

---

# USC Marshall School of Business



*President Steven B. Sample and Distinguished Professor Warren Bennis co-teach the course, "The Art and Adventures of Leadership."*

**T**he University of Southern California's Marshall School of Business prepares men and women from around the world to lead global businesses of the next century, whether those enterprises are big or small, corporate or entrepreneurial. The school focuses on international business in all its aspects, including course work in accounting, finance, marketing, management, and information systems/operations management. Beyond courses in the departments, the school offers nearly 30 semester-long exchange programs with leading business schools throughout the world. At the graduate level, a major curricular innovation brings global business into each student's program through the Pacific Rim Education Program (PRIME) which includes an educational trip outside the United States. To further enable the school's graduates to excel in tomorrow's organizations, the school incorporates technology throughout its programs, especially in a newly-developed course in the electronic economy. This course studies the impact of the digital revolution on all aspects of business, including accounting, marketing, finance and operations, and on issues of organizational design and development of new markets.

Recognizing the commitment of USC's Marshall School of Business to educate leaders for the next century and in launching its global and electronic commerce initiatives, Gordon S. Marshall, '46, pledged \$35 million to the business school, the largest gift ever made to business education. As chairman of Marshall Industries, one of the world's leading distributors of electronic components and production supplies, Gordon Marshall knows first hand the need for understanding global markets and for foreseeing the impact of technological change on business. In respect and gratitude for his magnificent gift, the trustees of the university have named the business school at USC in his honor. The school is now known as the Gordon S. Marshall School of Business.

The Marshall School awards two bachelor's degrees, six master's degrees, 11 dual degrees, and the Ph.D. degree. Included in the Marshall School are the Leventhal School of Accounting, the Entrepreneur Program, and the departments of Business Communication, Finance and Business Economics, Information Systems and Operations Management, Management and Organization, and Marketing.

Newly named, clearly focused, the Marshall School continues its more than 75-year history of developing its students' potential to lead global enterprises.

---

# USC Leventhal School of Accounting



*The 1999 America's Best Graduate Schools issue of U.S. News and World Report ranks the USC Leventhal School of Accounting eighth among the top graduate schools of accounting.*

The chief mission of the USC Leventhal School of Accounting is to offer educational programs which enable graduates to make a meaningful professional contribution to society. Not only does the Leventhal School of Accounting seek to develop individuals with entry-level competence to make independent and informed judgments, it also seeks to establish in each graduate a potential for career development into the highest executive levels of public accounting, controllership, financial management and management of accounting information systems. The accounting curriculum explores not only the state of the art but also seeks to explore the accounting discipline's future structures and directions. Relevant concepts and techniques from other academic disciplines are drawn upon and integrated into all accounting programs.

Accounting education has been an integral part of the School of Business Administration since its establishment in 1920. With the inception of the School of Business Administration, the Department of Accounting offered a Bachelor of Science degree in business administration with an emphasis in accounting. The Leventhal School of Accounting was established in 1979, joining less than a dozen other leading institutions in the nation emphasizing formal professional accounting education.

Currently the Leventhal School of Accounting offers the following degrees: a Bachelor of Science in Accounting with a Professional Accounting Track and an Accounting Information Systems Track, a Master of Accounting, a Master of Business Taxation and, in conjunction with the Law School, a Juris Doctor/Master of Business Taxation.

The Leventhal School of Accounting continues to rank as one of the premier AACSB-accredited accounting programs in the nation.

**USC Leventhal School of Accounting**  
**Accounting 101**  
**(213) 740-4838**  
**FAX: (213) 747-2815**  
**Email: graduate students,**  
**levgrad@sba.usc.edu;**  
**undergraduate students,**  
**levugrad@sba.usc.edu**  
**www.usc.edu/dept/accounting**

#### Administration

Kenneth A. Merchant, Ph.D., C.P.A., *Dean*

Glenn Freed, Ph.D., C.P.A., *Associate Dean*

Chrislynn Freed, M.B.A., C.P.A., *Director,*  
*Master's and Professional Programs*

Mildred G. Penner, M.A., *Director, Student*  
*Services*

#### Faculty

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

*Accounting Circle Professorship in Accounting:*  
 Thomas W. Lin, Ph.D., C.M.A.

*Arthur Andersen & Co. Alumni Professorship in*  
*Accounting:* Theodore J. Mock, Ph.D.

*Ernst & Young Professorship in Accounting:*  
 William W. Holder, D.B.A., C.P.A.

*KPMG Peat Marwick Foundation Professorship*  
*in Accounting:* S. Mark Young, Ph.D.

*Price Waterhouse Professor of Auditing:*  
 Zoe-Vonna Palmrose, Ph.D., C.P.A.

*USC Accounting Associates Professorship in*  
*Accounting:* Jerry L. Arnold, Ph.D., C.P.A.

*Professors:* Michael A. Diamond, Ph.D.,  
 C.P.A.; E. John Larsen, D.B.A., C.P.A.;  
 Daniel E. O'Leary, Ph.D., C.P.A., C.M.A.,  
 C.I.S.A.; Charles W. Swenson, Ph.D., C.P.A.

*Associate Professors:* John J. Barcal, J.D., C.P.A.;  
 Sarah E. Bonner, Ph.D., C.P.A.; Mark L.  
 DeFond, Ph.D., C.P.A.; James G. Manegold,  
 Ph.D.; Robert H. Trezevant, Ph.D.

*Assistant Professors:* Mandira R. Sankar, Ph.D.;  
 K.R. Subramanyam, Ph.D.; Wim Van der  
 Stede, Ph.D.; Shiing-Wu Wang, Ph.D.

*Professors of Clinical Accounting:* Michael L.  
 Duffy, J.D., M.B.A.; Merle Hopkins, Ph.D.;  
 Cecil W. Jackson, B.Com.; Herbert B. Klein,  
 M.S., C.P.A.; Leslie R. Porter, Ph.D.; Robert  
 S. Roussey, B.S., C.P.A.

*Associate Professors of Clinical Accounting:*  
 Ruben A. Davila, M.B.A., C.P.A.; Chrislynn  
 Freed, M.B.A., C.P.A.; Glenn Freed, Ph.D.,  
 C.P.A.; Robert A. Scharlach, B.S., C.P.A.;  
 Kendall Simmonds, M.B.A., C.P.A.

*Assistant Professors of Clinical Accounting:* Solomon  
 Darwin, M.B.A.; Alan B. Grass, J.D.; Robert  
 Kiddoo, M.B.A., C.P.A.; Rose M. Layton,  
 M.Acc., C.P.A.; Elaine Price, M.B.T., C.P.A.

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

#### Degree Programs

##### *Bachelor of Science in Accounting*

The USC Leventhal School of Accounting offers the Bachelor of Science in Accounting (B.S.) degree designed to prepare students for entry into the professional program leading to a Master of Accounting degree. The undergraduate curriculum also provides a general background in business necessary for entry into the accounting profession. There are two tracks which students can choose: the professional accounting track or the accounting information systems track.

##### *Master of Accounting*

The Master of Accounting (M.Acc.) program provides an integrated curriculum designed to prepare graduates for careers in professional accounting, public accounting, industry and government. Students have the opportunity to study accounting in greater depth than is typically provided in an undergraduate accounting program or an M.B.A. program with a concentration in accounting.

An undergraduate accounting or business major is not necessary, nor is work experience a requirement. For students with an undergraduate degree in accounting the program requires 33-36 units for completion; for non-accounting students the program requires 48-54 units.

##### *Master of Business Taxation*

This specialized 45-unit program in taxation is offered to full- or part-time students and leads to the Master of Business Taxation. The program is designed for accountants, attorneys and others who wish to learn or improve skills and knowledge through participation in advanced tax study. This group may be engaged in tax practice, in business management or in government administration.

##### *Juris Doctor/Master of Business Taxation*

The Law School and the Leventhal School of Accounting offer this dual degree. Applicants to this program must apply for admission to the J.D. program offered by the Law School and then to the M.B.T. program offered by the Leventhal School of Accounting.

##### *Master of Business Administration*

The Master of Business Administration (M.B.A.) with an optional accounting concentration, offered by the Marshall School of Business is also serviced by the Leventhal School of Accounting. For additional information, consult the Marshall School of Business section in this catalogue.

##### *Doctor of Philosophy*

The Marshall School of Business offers the Doctor of Philosophy (Ph.D.) degree in conjunction with the Graduate School. A student electing to major in accounting may design a research program that emphasizes auditing, financial accounting, information systems, management accounting and taxation. More information on the doctoral program is available in the Marshall School of Business section of this catalogue, or contact the doctoral office at (213) 740-0670 or the director of doctoral studies in accounting at (213) 740-4838.

---

## Undergraduate Degree

---

### Bachelor of Science in Accounting

The Bachelor of Science in Accounting (B.S.) degree combines a general background in business with nine upper level accounting courses to provide for successful entry into the accounting profession. There are two tracks available: the professional accounting track or the accounting information systems track. The professional accounting track is geared toward accounting or auditing in industry, government or professional service firms. The accounting information systems track is focused on the design, implementation and utilization of accounting information systems. The B.S. degree in accounting also prepares students for entry into the professional program leading to a Master of Accounting degree.

The Bachelor of Science in Accounting is a 131-unit program. The curricular requirements fall into two parts: lower division (first and second years) and upper division (third and fourth years).

In the first two years, accounting students share with all business students a curriculum designed primarily to provide a sound general education in basic liberal arts subjects. In the last two years, the students devote their study to business and accounting subjects (choosing either professional accounting or an emphasis in accounting information systems).

#### Admission

Admission to the Bachelor of Science in Accounting program is granted through the Marshall School of Business. In order for students to develop a sound liberal arts foundation and to encourage an exploration of a wide range of majors, freshmen, except as noted below, are not generally admitted directly to the Marshall School of Business or the Leventhal School of Accounting. Usually, students are admitted to the College of Letters, Arts and Sciences as “pre-business” majors, although this is not a prerequisite for admission to the business school in the junior year.

All pre-business majors are expected to complete at least one prerequisite requirement each semester until admitted to the Marshall School of Business. Students who fail to do so may be prevented from registering for future semesters until they meet with an academic advisor. Pre-business students are also expected to begin their math requirements during

their freshman year and, at the very least, complete MATH 117 by the end of the first year with a grade of C or better. Students who successfully complete the prerequisites (WRIT 140; MATH 117, 118, 218; ECON 203 and 205; and ITP 101x) with a minimum GPA of 3.25 (A = 4.0) and maintain an overall GPA of at least 3.0 can apply for the business major and will be accepted to the program. Students who do not meet the criteria will not necessarily be denied admission. Other factors, such as leadership, community service, work experience and involvement in extracurricular activities, are taken into consideration.

A student applying directly to the Marshall School of Business as a transfer from another institution will be more competitive with a 3.0 GPA. Transfer students will be admissible without having completed the equivalent of MATH 218 since most colleges do not offer this course. These students will be expected to complete this course during their first semester of enrollment.

