhetoric of Investing and Valuation (4, Sp) Analyzes the rhetoric of classic investment texts and news on investing/financial markets; investigates how rhetorical arguments shape and influence the valuation and investing process.

MOR 492 Global Strategy (4, FaSp) Examination of corporate strategy practices in an international context. Effects of cultures, political systems, markets, and economic systems on developing effective global strategies.

MOR 495 International Management and Internship (2-4, Sm) International internship. Develop general/cross-cultural knowledge and management skills, gain an understanding of cross-cultural issues, and develop insights working in international businesses. *Recommended preparation:* BUAD 304.

MOR 542 Strategic Issues for Global Business (3, Fa) Globalization strategies from entry to maturity; alternative approaches from going alone to alliances; strategy implementation issues in different cultures and political systems. Cases, videos and speakers.

MOR 548 Competitive Advantage Through People (3, Sp) How firms develop employee talent as source of competitive advantage. Strategic implications of contemporary practices in recruitment, work systems, training, compensation, and employee relations. Speakers and cases.

MOR 551 Performance Management and Motivation (3, Sp) New approaches to performance motivation at executive and worker levels, including pay/incentive systems, job design, employee involvement, leadership behavior, and self-managed teams. Cases, project and speakers.

MOR 554 Leading Innovation and Change (3) Practical knowledge on helping organizations develop innovations and lead change to leverage them. Exploration of innovation and change in different organizations and competitive environments. Open only to graduate business majors.

MOR 555 Designing High Performance Organizations (3, Sp) Theory and practice of organization design. How to maximize organization performance by aligning structure, rewards, staffing, processes, and culture with strategy and environment. Open only to graduate business majors.

MOR 556 Leading Professional Service Firms (3, Fa) Teaches students with interest in consulting, investment banking, and companies in high-velocity environments how to manage careers, design, lead, and market adaptable and innovative organizations. Open only to graduate business and accounting majors.

MOR 557 Strategy and Organization Consulting (3, FaSm) How consultants assist clients to formulate strategic plans and realign organizations; approaches used by major consulting firms; information about consulting industry, fee-setting and proposals. Consultant speakers and project.

MOR 559 Strategic Renewal and Transformation (3, FaSm) Dynamic strategic planning; how businesses reinvent themselves; why change is difficult; politics of change process; and leadership steps for implementing successful strategic changes. Cases and readings.

MOR 560 Executive Decision Making (3) Exploring and analyzing theories of motivation, intelligence and creativity as the psychological bases of human decision-making. Dynamic decision-making will form the main focus. *Recommended preparation:* GSBA 532.

MOR 561 Strategies in High-Tech Businesses (3, Fa) How high-tech companies achieve competitive advantage through leveraging technical, management and financial resources. Technology trends and industry evolution. Focus on electronics and biotechnology. Cases and speakers.

MOR 562 Strategic Choice and Valuation Analysis (3, Sp) Advanced strategic planning using tools of scenario development and activity valuation for assessing market entry, expansion and business portfolio configuration. Exercises, cases and project.

MOR 565 Alliances and Cooperative Strategy (3, Sp) Essential issues and problems of cooperative strategy. Recognize and evaluate collaborative opportunities to develop and assess an overall cooperative strategy. Readings, cases and group project. Open to graduate business students only.

MOR 567 Interpersonal Influence and Power (3, Sp) Emphasizes legitimate and effective use of power to resolve conflicts and mobilize action through understanding the talent and self-interest of people involved in decision-making. Readings and cases.

MOR 568 Power and Politics in Organizations (3) Explores current theories of power, politics and leadership within the organizational dynamic. Individual bases of power will be related to assessments of motives and skills.

MOR 569 Negotiation and Deal-Making (3, FaSpSm) Strategies and dynamics of deal-making; practical skills necessary to win in range of business transactions conducted in domestic and international settings. Cases, role-playing, films and simulations.

MOR 571 Leadership and Executive Development (3, FaSp) Contemporary approaches to leadership, including corporate practices to develop leaders; examples of successful and derailed executives. Students self-assess personal leadership and draft development plans. Readings, speakers, cases.

MOR 572 Leadership and Self-Management (3, Fa) Successful leaders are effective at self-managing their thoughts, emotions and actions. Course provides concepts and methods for developing essential self-management skills.