All questions regarding eligibility, admissions criteria or the admissions process should be directed to the Marshall School of Business Admissions Office, Bridge Hall 105, (213) 740-8885.

Students who have not been admitted to the Marshall School of Business may complete a maximum of 20 business units at USC. No further business courses may be taken until admitted. Students who complete the maximum number of units without gaining admission to the school will be advised to select another major.

Students are encouraged to consult the school's Undergraduate Student Services Office, Accounting 101, for advisement and assistance in planning a program that will satisfy both sets of general education requirements and prerequisites required for admission.

#### *Accounting and Business Scholars Programs*

The Accounting and Business Scholars Program allows certain students to be admitted directly into the school as freshmen. Admission to this program is based on scholastic merit reflected in combined SAT scores and high school GPA. Students qualifying for admission to this program are notified

by letter following submission of their normal USC application, where business or accounting was indicated as their intended major. Students admitted through this program are permitted to take certain business courses in their freshman and sophomore years.

#### Marshall Honors Program

The Marshall Honors Program is open to all majors in business. Freshmen entering the Marshall School as business and accounting scholars may be admitted directly into the Marshall Honors Program. Continuing USC students and transfer students may also apply for admission to the program. Admission requires a minimum overall GPA of 3.5 for continuing USC students and a 3.7 GPA for transfer students, as well as approval by the academic director of the Honors Program. Successful completion of the program requires a minimum GPA of 3.5 in all business courses as well as an overall 3.0 USC GPA.

#### Advisement

Academic advisement is provided through the Leventhal School of Accounting Student Services Office in Accounting 101, (213) 740-4838. Pre-business and 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. A record of each student is kept on file. Appointments for advisement may be scheduled at most times during the academic year. However, during busy times such as the preregistration, registration and drop/add periods, advisors may be available on a walk-in basis only.

#### Business Link Programs

The Marshall School of Business recognizes the importance of integrating education with experience. The Business Link Program provides accounting and business undergraduates with assistance in finding internships, focusing on career issues and obtaining guidance from successful alumni. Students who actively participate in business link programs maximize their opportunities for professional development and employment after graduation.

Internships have become an important part of successful career paths in the 1990s. Interns meet potential employers, develop a knowledge of exciting career fields, acquire a maturity of outlook and the experience that is sought by America's most prestigious firms. Interns must be enrolled in the business school and must maintain a grade point average of 2.5 or better to participate.

Students who take an active part in the Career Advantage Program, a mentoring program, are teamed with a small group of other students and an executive "coach" for career guidance and networking support. These students enter the job market after graduation with important networking skills and extended knowledge of the variety of career possibilities that business and industry have to offer.

In addition to these programs, Business Link offers students assistance in developing and enhancing resumes and cover letters, guidance in exploring career possibilities, support and direction in industry and company research, and interviewing techniques. For further information, contact Business Link, Bridge Hall 100-D, (213) 740-5705.

#### Registration

Students may register for business courses directly by using the Touch-Tone system, according to their scheduled appointment times. Appointment times are based on class standing, i.e., seniors have the first opportunity to register for a course. Therefore, it is important that admitted students register as soon as their appointment time allows or their priority standing will be lost.

There is a high demand for all required business classes as well as many electives. As a result, the Marshall School of Business maintains wait lists for all classes. Students may be put on this wait list in Bridge Hall 104. 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 should be planned accordingly.

#### Transferring College Credit

##### *College Courses*

USC has established articulation agreements with all community colleges throughout California. Most academic courses are acceptable for transfer credit from a two-year school,

but students may not receive credit for specialized, technical or remedial courses. Courses that do not appear on the articulation agreement are not transferable. A maximum of 64 semester units may be transferred from community colleges. Check with the Degree Progress Department (SAS 010) for questions about transferable courses or see a counselor in Accounting 101.

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 which will list transfer courses accepted for credit. All business courses completed at a two-year college, if transferable, will be considered elective credit.

There are two exceptions to this policy. (1) 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 305x Abridged Core Concepts of Accounting Information and complete their accounting course requirement in one semester at USC. In this case, students would not be required to take BUAD 250ab. BUAD 403T may be substituted by transferring two semesters of equivalent work from a community college and passing a challenge examination.

##### *Four Year Colleges*

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

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

#### Grade Point Average Prerequisites for Transfer Students

Transfer students are required to meet the following grade requirements to be admitted to the Leventhal School of Accounting. An average grade of B in the two transferred accounting courses and BUAD 305x (with no grade lower than B-). Grades in accounting courses taken at other institutions will only be considered in meeting the admission requirement for the Leventhal School of Accounting. Once a transfer student completes a minimum of two accounting courses at USC, the student's accounting grades at the prior

institution will no longer be considered in determining whether the student meets the 2.5 grade point average standard (see Grade Point Average Prerequisites following).

In the computation of grade point averages for accounting courses taken at other colleges or universities, the courses will be weighted in terms of the number of units provided for the equivalent USC accounting courses.

#### Grade Point Average Prerequisites

The following are grade point average prerequisites for any undergraduate student enrolled in any accounting course. Individual instructors may not waive these standards: (1) an average grade of B or better in BUAD 250a and 250b with no grade lower than a B- (transfer students see previous section); and (2) a minimum 2.5 grade point average (A = 4.0) for all accounting courses taken previously.

In meeting the B average required in BUAD 250a and BUAD 250b, only one of the courses may be repeated. If the repeated course grade is higher, that grade will be considered in determining whether the student meets the B average, and the original course grade will be disregarded by the Leventhal School of Accounting in the administration of its grade point average requirements. See Repeated Course Work at USC, page 55, for further restrictions on including grades in repeated courses in the overall university grade point average computation.

In computing grade point average prerequisites, BUAD 250ab or 305x, 302T and 403T will be considered accounting courses.

When a student's cumulative accounting grade point average falls below 2.5, the student is placed on probation. If a student on probation does not regain a minimum accounting cumulative GPA of 2.5 after completing the next 12 semester hours in all courses (including accounting units) attempted within the university, that student will not be permitted to continue as an accounting major in the Leventhal School of Accounting. Exceptions to this policy may be granted only in unusual circumstances by the Academic Standards Committee of the Leventhal School of Accounting. Decisions of the Academic Standards Committee are final.

To be removed from probationary status, a student may elect to take another accounting course or courses for which prerequisites are met or to repeat an accounting course or courses in an attempt to earn a higher grade. Regardless of the course of action taken, all courses completed will be counted in computing the cumulative accounting grade point average.

A grade of "W" in an accounting course taken while on probation will not extend probation. The probation period ends at the end of that semester during which the student completes a cumulative total of 12 semester hours of courses in any subject(s) at the university. Under no conditions will the student be permitted more than two successive semesters, including the summer semester, to complete the 12 semester hours of courses.

#### Graduation Standard

Students must attain a minimum 2.5 cumulative accounting grade point average (A = 4.0) to graduate with a Bachelor of Science in Accounting degree.

#### Lower Division Requirements

A total of 60 units of non-business course work is required for the B.S. degree in Accounting. Students are expected to complete their prerequisites, general education requirements and BUAD 250ab before enrolling in upper division business classes. See the sample programs that follow for scheduling suggestions. Transfer students may meet individual subject requirements with three semester units or four quarter units.

Successful completion of upper division courses where lower division courses are prerequisites does not constitute a basis for waiving the lower division courses. For example, a student who passes BUAD 306 prior to taking BUAD 250b, will not be waived from the BUAD 250b requirement.

In addition, international students working toward the business or accounting degree must take and successfully complete ALI 262 Argumentation. Exceptions to this policy may be granted by the chairman of the Business Communications Department (ACC 400).

#### 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 new program requires six courses in different categories, plus writing and diversity requirements, which are described in detail on pages 167 through 172.

All students who (1) enter the Leventhal School of Accounting as freshmen in the summer of 1997 or later; or (2) begin college elsewhere in the summer of 1997 or later; or (3) began college earlier but transfer to USC in the summer of 2000 or later, must satisfy the requirements of the new general education program. Other students whose schedules permit are encouraged to follow the new program as well. However, continuing and transfer students who began college full-time before

summer 1997 and enter USC before summer 2000 may elect to satisfy a "transitional" plan instead, which is outlined on page 172.

#### Accounting/Business Prerequisites

ECON 203	Principles of Microeconomics	
ECON 205	Principles of Macroeconomics	
ITP 101x	Introduction to Computers and Data Processing	
MATH 117x	Introduction to Mathematics for Business and Economics (may be waived by placement examination)	
MATH 118x	Fundamental Principles of the Calculus (MATH 125 Calculus I may be substituted)	
MATH 218	Probability for Business	
WRIT 140	Writing and Critical Reasoning	

It is recommended that the required accounting course BUAD 250ab or 305x be completed before enrolling in upper division courses; however, it does not need to be completed for admission to the Marshall School of Business.

#### All prerequisites for business and all accounting and business courses must be taken for a letter grade.

A maximum of 24 units of undergraduate course work taken on a pass/no pass basis may be used toward the B.S. degree in Accounting. As of fall 1997, no more than four units of credit (or one course) counting toward the general education categories may be taken on a pass/no pass basis. The writing course cannot be taken on a pass/no pass basis.

#### Sample Lower Division Program

FIRST YEAR, FIRST SEMESTER		UNITS
WRIT 140*	Writing and Critical Reasoning	4
General Education*	Category VI	4
General Education	Choose from Category I, II, III or IV	4
MATH 117	Introduction to Mathematics for Business and Economics	4
		<hr/> 16

\*Taken concurrently

FIRST YEAR, SECOND SEMESTER		UNITS
General Education	Choose from Category I, II, III or IV	4
General Education	Category V	4
MATH 118	Fundamental Principles of the Calculus	4
ITP 101x	Introduction to Computers and Data Processing	4
		<hr/> 16

SECOND YEAR, FIRST SEMESTER		UNITS
ECON 203	Principles of Microeconomics	4
MATH 218	Probability for Business	4
BUAD 250a	Core Concepts of Accounting Information	4
General Education	Choose from Category I, II, III or IV	4
		<hr/> 16

SECOND YEAR, SECOND SEMESTER		UNITS
ECON 205	Principles of Macroeconomics	4
BUAD 250b	Core Concepts of Accounting Information	4
BUAD 306	Business Finance	4
WRIT 340	Advanced Writing	4
		<hr/> 16

#### Upper Division Requirements

In general, students will not be expected to enroll in any business subjects beyond the introductory accounting courses until the junior year. The program of required core courses is designed to provide the student with a solid foundation in the analytical tools and the organizational aspects of business in private enterprise economy.

#### Junior Year and Senior Year Program

Accounting majors are required to complete the following core program during their junior and senior years. Students are required to take nine of the 10 core courses offered.

CORE PROGRAM		UNITS
BUAD 302T*	Business Communication (for accounting majors)	4
BUAD 304	Organizational Behavior	4
BUAD 306	Business Finance	4
BUAD 307	Marketing Management	4
BUAD 310	Applied Business Statistics	4
BUAD 311	Applied Management Science	4
BUAD 350	Macroeconomic Analysis, or	
BUAD 351	Economic Analysis for Business Decisions	4
BUAD 403T*	Legal Environment of Business (for accounting majors)	4
BUAD 497	Managerial Decision-Making and Planning (for seniors only)	4

\*If an accounting student has already completed the courses in a section not designated for accounting majors or has received transfer credit for BUAD 403, he or she must check with an academic advisor in the Leventhal School of Accounting for advisement.

The Bachelor of Science in Accounting degree includes nine accounting courses in addition to the business core courses listed above.

REQUIRED ACCOUNTING COURSES	UNITS	SECOND SEMESTER, JUNIOR YEAR		UNITS	SECOND SEMESTER, JUNIOR YEAR		UNITS	
<i>Courses required for both the Professional Accounting Track and Accounting Information Systems Track</i>								
BUAD 250ab	Core Concepts of Accounting Information, or	ACCT 450a	External Financial Reporting Issues	3	ACCT 452	Accounting Information Systems	3	
BUAD 305x	Abridged Core Concepts of Accounting Information	ACCT 451	Tax Issues for Business	3	ACCT 453	Accounting Systems Design	3	
ACCT 360	Accounting Issues and Decision Making I	ACCT 452	Accounting Information Systems	3	ACCT 450a	External Financial Reporting Issues, or		
ACCT 361	Accounting Issues and Decision Making II	BUAD 304	Organizational Behavior	4	ACCT 451	Tax Issues for Business, or		
ACCT 362	Accounting Issues and Decision Making III	BUAD 310	Applied Business Statistics	4	ACCT 455	Internal Reporting Issues	3	
				17	BUAD 304	Organizational Behavior	4	
					BUAD 310	Applied Business Statistics	4	
							17	
					<b>FIRST SEMESTER, SENIOR YEAR</b>		<b>UNITS</b>	
<i>Courses required for the Professional Accounting Track</i>								
ACCT 450ab	External Financial Reporting Issues	ACCT 455	Internal Reporting Issues	3	<b>FIRST SEMESTER, SENIOR YEAR</b>		<b>UNITS</b>	
ACCT 451	Tax Issues for Business	ACCT 456	Auditing and Assurance Issues	3	ACCT 454	Accounting Systems Development	3	
ACCT 452	Accounting Information Systems	BUAD 307	Marketing Management	4	ACCT 456	Auditing and Assurance Issues	3	
ACCT 455	Internal Reporting Issues	Elective		4	ACCT450b	External Financial Reporting Issues, or		
ACCT 456	Auditing and Assurance Issues			17	ACCT 451	Tax Issues for Business, or		
					ACCT 455	Internal Reporting Issues	3	
					BUAD 307	Marketing Management	4	
					Elective		4	
					<b>SECOND SEMESTER, SENIOR YEAR</b>		<b>UNITS</b>	
<i>Courses required for the Accounting Information Systems Track</i>								
ACCT 452	Accounting Information Systems	BUAD 311	Operations Management	4	BUAD 307	Marketing Management	4	
ACCT 453	Accounting Systems Design	BUAD 350	Business Growth and Stabilization, or		Elective		4	
ACCT 454	Accounting Systems Development	BUAD 351	Economic Analysis for Business Decisions	4	<b>SECOND SEMESTER, SENIOR YEAR</b>		<b>UNITS</b>	
ACCT 456	Auditing and Assurance Issues	BUAD 403T*	Legal Environment of Business (for accounting majors)	4	BUAD 311	Operations Management	4	
		BUAD 497	Managerial Decision-Making and Planning (for seniors only)	4	BUAD 350	Business Growth and Stabilization, or		
				16	BUAD 351	Economic Analysis for Business Decisions	4	
					BUAD 403T*	Legal Environment of Business (for accounting majors)	4	
Choice of two of the following courses:		<i>Accounting Information Systems Track</i>				BUAD 497	Managerial Decision-Making and Planning (for seniors only)	4
ACCT 450ab	External Financial Reporting Issues	<b>FIRST SEMESTER, JUNIOR YEAR</b>		<b>UNITS</b>	<b>SECOND SEMESTER, SENIOR YEAR</b>		<b>UNITS</b>	
ACCT 451	Tax Issues for Business	ACCT 360	Accounting Issues and Decision Making I	3	<b>SECOND SEMESTER, SENIOR YEAR</b>		<b>UNITS</b>	
ACCT 455	Internal Reporting Issues	ACCT 361	Accounting Issues and Decision Making II	3	BUAD 311	Operations Management	4	
		ACCT 362	Accounting Issues and Decision Making III	3	BUAD 350	Business Growth and Stabilization, or		
		BUAD 302T*	Business Communication (for accounting majors)	4	BUAD 351	Economic Analysis for Business Decisions	4	
		General Education	Choose from Category I, II, III or IV	4	BUAD 403T*	Legal Environment of Business (for accounting majors)	4	
				17	BUAD 497	Managerial Decision-Making and Planning (for seniors only)	4	
							16	
					<b>SECOND SEMESTER, SENIOR YEAR</b>		<b>UNITS</b>	
<b>Sample Upper Division Program</b>					<b>SECOND SEMESTER, SENIOR YEAR</b>		<b>UNITS</b>	
<i>Professional Accounting Track</i>								
<b>FIRST SEMESTER, JUNIOR YEAR</b>		<b>UNITS</b>		<b>SECOND SEMESTER, SENIOR YEAR</b>		<b>UNITS</b>		
ACCT 360	Accounting Issues and Decision Making I			BUAD 311	Operations Management	4		
ACCT 361	Accounting Issues and Decision Making II			BUAD 350	Business Growth and Stabilization, or			
ACCT 362	Accounting Issues and Decision Making III			BUAD 351	Economic Analysis for Business Decisions	4		
BUAD 302T*	Business Communication (for accounting majors)			BUAD 403T*	Legal Environment of Business (for accounting majors)	4		
General Education	Choose from Category I, II, III or IV			BUAD 497	Managerial Decision-Making and Planning (for seniors only)	4		
							17	

\* If an accounting student has already completed the courses in a section not designated for accounting majors or has received transfer credit for BUAD 302T and/or BUAD 403T, check with an academic advisor in the Leventhal School of Accounting for advisement.

## Graduate Degrees

The USC Leventhal School of Accounting offers two graduate degrees: the Master of Accounting (M.Acc.) and the Master of Business Taxation (M.B.T.). The M.Acc. program provides an integrated curriculum designed to prepare graduates for careers in professional accounting, public accounting, industry and government. Students have the opportunity to study in greater depth than is typically provided in an undergraduate accounting program or an M.B.A. program with a concentration in accounting. In-depth specialization in taxation is the hallmark of the M.B.T. graduate.

The Leventhal School of Accounting also offers the dual degree Juris Doctor/Master of Business Taxation (J.D./M.B.T.) in conjunction with the Law School. The combination of broad legal education with detailed tax specialization prepares graduates for fast-track careers in law and accounting tax practices.

The Master of Business Administration (M.B.A.) degree, with an optional accounting concentration, offered by the Marshall School of Business, is also serviced by the Leventhal School of Accounting. Audit, tax and consulting careers are open to these M.B.A. graduates, who build a strong accounting education on a broad business foundation. For additional information, consult the Marshall School of Business section in this catalogue (see page 115).

The Marshall School of Business offers the Doctor of Philosophy (Ph.D.) degree in conjunction with the Graduate School. A student electing to major in accounting may design a research program that emphasizes auditing, financial accounting, information systems, management accounting or taxation. More information on the doctoral program is available in the Marshall School of Business section of this catalogue (see page 122), from the doctoral office at (213) 740-0670 or by contacting the director of Doctoral Studies in Accounting at (213) 740-4838.

### Admission to Master's Programs

The Leventhal School of Accounting seeks individuals who have the potential for outstanding achievement in accounting or taxation. The Admissions Committee takes into consideration the candidate's academic record, the Graduate Management Admission Test (GMAT) score or the Law School Admission Test (LSAT) score (for J.D./M.B.T. applicants

or attorneys), recommendations and written essays. Candidates are reviewed on the merits of their application and the merits of the applicant pool for the semester. Generally, admitted students have an average grade point average of 3.3 and GMAT scores in the low 600s. Applicants to the full-time programs are not required to have any previous work experience. Two to three years of professional experience are required for the part-time M.B.T. program.

### Application to the Programs

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 term in which the applicant wishes to register. If work is still in progress, the applicant should state specifically what courses are in progress and an estimated completion date.

For all programs, an admission decision cannot be made without the following: (1) a USC Graduate School Application; (2) a \$55 application fee; (3) one official transcript from the registrar of each college or university attended (undergraduate and/or postgraduate) whether work was completed or not. If all college or postgraduate work has not been completed, transcripts must be requested when work in progress is completed and degree is earned; (4) two letters of recommendation from faculty members or employers; (5) a written essay as outlined on the Graduate Applicant's Information form; (6) an official Graduate Management Admission Test (GMAT) score report or, for J.D./M.B.T. applicants or attorneys, an official Law School Admission Test (LSAT) score report; and (7) an interview. Applicants to the full-time M.Acc. or M.B.T. programs who live in the United States are required to have an admissions interview. For applicants who live outside the United States, the interview is highly recommended but currently not required. Students who plan to visit USC may arrange an interview through the Admissions Office. *Admission consideration will not be adversely affected for applicants living outside the United States who are unable to schedule an admissions interview.*

To arrange an interview on campus or with an alumnus closer to where the applicant lives, call (213) 740-4866. The applicant can discuss

scheduling or the interview process. For fall applicants, the interview must occur before April 15 for applicants who do not have a degree in accounting, and before June 15 for applicants who do have a degree in accounting. Calling well in advance to schedule the interview is recommended.

Following the requirements noted above, applicants for the J.D./M.B.T. dual degree program should apply to the Leventhal School of Accounting for admission to the M.B.T. program in the second semester of their first year in the Law School. In addition, current Law School transcripts and a "letter in good standing" from the registrar of the Law School must be submitted as part of the application. The same Leventhal School of Accounting admission criteria apply to the M.B.T. portion of the J.D./M.B.T. program as to the M.B.T. program.

### Application Deadlines

M.Acc.	Summer	Fall	Spring
Non-accounting undergraduates	May 1		
Accounting undergraduates		June 1	
<b>M.B.T.</b>			
Full-time*	May 1	June 1	
Part-time	April 1	June 1	November 1

\*It is strongly suggested that applicants who did not major in accounting as undergraduates take the Intensive Principles and Practices course to provide technical accounting skills.

Application decisions will be made on a rolling admission basis until the programs are closed. Applicants are urged to file a completed application as early as possible. Full-time applicants interested in an early admissions decision must have all credentials, including test scores, on file in the Admissions Office by December 1. International applicants are advised to have completed application materials on file by January 1. Early decision applicants will be notified two to four weeks after the deadline. Applications which arrive after the regular deadline will be considered on a space available basis.