MOR 573 Ethical and Social Issues in Business (3, Sp) Analyze and act on ethical and social issues in business: understand theories, consider issues, and build personal skills. Readings, cases, project, exercises.

MOR 579 The Business of Sports Entertainment (3, SpSm) Business practices and issues in different sports markets; including growth opportunities; and innovative marketing strategies for attracting and retaining fans and corporate sponsors. Industry speakers.

MOR 582 Global Human Resources Management (3) Examinations of how multinational firms manage and develop employees through recruitment and selection, training and development, performance management and evaluation, compensation, and labor relations. Cases, videos, and projects.

MOR 590 Directed Research (1-12, FaSpSm) Research leading to the master's degree. Maximum units which may be applied to the degree to be determined by the department. Graded CR/NC

MOR 597 Business Field Project in Management and Organization (1-6, FaSp) Individual or team projects solving real business problems for companies; situation analyses; research proposal composition; field research techniques; statistical analysis; oral and written presentations. Graded CR/NC.

MOR 599 Special Topics (1, 1.5, 2, or 3, max 9, FaSpSm) Selected topics reflecting current trends and recent developments in management and policy sciences.

MOR 601 Seminar in Organizational Behavior (3, Irregular) In-depth review of the theories and empirical research in the discipline of organizational behavior. Topics include: personality, motivation, job design, leadership, and others. Open to doctoral program in business administration students only.

MOR 602 Organization Theory (3, Irregular) Ph.D. level survey course on organization theory with focus on the history and development of research on organizations. Open to doctoral program in business administration students only.

MOR 603 Seminar in Strategic Management (3, Irregular) Survey of strategic management. Topics include historical overview of strategic management, research methods used, current theory, and empirical research on the developing of paradigms. Open to doctoral program in business administration students only.

MOR 604 Research Methods (3, Fa) Critical issues and decisions faced by behavioral researchers in designing and implementing research projects. Open to doctoral program in business administration students only.

MARKETING (MKT)

MKT 405 Advertising and Promotion Management (4, FaSp) Role of advertising in the marketing mix: determining objectives, strategies, and plans from situation analysis through research and creative processes, media selection, and sales promotion. *Prerequisite:* BUAD 307, COMM 200, COMM 302 or JOUR 340.

MKT 406 Practicum in Advertising and Promotion Design (4, Sp) Provides real-life marketing experience as a member of a student managed marketing/advertising/promotions agency. Work with a client organization on the design of an advertising/promotions campaign. Requires market research, creative design, implementation planning, and client presentation. *Prerequisite:* MKT 405 or JOUR 340.

MKT 410 Professional Selling (4) Learn the principles of business to business selling and its function in marketing strategy and the marketing mix; explore professional selling as a career option. Open only to undergraduate business majors. *Prerequisite:* BUAD 307.

MKT 415 Sales Force Management (4, FaSp) Studies the role of managing the selling function as part of the marketing mix; planning, implementing, and controlling sales force operations; critical issues in selecting, training, compensating and supervising salespeople.

MKT 425 Direct Response and Internet Marketing (4, Sp) Role of direct response marketing in promotion and distribution including mail order marketing, Internet marketing, project testing, fulfillment management, career opportunities; case analyses. *Prerequisite:* BUAD 307 or JOUR 340.

MKT 430 Retail Management (4, Fa) Introduction to the functions of retail management including location, buying, merchandise management, layout, pricing, and promotion; application of concepts to various retail institutions.

MKT 435 Business to Business Marketing (4, Fa) Analysis of markets, nature of buying and selling, marketing intelligence, developing marketing strategy; product channel, price, promotion, setting strategic goals and measuring performance. *Prerequisite:* BUAD 307.

MKT 440 Marketing Analysis and Strategy (4, FaSp) Synthesis of concepts and applications relating to the analysis of market opportunities and the development of product, promotion, distribution, and pricing strategies. *Prerequisite:* BUAD 307; recommended during student's final semesters.

MKT 445 New Product Development and Branding (4, Fa) Examines how new product ideas are developed, test marketed and ultimately brought to the marketplace. Issues about why new products fail and how brand images are managed in the marketplace are discussed. Legal aspects of brand management such as trademark protection and infringement are also addressed. *Prerequisite:* BUAD 307.

MKT 446 Practicum in New Product Development (4) Provides experience in a student managed product team. Work with R&D organization to design a new product or technology. Involves market research and implementation planning. Open to junior and senior business students only. *Prerequisite:* BUAD 307; *recommended preparation:* MKT 445.