**Change of Degree Program**

Students currently enrolled in a USC degree program who wish to change their degree status to the Master of Accounting or the Master of Business Taxation programs must submit a formal application to the Leventhal School of Accounting.

**Limited Status**

The Leventhal School of Accounting does not permit students to take classes prior to receipt of completed application materials and a positive recommendation by the Admissions Committee. Students completing a program at another accredited university outside of Los Angeles may take courses in the Leventhal School of Accounting. They must provide a letter from their dean stating that the requested classes will be accepted for transfer to their degree program.

**Applicants Denied Admission**

Applicants who are denied admission may review the reasons for nonadmission in person or by telephone with the director of the master's program. These meetings are conducted for the express purpose of counseling the applicant on appropriate measures to improve the possibility of admission for a future semester.

**Retention of Files**

Files for applicants who (1) were not admitted, (2) did not complete their files or (3) declined admission will be purged 12 months after the semester for which they applied. Files for enrolled students will be purged after five years.

**Residence Requirements**

Subject to approval of the Leventhal School of Accounting, the maximum number of transfer credits which may be applied toward the master's degree is three units. To be applied to the degree, transfer work must have been completed within five years of admission to the master's program. Graduate transfer credit will not be granted for course work taken elsewhere after a student has been admitted and enrolled at USC. Credit will only be allowed for courses (1) from an AACSB-accredited graduate school, (2) of a quality of at least 3.0 on a 4.0 grading scale, (3) constituting a fair and reasonable equivalent to current USC course work at the graduate level, and (4) fitting into the logical program for the degree. Transfer course work is applied as credit (CR) toward the degree and is not included in the calculation of a minimum grade point average for graduation.

**Duplication of Courses**

Ordinarily, courses may not be repeated for credit. For courses that may be repeated for credit, the maximum amount of credit is indicated after the unit value.

**Waivers**

Subject waiver of required courses may be granted to students based upon prior academic work. All waived courses must be replaced with approved electives.

Students should carefully read their program evaluation form to know what electives must be taken if they are granted subject waivers. To be granted a subject waiver in a particular field, the student must have (1) completed at least two relevant courses in the field at the upper division or graduate level, (2) earned a grade of B or better, and (3) completed the courses no more than five years before entering the master's program at USC from an AACSB accredited business school (or equivalent economics department).

Further information regarding the waiver policy in the Marshall School of Business may be obtained from the Graduate Registration and Advisement Office which is located in Bridge Hall 101A, (213) 740-5424.

## Master of Accounting

The Master of Accounting program (M.Acc.) prepares graduates for careers in public accounting, industry and government. USC's M.Acc. program is one of the first professional accounting curricula integrating undergraduate and graduate education in the nation. The objectives of the program include developing the sound conceptual, technical, analytical and communication skills that are required to succeed in the accounting profession. The program employs a rigorous case analysis approach which requires students to exercise their analytical abilities and develop effective verbal and written communication skills. The program also seeks to instill a deep appreciation and respect for the crucial role of the independent accountant in our free enterprise economy. This perspective provides the bedrock of the professional attitudes and responsibilities of CPAs today.

Students have the opportunity to study accounting in greater depth than is typically provided in an undergraduate accounting program or an M.B.A. program with a concentration in accounting.

Students may apply to the M.Acc. program after completing a baccalaureate degree from an accredited college or university or during their senior year. An undergraduate accounting or business major is not necessary, nor is work experience a requirement. In this world of "re-engineering," the term "public accounting firm" is becoming obsolete. CPA firms now view themselves as "professional service firms." This dramatically changes the role of the CPA. The profession requires highly visible, articulate business professionals with the ability to interact on many levels within a client's organization. This requires individuals with diverse backgrounds. The profession is ideally suited for those with accounting, business, liberal arts and sciences undergraduate degrees.

**Program Requirements — The M.Acc. Program***Accounting Graduates*

Accounting graduates and graduates in other disciplines who have demonstrated high academic performance in the completion of the required business and accounting courses should expect to complete their degree in two semesters with a total of 33 units.

REQUIRED COURSES (18-21 UNITS)		UNITS
ACCT 546	Assurance Services	3
ACCT 574	Accounting in the Global Business Environment	3
ACCT 585	Professional Accounting: Theory, Research and Policy	3
GSBA 523T*	Communication for Accounting Professionals	3
MOR 569	Negotiation and Persuasion, or	
BUCO 533	Managing Communication in Organizations	3
Choose two of three		6
ACCT 549	Advanced Enterprise Systems and Technologies	
ACCT 581	Financial Statement Analysis	
ACCT 536	Advanced Cost Analysis and Management Accounting, or	
ACCT 537	Management Control Systems	
		18-21

\*Requirement may be waived and substituted with an elective if student completed undergraduate course with high performance or successfully passed oral and written assessment test.

**ELECTIVE COURSES (12-15 UNITS)**

GSBA 568	The Economics and Marketing of a Public Accounting Firm
ACCT 552	Knowledge and Data Management
ACCT 557	Advanced Financial Statement Auditing Topics
ACCT 5XX	Other Accounting electives
BAEP 5XX	Entrepreneur electives
FBE 5XX	Finance electives
IOM 5XX	Information and Operations Management electives
MKT 5XX	Marketing electives
MOR 5XX	Management electives

**ELECTIVE COURSES (9-12 UNITS)**

GSBA 568	The Economics and Marketing of a Public Accounting Firm
ACCT 552	Knowledge and Data Management
ACCT 557	Advanced Financial Statement Auditing Topics
ACCT 5XX	Other Accounting electives
BAEP 5XX	Entrepreneur electives
FBE 5XX	Finance electives
IOM 5XX	Information and Operations Management electives
MKT 5XX	Marketing electives
MOR 5XX	Management electives

**ELECTIVE COURSES (3-6 UNITS)**

GSBA 568	The Economics and Marketing of a Public Accounting Firm
ACCT 552	Knowledge and Data Management
ACCT 557	Advanced Financial Statement Auditing Topics
ACCT 5XX	Other Accounting electives
BAEP 5XX	Entrepreneur electives
FBE 5XX	Finance electives
IOM 5XX	Information and Operations Management electives
MKT 5XX	Marketing electives
MOR 5XX	Management electives

*Business Graduates*

Business graduates should expect to complete their degree with a total of 48 units.

**REQUIRED COURSES (36-39 UNITS) UNITS**

ACCT 525x	Intensive Accounting Principles and Practices	12
ACCT 535	Management Accounting and Control Systems	3
ACCT 546	Assurance Services	3
ACCT 547	Enterprise Information Systems	3
ACCT 574	Accounting in the Global Business Environment	3
ACCT 585	Professional Accounting: Theory, Research and Policy	3
GSBA 523T*	Communication for Accounting Professionals	3
MOR 569	Negotiation and Persuasion, or	
BUCO 533	Managing Communication in Organizations	3
Choose two of three		6
ACCT 549	Advanced Enterprise Systems and Technologies	
ACCT 581	Financial Statement Analysis	
ACCT 536	Advanced Cost Analysis and Management Accounting, or	
ACCT 537	Management Control Systems	
		36-39

\*Requirement may be waived and substituted with an elective if student completed undergraduate course with high performance or successfully passed oral and written assessment test.

*Non-Accounting/Non-Business Graduates*

Non-accounting/non-business graduates should expect to complete their degree with a total of 51 units.

**REQUIRED COURSES (42-48 UNITS) UNITS**

ACCT 525x	Intensive Accounting Principles and Practices	12
ACCT 535	Management Accounting and Control Systems	3
ACCT 546	Assurance Services	3
ACCT 547	Enterprise Information Systems	3
ACCT 574	Accounting in the Global Business Environment	3
ACCT 585	Professional Accounting: Theory, Research and Policy	3
GSBA 514	Foundations of Business I and II	6
GSBA 523T*	Communication for Accounting Professionals	3
MOR 569	Negotiation and Persuasion, or	
BUCO 533	Managing Communication in Organizations	3
GSBA 511**	Managerial Economics, or	
GSBA 526**	The National and International Economy	3
Choose two of three		6
ACCT 549	Advanced Enterprise Systems and Technologies	
ACCT 581	Financial Statement Analysis	
ACCT 536	Advanced Cost Analysis and Management Accounting, or	
ACCT 537	Management Control Systems	
		42-48

\*Requirement may be waived and substituted with an elective if student completed undergraduate course with high performance or successfully passed oral and written assessment test.

\*\*Students can waive GSBA 511 Managerial Economics and GSBA 526 The National and International Economy based upon prior academic work of high quality.

**Intensive Accounting Principles and Practices Course**

Each summer the Leventhal School of Accounting offers an eight-week course, ACCT 525x Intensive Accounting Principles and Practices, that provides college graduates, other than accounting majors, with the prerequisite technical accounting knowledge necessary for graduate work. Twelve semester hours of credit will be received upon successful completion of the course. Second-year M.B.A. students seeking accounting positions will find this program useful. The technical accounting skills taught in this course may also enhance employability and career advancement for law students and graduate students in non-business areas of study. This course is not designed to be a preparation course or a review course for the CPA Exam. For further information regarding the intensive course, contact the Leventhal School of Accounting at (213) 740-4838.

## Master of Business Taxation

Understanding taxation is critical to understanding every business decision and many personal decisions as well. Whether starting a business or starting a family, tax planning must be done. Because of the complexity of the tax law and its pervasive influence, people facing tax decisions routinely call on tax professionals for advice in planning and structuring their affairs in order to comply with the law and to ensure economic good sense.

The Master of Business Taxation (M.B.T.) program is designed to develop the skills and expertise professionals need to assist individuals and firms trying to cope with myriad tax legislation and regulation at both the federal and local levels. While gaining technical expertise is a central aim of those enrolled in the program, this expertise is not enough. Taxation encompasses law, economics, accounting and politics, and the astute tax advisor must understand all of the factors that influence the making of tax law and its administration. As important as learning the law and mastering research skills is the ability to communicate professional insights to others. The program provides a broad understanding of taxation, an appreciation for the complexities of decision-making and practice in explaining the tax implications of various courses of action.

The M.B.T. program provides an opportunity to examine tax topics thoroughly in an organized, rigorous fashion. Both full- and part-time students examine in depth an area of taxation, such as estate planning or taxation of foreign operations. Tax practice does not provide sufficient opportunities to study all of the areas influenced by taxation, nor does it allow the time to take an in-depth look at one area. In the M.B.T. program, a student develops an overview of the important areas of tax practice and builds expertise in specific topics.

The career opportunities today in the area of taxation are as great as the need for professional tax advice. The M.B.T. program prepares men and women for major roles in planning and decision-making with firms and with families.

### Program Requirements

The program requirements include courses in taxation, accounting and business selected from the four groups of courses listed below. A minimum of 24 units must be in taxation ("T" designated) courses. Waiver of courses in Group I may be granted to students based on prior academic work of high quality from an International Association for Management Education, formerly the American Assembly of Collegiate Schools of Business (AACSB),

accredited school. Waiver of such courses may reduce the minimum number of units to be taken within the M.B.T. program to 30 units. The courses in Group II are required of all students with the exception of GSBA 523T, which can be waived with the approval of the director. The student must choose a total of 15 units from Groups III and IV, with a minimum of 12 units from the courses listed in Group III. The student may choose up to six units from the courses in Group IV or other courses approved in advance by the director of the M.B.T. program.

GROUP I COURSES (15 UNITS)		UNITS
ACCT 544	Introduction to Strategic Tax Planning	3
GSBA 510	Accounting Concepts and Financial Reporting	3
GSBA 511	Business Economics, and	
GSBA 548	Corporate Finance, or	3
GSBA 514	Foundations of Business I and II	6
GSBA 518	Accounting Control Systems, or	3
ACCT 572	Corporate Accounting and Reporting	3
		<hr/> 15

### Full-time Program

GROUP II COURSES (15 UNITS)		UNITS
GSBA 523T*	Communication for Accounting, or	
MOR 569*	Negotiation and Persuasion, or	
BUCO 533*	Managing Communication in Organizations	3
ACCT 550T	Tax Research and Practice	3
ACCT 551T	Taxation of Flow-Through Entities	3
ACCT 560T	Tax Theory and Its Business Applications	3
ACCT 561T	Income Tax of Corporations and Their Shareholders	3
		<hr/> 15

\*Required course to be determined by the director of the master's program, Leventhal School of Accounting, based on prior academic work or oral and written assessment test.

GROUP III COURSES (A MINIMUM OF 12 UNITS)		UNITS
ACCT 563T	Federal Estate and Gift Taxes	3
ACCT 565T	Estate Planning	3
ACCT 566T	Income Taxation of Estates and Trusts	3
ACCT 567T	Taxation of Transactions in Property	3
ACCT 568T	Taxation of Foreign Business Operations	3
ACCT 569abT	Taxation of Special Enterprises	3-3
ACCT 570T	State and Local Tax Concepts	3
ACCT 571T	Advanced Individual Tax Planning	3
ACCT 573T	Federal Tax Procedure	3
ACCT 576T	Consolidations	3
ACCT 577T	Compensation	3
ACCT 578T	Advanced Corporate Taxation	3
ACCT 579T	Advanced International Taxation	3
ACCT 580T	Accounting Methods	3
		<hr/> minimum 12
GROUP IV COURSES (0-6 UNITS)		UNITS
ACCT 572	Corporate Accounting and Reporting	3
ACCT 574	Accounting in the Global Environment	3
ACCT 581	Financial Statement Analysis	3
ACCT 585	Professional Accounting: Theory, Research and Policy	3
BUCO 533	Managing Communication in Organizations	3
FBE 527	Financial Management for Developing Firms	3
FBE 555	Investment Analysis and Portfolio Management	3
FBE 588	Advanced Real Estate Law	3
FBE 589	Real Estate Analysis	3
FBE 591	Advanced Real Estate Analysis	3
MOR 542	Managing a Global Business	3
		<hr/> 0-6

## Juris Doctor/Master of Business Taxation

### Dual Degree Program

The Leventhal School of Accounting, in conjunction with the Law School, offers a program leading to the dual degree of Juris Doctor/Master of Business Taxation (J.D./M.B.T.). This program permits a student to pursue a specialized program in taxation through courses in the Marshall School of Business, the Leventhal School of Accounting and the Law School. The M.B.T. portion of the program leading to the J.D./M.B.T. is 45 units, including 10 units of Law School courses which are recognized by the Leventhal School of Accounting toward the J.D./M.B.T.; a maximum of 33-36 units of Marshall School of Business and Leventhal School of Accounting courses are recognized by the Law School toward the J.D./M.B.T.

### Unit Requirements

The total number of units required for the M.B.T. portion of the J.D./M.B.T. program will vary, depending on the educational background of the individual student. A total of 15 units of taxation, accounting and business courses listed below in Group I may be waived by the Leventhal School of Accounting if the student has completed substantial academic work of high quality from an AACSB accredited school.

The courses in Group II are required of all J.D./M.B.T. students. The students must choose a minimum of six units from Group III courses and a minimum of 12 units from Group IV courses. In addition, a student may choose three elective units from Group V courses or another course approved in advance by the director of the M.B.T. program.

### First Year

Required Law School courses (30 units)

### Second, Third and Fourth Years

Forty-three units of law courses, including the law courses listed below, and 33-36 units of Marshall School of Business and Leventhal School of Accounting courses as follows:

GROUP I COURSES (15 UNITS)		UNITS
ACCT 544	Federal Taxes	3
GSBA 510	Accounting Concepts and Financial Reporting	3
GSBA 511	Managerial Economics	3
GSBA 518	Accounting Control Systems	3
GSBA 521ab	Corporate Finance	1.5-1.5

GROUP II COURSES* (10 UNITS)		UNITS
ACCT 550T	Tax Research and Practice	3
ACCT 561T	Income Taxation of Corporations and Their Shareholders, or	
LAW 600	Taxation	3 or 4
LAW 644	Corporate Tax	2 or 3
		10

GROUP III COURSES* (A MINIMUM OF 6 UNITS)		UNITS
LAW 601	Taxation of Foreign Persons and Foreign Income	2 or 3
LAW 644	Corporate Tax	2 or 3
LAW 717	Estate Planning	3
LAW 842	Partnership Taxation	2 or 3
		minimum 6

\*Students should seek counseling at the Law School regarding all LAW courses.

GROUP IV COURSES (A MINIMUM OF 12 UNITS)		UNITS
ACCT 551T	Taxation of Flow-Through Entities	3
ACCT 563T	Federal Estate and Gift Taxes	3
ACCT 565T	Estate Planning	3
ACCT 566T	Income Taxation of Estates and Trusts	3
ACCT 567T	Taxation of Transactions in Property	3
ACCT 568T	Taxation of Foreign Business Operations	3
ACCT 569abT	Taxation of Special Enterprises	3-3
ACCT 570T	State and Local Tax Concepts	3
ACCT 571T	Advanced Individual Tax Planning	3
ACCT 573T	Federal Tax Procedure	3
ACCT 576T	Consolidations	3
ACCT 577T	Compensation	3
ACCT 578T	Advanced Corporate Taxation	3
ACCT 579T	Advanced International Taxation	3
ACCT 580T	Accounting Methods	3

12-15

GROUP V COURSES (0-3 UNITS)		UNITS
ACCT 572	Corporate Accounting and Reporting	3
ACCT 574	Global Perspectives on Accounting	3
ACCT 581	Financial Statement Analysis	3
ACCT 585	Professional Accounting: Theory, Research and Policy	3
BUCO 533	Managing Communication in Organizations	3
FBE 527	Financial Management for Developing Firms	3
FBE 555	Investment Analysis and Portfolio Management	3
FBE 588	Advanced Real Estate Law	3
FBE 589	Real Estate Analysis	3
FBE 591	Advanced Real Estate Analysis	3
MOR 542	Managing a Global Business	3
		0-3

### Course Duplication and Prerequisites

Credit in a law course precludes credit in the corresponding business course, and credit in a business course precludes credit in the corresponding law course.

In addition, where credit in one program's course precludes credit in the other program's corresponding course, the course in which credit is received will be deemed to have met the prerequisite for all subsequent courses in either school.

### Corresponding Courses

ACCT 561T and LAW 644  
ACCT 568T and LAW 601  
ACCT 551T and LAW 842

Note: LAW 600 Taxation must be taken in place of ACCT 560T to meet the J.D./M.B.T. requirement. LAW 644 Corporate Tax may be taken in place of ACCT 561T to meet the M.B.T. course requirements.

## Courses of Instruction

### ACCOUNTING (ACCT)

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

**360 Accounting Issues and Decision Making I (3, FaSp)** Understanding of decision-making, problem solving, and research skills to supplement financial accounting and taxation knowledge for accounting professionals. Duplicates credit in former ACCT 350. *Prerequisite:* BUAD 250*b* or BUAD 305*x*; *concurrent enrollment in* BUAD 302*T*, ACCT 361, ACCT 362.

**361 Accounting Issues and Decision Making II (3, FaSp)** Understanding of decision-making, problem solving and research skills to supplement financial and managerial accounting knowledge for accounting professionals. Duplicates credit in former ACCT 351. *Prerequisite:* BUAD 250*b* or BUAD 305*x*; *concurrent enrollment in* BUAD 302*T*, ACCT 360, ACCT 362.

**362 Accounting Issues and Decision Making III (3, FaSp)** Understanding of technology and how it is used to support accounting professionals in financial and managerial accounting, auditing, and taxation. *Prerequisite:* BUAD 250*b* or BUAD 305*x*; *concurrent enrollment in:* BUAD 302*T*, ACCT 360, ACCT 361.

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

**410x Accounting for Non-Business Majors (4, FaSpSm)** Non-technical presentation of accounting for users of accounting information; introduction to financial and managerial accounting. Not open to students with course credits in accounting. Not available for unit or course credit toward a degree in Accounting or Business Administration.

**450ab External Financial Reporting Issues (a: 3, FaSp; b: 3, FaSpSm)** *a:* Capabilities to identify and articulate current external financial reporting problems and issues, concentrating on operating, financing, and investing activities of business organizations. *Prerequisite:* BUAD 302*T*, ACCT 360, ACCT 361, ACCT 362; *concurrent enrollment in* ACCT 452. *b:* Continuation of capabilities to identify and articulate current financial reporting problems and issues, concentrating on operating, financing, and investing activities of business organizations. *Prerequisite:* ACCT 450*a*; *concurrent enrollment in:* ACCT 456.

**451 Tax Issues for Business (3, FaSp)** Capabilities to identify and articulate tax issues related to operating, financing, and investing activities of business organizations. Duplicates credit in former ACCT 451*a*. *Prerequisite:* BUAD 302*T*, ACCT 360, ACCT 361, ACCT 362.

**452 Accounting Information Systems (3, FaSp)** Issues related to the design, control, implementation and auditing of accounting information systems. Duplicates credit in former ACCT 452*a*. *Prerequisite:* BUAD 302*T*, ACCT 360, ACCT 361, ACCT 362.

**453 Accounting Systems Design (3, FaSp)** Explores the design of accounting systems. Introduction to tools and techniques for analyzing and designing accounting systems with an emphasis on system controls and reporting. *Prerequisite:* BUAD 302*T*, ACCT 360, ACCT 361, ACCT 362; *concurrent enrollment:* ACCT 452.

**454 Accounting Systems Development (3, FaSp)** Examines the fundamentals of accounting systems development. Introduction to the concepts of implementation and support, with emphasis on system quality assurance, evaluation and attestation. *Prerequisite:* ACCT 452, ACCT 453; *concurrent enrollment:* ACCT 456.

**455 Internal Reporting Issues (3, FaSpSm)** Capabilities to identify and articulate reporting issues related to operating, financing, and investing activities of business organizations. Duplicates credit in former ACCT 451*b*. *Prerequisite:* BUAD 302*T*, ACCT 360, ACCT 361, ACCT 362.