MKT 450 Consumer Behavior and Marketing (4, FaSp) Examines the relationship of consumer behavior to acquisition, usage, and disposition of products and the psychological, social and cultural influences that affect these decisions.

MKT 463 Pricing Strategies (4, FaSp) Examination of role of pricing decisions; innovative pricing theories; Internet and technology impact on pricing, price negotiations, customized pricing, price image and reference prices. *Prerequisite:* BUAD 307.

MKT 465 Global Marketing Management (4, FaSp) Product and service mix in multinational business; promotional alternatives; channel of distribution systems; pricing policies and legal barriers; multinational marketing opportunities; problems and information sources. *Prerequisite:* BUAD 307 or MKT 450.

MKT 470 Marketing Research (4, Sp) Skills needed to conduct and apply research for marketing decision-making; problem formulation, secondary data, primary research, fundamentals of analysis are covered. *Prerequisite:* BUAD 307 or JOUR 340; *recommended preparation:* BUAD 310.

MKT 512 Marketing and Consumer Research (3, FaSp) Marketing research concepts and techniques; developing managers' ability to critically evaluate and utilize research information in the decision-making process. *Recommended preparation:* GSBA 506ab or GSBA 524; and GSBA 509 or GSBA 528.

MKT 525 Consumer Behavior (3, FaSp) Theories and applications of consumer behavior in marketing; psychological, social, cultural and ethnic factors influencing consumer behavior. *Recommended preparation:* GSBA 509 or GSBA 528.

MKT 526 Advertising and Promotion Strategy (3, FaSpSm) Explains use of argument, emotion, endorsements for persuasive ads; tools for analyzing ad effectiveness, budgeting, media planning and scheduling; principles of pricing for creative promotion. *Recommended preparation:* GSBA 509 or GSBA 528.

MKT 529 Customer Relationship Management (3, Irregular) Development, analysis, evaluation and implementation of effective customer relationship management (CRM) programs. *Recommended preparation:* GSBA 509 or GSBA 528.

MKT 530 New Product Development (3, FaSpSm) Systematic approach to product development and management; processes, techniques, and concepts firms use to develop, test, and introduce products and to manage products over their lifecycle. Open only to graduate students in business. *Recommended preparation:* GSBA 509 or GSBA 528.

MKT 531 Services Marketing Strategy (3, Sp) Analysis and development of sound marketing strategies and an integrated service management plan for service organizations. Examination of best practices among leading service providers. *Prerequisite:* GSBA 509 or GSBA 528.

MKT 533 Branding Strategy (3, Sp) Comprehensive treatment of the behavioral foundations of brands and brand development. Exploration of alternative branding strategies and marketing tools for brand development. *Prerequisite:* GSBA 509 or GSBA 528.

MKT 535 Business Marketing Management (3, Irregular) Business-to-business and government market opportunities and marketing strategies; product development and adaptation, pricing, promotion and distribution to organizations as opposed to individual consumers. *Recommended preparation:* GSBA 509 or GSBA 528.

MKT 536 Pricing Strategies (3, Sp) The complexity of pricing is increasing due to globalization and the Internet. This course will develop a framework for developing strategic pricing decisions. *Recommended preparation:* GSBA 509 or GSBA 528.

MKT 540 Marketing Models (3, Irregular) Analysis, use, and evaluation of quantitative and theoretical models of marketing management, consumer response, marketing resource use and control, and competitive interaction. *Recommended preparation:* GSBA 509 or GSBA 528.

MKT 543 Market Demand and Sales Forecasting (3, FaSp) New product concept testing and life cycle forecasting, pricing and advertising response forecasting, consumer purchase intentions, judgmental marketing decision models, time series and regression analysis, computer methods. *Recommended preparation:* GSBA 506b or GSBA 524; and GSBA 509 or GSBA 528.

MKT 548 Marketing Strategies in High-Technology Markets (3, Irregular) Firms in high-technology markets rely on heavily scientific and technological know-how to deliver value proposition to their customers. This entails that established firms in these markets have to strategically manage and market their technological know-how over the technology life cycle, in order to create and sustain their competitive advantage. The objective of this course is to offer frameworks to understand major marketing decisions for established companies in high-technology markets.