**456 Auditing and Assurance Issues (3, FaSpSm)** Capabilities to identify and articulate auditing issues related to operating, financing, and investing activities of business organizations. Duplicates credit in former ACCT 452*b*. *Prerequisite:* ACCT 452.

**490x Directed Research (2-8, max 8, FaSpSm)** Individual research and readings. Not available for graduate credit. *Prerequisite:* departmental approval.

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

**525x Intensive Accounting Principles and Practices (12, Sm)** Technical accounting theory and principles necessary for graduate work. Satisfies the prerequisite requirements for intermediate and advanced accounting, auditing, and tax. Credit toward degree limited to M.Acc. and M.B.T. students. *Recommended preparation:* introductory accounting courses.

**535 Management Accounting and Control Systems (3, SpSm)** Decision-making, uses of management accounting information; cost system design; financial responsibility centers; planning and budgeting systems; performance measures and evaluation. Not open to M.B.A. students. Duplicates credit in GSBA 518. *Prerequisite:* GSBA 510.

**536 Advanced Cost Analysis and Management Accounting (3, Sm)** Analysis and design of systems that provide cost information useful in making strategic and operating decisions. Advantages and limitations of activity-based costing methods. *Prerequisite:* GSBA 518 or ACCT 535.

**537 Management Control Systems (3, Sm)** Study of systems and devices managers use to ensure that strategies are being implemented as intended and that assets are not being stolen or otherwise dissipated. Among the topics covered are planning and budgeting systems, responsibility centers, performance measures and evaluations, incentives, and the roles of controllers and internal auditors. *Prerequisite:* GSBA 518 or ACCT 535.

**543 Introduction to Tax (3)** Tax issues arising during a business' life, including formation, financing, operating, expanding, and dissolving. Cross-border transactions and non-U.S. tax systems discussed.

**544 Introduction to Strategic Tax Planning (3, Fa)** Principles of multijurisdictional business tax planning, using a conceptual framework, integrating finance, marketing and financial statement objectives. *Recommended preparation:* GSBA 518.

**546 Assurance Services (3, Sp)** Concepts and principles governing independent professional services that provide assurance on the reliability and relevance of information, including financial statement information. Topics include demand and supply issues for these services, basic principles of evidence, risk assessment and testing. *Prerequisite:* ACCT 525*x*.

**547 Enterprise Information Systems (3, Fa)**

Focuses on accounting enterprise database models and information technology required to support those systems. Includes analysis and design of interfunctional process flows through reengineering to exploit technology capabilities.

**549 Advanced Enterprise Systems and Technologies (3, FaSp)**

Design, control and development of advanced enterprise systems, using reengineering, focusing on accounting and financial systems, using a wide range of emerging existing technologies. *Recommended preparation:* GSBA 530 or ACCT 547.

**550T Tax Research and Practice (3, Fa)**

Tax law research methods; interpreting statutes, cases, and rulings; communicating research results; administration and professional responsibilities of tax practice. *Prerequisite:* ACCT 544 or departmental approval.

**551T Taxation of Flow-Through Entities (3)**

Federal taxation of flow-through entities, including: partnerships, S corporations, limited liability partnerships (LLPs), and limited liability companies (LLCs). *Prerequisite:* ACCT 550T.

**552 Knowledge and Data Management (3, Sp)**

Managing knowledge using knowledge-based systems and contemporary knowledge management approaches (intranets) in order to enhance and facilitate decision making and manage accounting data and information in organizations. *Recommended preparation:* GSBA 530 or ACCT 547.

**553T Tax Policy and Strategic Tax Planning (3)**

Introduction to business taxes and their impact on management decisions. For prospective managers and business consultants, topics include discounted cash flow, financial accounting, and overall business impacts of taxes on decision making. *Recommended preparation:* GSBA 518.

**555 Enterprise Resource Planning Systems (2, FaSp)**

Focuses on many facets of enterprise resource planning systems, such as SAP, including implementation approaches, risks, reengineering, data models and other emerging issues. *Concurrent enrollment:* ITP 555; *recommended preparation:* ACCT 547 or GSBA 530.

**557 Advanced Financial Statement Auditing Topics (3, Sp)**

Advanced coverage of topics in financial statement auditing including market effects of auditing, auditor litigation and client acceptance, errors and fraud, analytical procedures, and going-concern assessment. *Prerequisite:* ACCT 525x.

**560T Tax Theory and Its Business Applications (3)**

Taxation and its relationship to business and investment decisions; the effects of taxation on business organization, capital structure, policies, operation and expansion. *Prerequisite:* ACCT 544.

**561T Income Tax of Corporations and Their Shareholders (3)**

Concepts and principles governing the taxation of corporations and their shareholders; the effect of taxes structure, distributions, and liquidations. *Prerequisite:* ACCT 544.

**563T Federal Estate and Gift Taxes (3)**

Taxation of decedents' estates and lifetime gifts; valuation of property subject to estate and gift taxes. *Prerequisite:* ACCT 550T and ACCT 560T.

**565T Estate Planning (3)**

Analysis of lifetime and postmortem estate planning theories and procedures. *Prerequisite:* ACCT 563T.

**566T Income Taxation of Estates and Trusts (3)**

Concepts and principles governing the income taxation of estates and trusts; use of trusts for tax planning. *Prerequisite:* ACCT 550T and ACCT 560T.

**567T Taxation of Transactions in Property (3)**

Taxation of gains and losses from sales, exchanges and other transactions involving property, especially real estate; tax planning. *Prerequisite:* ACCT 550T and ACCT 560T.

**568T Taxation of Foreign Business Operations (3)**

Taxation of foreign income of U.S. citizens and corporations and of U.S. source income of foreign persons and corporations; planning for organization of foreign operations under the tax laws. *Prerequisite:* ACCT 561T.

**569abT Taxation of Special Enterprises (3-3)**

Special tax concepts and principles relating to selected industries and specially-taxed forms of organization. *a:* For a selected industry; *b:* for a specially-taxed organization. *Prerequisite:* ACCT 551T.

**570T State and Local Tax Concepts (3)**

State income taxes; property tax; other state and local taxes; the effect of state and local taxes on multistate operations. *Prerequisite:* ACCT 550T and ACCT 560T.

**571T Advanced Individual Tax Planning (3)**

Application of tax law in areas of compensation planning, investment planning, tax shelters, and current developments relating to the individual taxpayer. *Prerequisite:* ACCT 550T and ACCT 560T.

**572 Corporate Accounting and Reporting (3, SpSm)**

A study of financial reporting and disclosure issues with an emphasis on the use of corporate financial statements and their accompanying footnotes. Not open to students with credit in equivalent subjects. *Prerequisite:* GSBA 510.

**573T Federal Tax Procedure (3)**

Tax reporting and collection procedures; administrative and judicial procedures governing tax controversies; the rights and obligations of the taxpayer. *Prerequisite:* ACCT 550T and ACCT 560T.

**574 Accounting in the Global Business Environment (3, Fa)**

Study of national and international accounting and business issues; global capital market changes; international accounting and business topics; cases and studies of specific business entities and countries. *Prerequisite:* GSBA 510 or GSBA 518.

**576T Consolidations (3)**

Concepts and principles of taxation of companies operating as consolidated groups. *Prerequisite:* ACCT 550T and ACCT 561T.

**577T Compensation (3)**

Concepts of taxation of employers and employees from various forms of compensation, including pension plans, profit sharing plans, stock ownership plans, and deferred compensation arrangements. *Prerequisite:* ACCT 550T and ACCT 560T.

**578T Advanced Corporate Taxation (3)**

Analysis of corporate divisions and reorganizations, carryovers, and other advanced topics in corporate taxation. *Prerequisite:* ACCT 550T and ACCT 561T.

**579T Advanced International Taxation (3)**

Analysis of tax treaties, foreign currency transactions, international licensing, reorganization of foreign corporations, and other current topics as the law changes. *Prerequisite:* ACCT 568T.

**580T Accounting Methods (3)**

An analysis of Subchapter E and related provisions of the Internal Revenue Code and of the relationships between tax and financial accounting. *Prerequisite:* ACCT 550T and ACCT 560T.

**581 Financial Statement Analysis (3)**

Analysis of corporate financial reports from a decision-maker's perspective. This course is case-and-applications-oriented. Applications include credit analysis, equity valuation, and financial distress. *Prerequisite:* GSBA 510.

**584 Family Wealth Preservation (3, Sp)**

Analysis of transfer of property during lifetime or at death from a tax saving perspective.

**585 Professional Accounting: Theory, Research and Policy (3)** A case study approach to the integration of accounting and auditing knowledge; research, communication, and interpersonal skills developed through extensive written and presentation requirements. *Recommended preparation:* ACCT 572x.

**586 Financial Reporting Topics and Analysis for Tax Professionals (3, Sm)** Explores the technical financial accounting skills needed for an entry-level tax professional with emphasis on an understanding of financial statements and accounting for income taxes. Exposure to the preparation of corporate tax returns with the integration to the financial reporting of a corporation. *Recommended preparation:* undergraduate financial accounting or accounting class for lawyers.

**587 Forensic Accounting (3)** Role of the accountant in litigation matters. Identification and exploration of the analytical and communication tools necessary to be an effective forensic accountant. *Prerequisite:* ACCT 572x.

**590 Directed Research (1-4)** Research leading to the master's degree. Maximum units which may be applied to the degree to be determined by the Leventhal School of Accounting. Graded CR/NC.

**597 Business Field Project in Accounting (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.

**599 Special Topics (1-3, max 6)** Examination of current literature and research techniques in contemporary accounting areas including tax, auditing and international accounting. *Prerequisite:* departmental approval.

**602 Seminar on Auditing Research (3)** Advanced seminar on major topics and research methods in auditing including quantitative, behavior, and systems aspects. *Prerequisite:* departmental approval.

**603 Seminar on Accounting Information Systems (3)** Advanced seminar on topics and research methods in accounting information systems including both behavioral and technical aspects. *Prerequisite:* departmental approval.

**604 Seminar on Management Accounting (3)** Advanced seminar on major topics in management accounting with emphasis on the current research methods in organizational behavioral aspects and quantitative methods. *Prerequisite:* departmental approval.

**605 Seminar on Financial Reporting and Capital Markets (3)** Advanced seminar on major topics and research methods in financial accounting including positive theory of financial reporting and efficient capital markets. *Prerequisite:* departmental approval.

**606 Seminar on Taxation (3)** Advanced seminar on major topics and research methods in business taxation including both behavioral and technical aspects. *Prerequisite:* departmental approval.

**610 Survey of Accounting Research (3, FaSp)** Advanced seminar that surveys both seminal and cutting edge research in financial accounting, managerial accounting, accounting information systems, and tax accounting. *Prerequisite:* departmental approval.

**611 Selected Topics in Accounting Research (1, max 4, FaSp)** Advanced seminar to address issues/topics covered in accounting research forums presented by USC and visiting faculty. *Prerequisite:* departmental approval.