MKT 555 Marketing Channels (3, Sp) Examination of strategic decision making in marketing channels with emphasis on the structure and management of channels. Intensity in distribution, vertical integration, how roles in the channel are formulated, types of intermediaries and multiple channels of distribution. *Prerequisite:* GSBA 528.

MKT 556 Internet Marketing (3, Fa) All aspects of Internet marketing. Internet as a tool for marketing communication, sales and distribution, customer management. Role of paid advertising, search engines, Web site design. *Prerequisite:* GSBA 509 or GSBA 528; *recommended preparation:* an introductory course in marketing management or its equivalent.

MKT 560 Marketing Strategy and Policy (3, FaSp) Integrated approach to the use of marketing tools and concepts in the formulation and execution of a marketing plan. *Recommended preparation:* GSBA 509 or GSBA 528.

MKT 565 Global Marketing (3, FaSp) Variations in markets and trade patterns around the globe; product development and adaptation, pricing, promotion, and distribution issues across national cultures and international markets. *Recommended preparation:* GSBA 509 or GSBA 528.

MKT 569 Contemporary Marketing Problems (3, Irregular) Current trends in marketing; elements of a marketing program; solution of problems facing the marketing executive; societal issues in marketing.

MKT 580 Strategies for Fostering Creativity in Business (3, Fa) An experiential course focused on understanding and developing the creative process. Creative exercises and techniques are developed and applied within a business context.

MKT 585 Marketing Radical Innovation (3, FaSpSm) Study and application of new technology to create new business models, products, and services in world economies. Group projects focused on practical applications of concepts. Open only to Marshall and Leventhal master's students. (Duplicates credit in former GSBA 585.) *Prerequisite:* GSBA 509 or GSBA 528.

MKT 590 Directed Research (1-12, FaSpSm) Research leading to the master's degree. Maximum units which may be applied to the degree to be determined by the department. Graded CR/NC

MKT 597 Business Field Project in Marketing (1-6, FaSp) Individual or team projects solving real business problems for companies; situation analyses; research proposal composition; field research techniques; statistical analysis; oral and written presentations. Graded CR/NC.

MKT 599 Special Topics (1, 1.5, 2, or 3, max 9, FaSpSm) Examination of current literature and emerging and timely topics in marketing, social marketing, consumerism, macromarketing, marketing of individuals, organizations, and ideas. *Recommended preparation:* GSBA 509 or GSBA 528.

MKT 613 Marketing Models in Consumer and Business-to-Business Markets (3, Fa) Modeling research on marketing with a focus on channel structure, franchising and sales force compensation, innovation and diffusion, inter-store composition, sales promotions, and market segmentation. (Duplicates credit in former MKT 605 and former MKT 613a.) Open to doctoral program in business administration students only.

MKT 614 Advanced Research Methods in Marketing (3, Sp) Applications of advanced research techniques and designs to marketing problems; review and critique of current literature; development and defense of student's own research proposal. (Duplicates credit in former MKT 661.)

MKT 615 Strategic and Marketing Mix Models (3, Sp) Modeling research on marketing with a focus on discrete choice models, consideration set models, purchase timing models, accounting for consumer heterogeneity, Bayesian models, dynamic models of consumer choice, market entry effects, product quality, advertising and carry over effects, price, and promotion. (Duplicates credit in former MKT 605 and former MKT 613*b*.) Open to doctoral program in business administration students only.

MKT 616 Understanding Consumer and Organizational Buying Behavior (3, Fa) Behavioral research and theory on marketing with a focus on goals, emotions, categorization and knowledge, inferences, attitudes, consumption, marketing and technology, organizational learning, new product development. (Duplicates credit in former MKT 602 and former MKT 612*a*.) Open to doctoral program in business administration students only.

MKT 618 Buyer Behavior and Interorganizational Marketing (3, Fa) Behavioral research and theory on marketing with a focus on branding and brand extensions, framing, consideration set formation, variety seeking, consumer overspending, marketing orientation, buyer seller relationships, channel integration, supply chain management, inter-firm power and relationship marketing. (Duplicates credit in former MKT 602 and former MKT 612*b*.) Open to doctoral program in business administration students only.

MKT 620 Advanced Quantitative Methods in Marketing (3, Irregular) Covers theory and applications of advanced methods used in business research. Estimation via Maximum Likelihood and Bayesian methods of challenging problem sets. *Corequisite:* GSBA 603; *recommended preparation:* matrix algebra.