**613 Seminar in Accounting Research Methodologies I (3, FaSp)** Advanced seminar on analytic and archival research in accounting, with emphasis on topics in financial accounting, auditing, and taxation. *Prerequisite:* departmental approval.

**614 Seminar in Accounting Research Methodologies II (3, FaSp)** Advanced seminar on experimental, field, and other research methods in accounting, with emphasis on topics in auditing, managerial accounting, and accounting information systems. *Prerequisite:* departmental approval.

**661ab Accounting Research Methodology (2-2)** Advanced doctoral seminar concerned with review and critique of accounting research forum papers and with the preparation, presentation, and defense of research proposals and papers.

---

# USC Marshall School of Business

**F**or more than 75 years, the USC Marshall School of Business has expanded the knowledge base of society and created new models for learning and teaching. The school's location in Los Angeles, the heart of one of the world's greatest business centers and an area world-famous for innovation and growth, provides students the opportunity to work closely with the business community and to bridge the gap between the classroom and the real business world.

The school has evolved a useful working relationship with the business and industrial leaders of Southern California and the Pacific Rim. Instruction by faculty is supplemented by visits from top executives from California and around the world. Because many class projects are based on real-world problems, students are required to visit industrial and business firms for observation and examination up close and personal. Many of the faculty take part in business activities, both as members and officers of professional organizations and as consultants to business.

Curricular programs and research commitments of the school are subject to constant review in an effort to keep abreast of the values, motivations, goals and needs of businesses and of students who are destined to become leaders of private enterprise in an age of rapid change.

The curricula are increasingly oriented to the integration of knowledge, current issues and practical problem solving. Courses are offered in innovative formats which include international study, integrated programs, simulated environments and field studies.

The school's learning methods are supported in every way possible by faculty and student research, computing centers, management and behavioral laboratories, a learning services center and individual student career counseling.

*Judith Blumenthal, associate dean and executive director of the Executive MBA and MBA for Professionals and Managers Programs, organizes and presents Theme X-Executive of the Future to EMBA students.*



**USC Marshall School of Business****Administration**

Randolph W. Westerfield, Ph.D., *Dean*

Stuart A. Gabriel, Ph.D., *Deputy Dean of Academic Programs*

Bert M. Steece, Ph.D., *Deputy Dean of Faculty and Director, Doctoral Program*

Karen Arden, M.B.A., *Associate Dean, Executive Development*

Margaret P. Dufford, M.B.A., *Senior Associate Dean, Administration*

Michael L. Duffy, J.D., M.B.A., *Vice Dean, Master's Degree Programs*

John J. Ditrack, Jr., Ph.D., *Vice Dean, Undergraduate Programs*

Carl Voigt, M.B.A., Ph.D., *Associate Dean, Undergraduate Programs*

Kenneth A. Merchant, Ph.D., *Associate Dean, Accounting Programs, Marshall School of Business; Dean, Leventhal School of Accounting*

J. Douglas Andrews, Ph.D., *Assistant Dean*

Judith Blumenthal, Ph.D., *Associate Dean and Director, Executive M.B.A. and MBA.PM Programs*

Susan Hunt, Ph.D., *Assistant Dean, Director, Registration and Advisement*

Kazi A. Mamun, M.A., *Director, Undergraduate Student Affairs*

Nahid Razavi, M.S., *Director, Undergraduate Admissions*

Sandra Buchan, M.A., *Director, Business Link*

**USC Leventhal School of Accounting  
Accounting 101  
(213) 740-4838  
FAX: (213) 747-2815  
Email: graduate students,  
levgrad@sba.usc.edu; undergraduate  
students, levgrad@sba.usc.edu  
www.usc.edu/dept/accounting**

**Faculty**

*Deloitte & Touche LLP Chair of Accounting:*  
Kenneth A. Merchant, Ph.D., C.P.A.

*Accounting Circle Professorship in Accounting:*  
Thomas W. Lin, Ph.D., C.M.A.

*Arthur Andersen & Co. Alumni Professorship in Accounting:* Theodore J. Mock, Ph.D.

*Ernst & Young Professorship in Accounting:*  
William W. Holder, D.B.A., C.P.A.

*KPMG Peat Marwick Foundation Professorship in Accounting:* S. Mark Young, Ph.D.\*

*Price Waterhouse Professor of Auditing:*  
Zoe-Vonna Palmrose, Ph.D., C.P.A.

*USC Accounting Associates Professorship in Accounting:* Jerry L. Arnold, Ph.D., C.P.A.

*Professors:* Michael A. Diamond, Ph.D., C.P.A.; E. John Larsen, D.B.A., C.P.A.; Daniel E. O'Leary, Ph.D., C.P.A., C.M.A., C.I.S.A.; Charles W. Swenson, Ph.D., C.P.A.

*Associate Professors:* John J. Barcal, J.D., C.P.A.; Sarah E. Bonner, Ph.D., C.P.A.; Mark L. DeFond, Ph.D., C.P.A.; James G. Manegold, Ph.D.; Robert H. Trezevant, Ph.D.

*Assistant Professors:* Jennifer Reynolds-Moehrle, Ph.D., C.P.A.; Mandira R. Sankar, Ph.D.; K.R. Subramanyam, Ph.D.; Wim Van der Stede, Ph.D.; Mark Vargus, Ph.D.; Shiing-Wu Wang, Ph.D.

*Professors of Clinical Accounting:* Michael L. Duffy, J.D., M.B.A.; Merle Hopkins, Ph.D.; Cecil W. Jackson, B.Com.; Herbert B. Klein, M.S., C.P.A.; Leslie R. Porter, Ph.D.; Robert S. Roussey, B.S., C.P.A.

*Associate Professors of Clinical Accounting:*  
Ruben A. Davila, M.B.A., C.P.A.; Chrislynn Freed, M.B.A., C.P.A.; Glenn Freed, Ph.D., C.P.A.; Robert Scharlach, B.S., C.P.A.; Kendall Simmonds, M.B.A., C.P.A.

*Assistant Professors of Clinical Accounting:*  
Solomon Darwin, M.B.A.; Alan B. Grass, J.D.; Robert Kiddoo, M.B.A., C.P.A.; Rose M. Layton, M.Acc., C.P.A.; Elaine Price, M.B.T., C.P.A.

\*Recipient of university-wide or school teaching award.

**Business Communication**

**Accounting 400  
(213) 740-0627  
FAX: (213) 740-9428  
Email: dandrews@sba2.usc.edu**

*Chair:* Shirley C. Maxey, M.A.\*

**Faculty**

*Professor of Clinical Business Communication:*  
J. Douglas Andrews, Ph.D.

*Associate Professors of Clinical Business Communication:* James Gosline, M.A.; Laree Kiely, Ph.D.\*; Shirley C. Maxey, M.A.\*

*Assistant Professors of Clinical Business Communication:* Ellen-Linnea Dipprey, M.A.; Paul Frommer, Ph.D.; Thomas Helscher, Ph.D.; Anne Hill, M.A.; David Logan, Ph.D.

\*Recipient of university-wide or school teaching award.

**Entrepreneur Program**

**Bridge Hall 1  
(213) 740-0641  
FAX: (213) 740-2976  
Email: entrepreneur@sba.usc.edu**

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

**Faculty**

*Henry W. Simonsen Chair in Entrepreneurship:*  
William B. Gartner, Ph.D.

*Professor of Clinical Entrepreneurship:* Thomas J. O'Malia, M.B.A.\*

*Associate Professors of Clinical Entrepreneurship:*  
Kathleen R. Allen, Ph.D.; William H. Crookston, Ph.D.; Ann G. Ehringer, Ph.D.

*Adjunct Assistant Professors:* Gene Miller, J.D.; Debra S. Esparza, M.B.A.

**Finance and Business Economics**

**Hoffman Hall 701  
(213) 740-6515  
FAX: (213) 740-6650  
Email: fbe@usc.edu**

*Chair:* Anthony M. Marino, Ph.D.

**Faculty**

*Robert R. Dockson Dean's Chair in Business Administration:* Randolph W. Westerfield, Ph.D.

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

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

*Kenneth King Stonier Chair in Business Administration:* Linda DeAngelo, Ph.D.

*Charles F. Sexton Chair in American Enterprise:*  
Timothy Campbell, Ph.D.

*Ivadelle and Theodore Johnson Professorship in Banking and Finance:* Alan C. Shapiro, Ph.D.

*Professors:* Warren G. Bennis, Ph.D.; Stuart Gabriel, Ph.D.\*; Thomas Gilligan, Ph.D.; Lawrence Harris, Ph.D.; Ananth Madhavan, Ph.D.; Anthony M. Marino, Ph.D.; Kevin Murphy, Ph.D.; James McN. Stancill, Jr., Ph.D.

*Associate Professors:* Guilford C. Babcock, Ph.D.; David Dale-Johnson, Ph.D.; J. Kimball Dietrich, Ph.D.; Dennis W. Draper, Ph.D.; Richard V. Eastin, Ph.D.\*; Ayse Imrohroglu, Ph.D.; Selahattin Imrohroglu, Ph.D.; Douglas H. Joines, Ph.D.; John Matsusaka, Ph.D.; Aris Protopapadakis, Ph.D.; Mark I. Weinstein, Ph.D.

*Assistant Professors:* Mark Carhart, Ph.D.; Giorgio De Santis, Ph.D.\*; Bruno Gerard, Ph.D.; Krishna Kumar, Ph.D.; Hans Mikkelsen, Ph.D.

*Associate Professors of Clinical Finance and Business Economics:* Henry R. Cheeseman, J.D.\*; John J. Ditrack, Jr., Ph.D.; Dagmar V. Halamka, J.D.\*; Yasushi Hamad, Ph.D.; Richard Honn, J.D.; Suh-Pyng Ku, Ph.D.

*Assistant Professors of Clinical Finance and Business Economics:* Baizhu Chen, Ph.D.; James Miller, J.D.; Fulvio Ortu, Ph.D.; Fernando Zapatero, Ph.D.

*Associate Professor of Clinical Real Estate:* Rocky Tarantello, D.B.A.

\*Recipient of university-wide or school teaching award.

**Information and Operations Management  
Bridge Hall 401  
(213) 740-0172  
FAX: (213) 740-7313  
Email: dtaylor@sba.usc.edu**

*Chair:* John E. Rolph, Ph.D.

#### Faculty

*E. Morgan Stanley Chair in Business Administration:* Jack R. Borsting, Ph.D.

*Justin Dart Professorship in Operations Management:* Richard B. Chase, Ph.D.

*Professors:* Ralph Keeney, Ph.D.; K. Ravi Kumar, Ph.D.\*; Ann Majchrzak, Ph.D.; John E. Rolph, Ph.D.; Bert M. Steece, Ph.D.\* (*Dean of Faculty*)

*Associate Professors:* Wallace R. Blischke, Ph.D.; Delores A. Conway, Ph.D.; Omar L. El Sawy, Ph.D.; Richard D. McBride, Ph.D.; S. Rajagopalan, Ph.D.; Jonathan S. Yormark, Ph.D. (*Director of Information Resources*)

*Assistant Professors:* Sulin Ba, Ph.D.; Ramnath Chellappa, Ph.D.; Sriram Dasu, Ph.D.; Mendel Fygenon, Ph.D.\*; Alexander Hars, Ph.D.; Eddie Ip, Ph.D.; Constantin Vaitos, Ph.D.; Alex Zhang, Ph.D.

*Associate Professors of Clinical Information and Operations Management:* Tom Housel, Ph.D.; David O'Donnell, M.S.; Robert Schmidt, Ph.D.; Douglas Shook, Ph.D.\*

*Research Associate Professor of Information and Operations Management:* Walter Scacchi, Ph.D.

\*Recipient of university-wide or school teaching award.

**Management and Organization  
Bridge Hall 306  
(213) 740-0728  
FAX: 740-3582  
Email: stegenga@bus.usc.edu**

*Chair:* Thomas G. Cummings, Ph.D.

#### Faculty

*Harold Quinton Chair in Business Policy:* Ian Mitroff, Ph.D.

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

*Research Professors:* Richard Drobnick, Ph.D.; Edward E. Lawler, Ph.D.

*Professors:* Paul Adler, Ph.D.; Philip Birnbaum-More, Ph.D.; Robert E. Coffey, Ph.D.; Jay Conger, Ph.D.; Thomas G. Cummings, Ph.D.; Michael J. Driver, Ph.D.; Larry E. Greiner, D.B.A.; Ann Majchrzak, Ph.D.; Morgan McCall, Ph.D.; Kathleen Reardon, Ph.D.\*

*Associate Professors:* Arvind Bhambri, D.B.A.; Julia Liebeskind, Ph.D.; Alan L. Patz, Ph.D.; Nandini Rajagopalan, Ph.D.

*Assistant Professors:* Nicholas S. Argyres, Ph.D.; Nancy Kurland, Ph.D.; Joan Mahoney, Ph.D.; Lisa Pelled, Ph.D.; Gretchen Spreitzer, Ph.D.; Katherine Xin, Ph.D.

*Professor of Clinical Management and Organization:* Robert B. Turrill, Ph.D.

*Associate Professor of Clinical Management and Organization:* Sam Hariharan, Ph.D.\*

*Assistant Professors of Clinical Management and Organization:* Katharine Harrington, Ph.D.; Kenneth Hill, Ph.D.; Thomas Olson, Ph.D.; Carl Voigt, M.B.A.

*Research Assistant Professor; Center for Effective Organizations:* David Finegold, Ph.D.

\*Recipient of university-wide or school teaching award.

**Marketing  
Accounting 301  
(213) 740-5033  
FAX: (213) 740-7828  
Email: rstreitz@sba2.usc.edu**

*Chair:* David W. Stewart, Ph.D.

#### Faculty

*Robert E. Brooker Chair in Marketing:* David W. Stewart, Ph.D.

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

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

*Jerry and Nancy Neely Professorship in Marketing:* Gerard Tellis, Ph.D.

*Ernest Hahn Professorship in Marketing:* Fred S. Zufryden, Ph.D.

*Dave and Jeanne Tappan Chair in Marketing:* Allen Weiss, Ph.D.; Bernard J. Jaworski, Ph.D.

*Professor:* Ben M. Enis, Ph.D.

*Associate Professors:* Shantanu Dutta, Ph.D.; Valerie Folkes, Ph.D.; Michael Kamins, Ph.D.\*; Deborah J. MacInnis, Ph.D.; Naufel Vilcassim, Ph.D.

*Assistant Professors:* Xavier Dreze, Ph.D.; Robert Fisher, Ph.D.; Elliot Maltz, Ph.D.

*Professor of Clinical Marketing:* Dennis Rook, Ph.D.

*Assistant Professors of Clinical Marketing:* Karen Arden, M.B.A.; Diane Badame, Ph.D.; James Ellis, M.B.A.; Rex Kovacevich, M.B.A.; Edmond Lausier, M.B.A.

\*Recipient of university-wide or school teaching award.

#### Emeritus Faculty

*Distinguished Emeritus Professor of Management:* Morris M. Mautner, B.A., LL.D.

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

*Emeritus Professors:* Douglas Basil, Ph.D.; James D. Calderwood, Ph.D.; William F. Crum, Ph.D., C.P.A.; Warren Erickson, Ph.D.; John E. Fleming, D.B.A.; Olaf K. Helmer; William C. Himstreet, Ed.D.; John Jaeger, Ph.D.; Morris M. Mautner; Walter B. Meigs, Ph.D., C.P.A.; Taylor W. Meloan, D.B.A.; 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.; Jack D. Steele, D.B.A.; Kenneth L. Trefftz, Ph.D.

*Emeritus Associate Professor:* Charles S.K. Jameson, D.B.A.

\*Recipient of university-wide or school teaching award.

## 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. Information on graduate and dual degree programs is contained in this section.

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).

In the first two years, all students share a common curriculum designed primarily to provide a sound general education in basic liberal arts subjects. In addition, students complete prerequisite courses that form the foundation for upper division course work in business. In the last two years, students devote most of their study to the field of business.

Sometimes there are legitimate reasons for exceptions to the policies, rules and procedures. A petition process for the university and the school exists to handle requests for such exceptions. To keep misunderstandings to a minimum, a student should ask for written and signed statements to be placed in the student's file.

#### Admission

In order for students to develop a sound liberal arts foundation and to encourage an exploration of a wide range of majors, freshmen, except as noted below, are not generally admitted directly to the Marshall School of Business. Usually, students are admitted to the College of Letters, Arts and Sciences as "pre-business" majors, although this is not a prerequisite for admission to the business school in the junior year. However, certain students are admitted directly into the school as freshmen through the Business Scholars Program. Admission under this program is based on scholastic merit reflected in combined SAT scores and high school GPA. Students qualifying for admission under this program are notified by letter following submission of their USC application, where business was indicated as their first choice of major.

Students admitted through this program are permitted to take certain business courses in their freshman and sophomore years. In addition, special academic advisement, guest lectures, alumni mentoring and symposia are features of this program.

All pre-business majors are expected to complete at least one prerequisite requirement each semester until admitted to the Marshall School of Business. Pre-business students are also expected to begin their math requirements during their freshman year and, at the very least, complete MATH 117 by the end of the first year with a grade of C or better. Admission to the program is determined based on three major criteria: (1) GPA in prerequisite courses (WRIT 140; MATH 117, 118, 218; ECON 203 and 205; and ITP 101x); (2) overall GPA; and (3) other factors such as leadership, community service, work experience and involvement in extracurricular activities. Strong emphasis is placed on prerequisite courses. Students should note that repeated prerequisite courses without substantial grade improvement will not positively influence eligibility for admission.

Students applying to the program who successfully complete the prerequisites with grades of B or better and maintain an overall GPA of at least 3.0 will be accepted. Students who do not meet these standards may apply and may be admitted depending upon other eligibility factors (cited above), student demand and space availability.

A student applying directly to the Marshall School of Business as a transfer from another institution will be more competitive with a 3.0 GPA. Transfer students will be admissible without having completed the equivalent of MATH 218 since most colleges do not offer this course. These students will be expected to complete this course during their first semester of enrollment.

All questions regarding eligibility, admissions criteria or the admissions process should be directed to the Marshall School of Business Admissions Office, Bridge Hall 105, (213) 740-8885.

Students who have not been admitted to the Marshall School of Business may complete a maximum of 20 business units at USC. No further course work may be taken until admitted. Students who complete the maximum number of units without gaining admission to the school will be advised to select another major. Students are encouraged to consult the school's Undergraduate Student Affairs Office, Bridge Hall 104, (213) 740-0690, for advisement and assistance in planning a program that will satisfy general education requirements and prerequisites required for admission.

The Marshall School of Business offers two degrees: the Bachelor of Science in Business Administration and the Bachelor of Science in Accounting. Students who are admitted to the Bachelor of Science in Business and, at a later date, wish to change to the Bachelor of Science in Accounting, should contact the Leventhal School of Accounting. If the minimum grade requirements of the Leventhal School of Accounting are met, a change of degree request will be approved. Students admitted to the B.S. in Accounting who wish to change to the B.S. in Business should also contact the Marshall School of Business Admissions Office, Bridge Hall 105, for the official change in degree objective.

#### Marshall Honors Program

The Marshall Honors Program is open to all majors in business. Freshmen entering the Marshall School as business and accounting scholars may be admitted directly into the Marshall Honors Program. Continuing USC students and transfer students may also apply for admission to the program. Admission requires a minimum overall GPA of 3.5 for continuing USC students and a 3.7 GPA for transfer students, as well as approval by the academic director of the Honors Program. Successful completion of the program requires a minimum GPA of 3.5 in all business courses as well as an overall 3.0 USC GPA.

#### Advisement

Academic advisement is provided through the Marshall School of Business Student Affairs Office in Bridge Hall 104, (213) 740-0690. Pre-business and 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. A record of each student is kept on file in Bridge Hall 104. 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.

### Business Link Programs

The Marshall School of Business recognizes the importance of integrating education with experience. The Business Link Programs provide business school undergraduates with assistance in finding internships, focusing on career issues and obtaining guidance from successful alumni. Students who actively participate in Business Link Programs maximize their opportunities for professional development and employment after graduation.

Internships have become an important part of successful career paths in the 1990s. Interns meet potential employers, develop a knowledge of exciting career fields, acquire a maturity of outlook and the experience that is sought by America's most prestigious firms. Interns must be enrolled in the business school and must maintain a grade point average of 2.5 or better to participate.

Students who take an active part in the Career Advantage Program, a mentoring program, are teamed with a small group of other students and an executive "coach" for career guidance and networking support. These students enter the job market after graduation with important networking skills and extended knowledge of the variety of career possibilities that business and industry have to offer.

In addition to these programs, Business Link offers students assistance in developing and enhancing resumes and cover letters, guidance in exploring career possibilities, support and direction in industry and company research, and interviewing techniques. For further information, contact Business Link, Bridge Hall 100-D, (213) 740-5705.

### 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 eligible to join. For further information, contact the Undergraduate Student Affairs Office, Bridge Hall 104.

### Registration

Students may register for business courses directly by using the Touch-Tone system, according to their scheduled appointment times. Appointment times are based on number of units completed, i.e., 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.

There is a high demand for all required business classes as well as many electives. As a result, the Marshall School of Business maintains wait lists for all classes. Students may be put on the wait list in Bridge Hall 104.

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.

### Transferring College Credit

#### Community College Courses

USC has established articulation agreements with all 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 from community colleges. Check with the Degree Progress Department (Student Administrative Services 010) for questions about transferable courses or see a business counselor in Bridge Hall 104.

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 which will list transfer courses accepted for credit. All business courses completed at a two year college, if transferable, will be considered elective credit.

There are two exceptions to this policy:

(1) 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 305x Abridged Core Concepts of Accounting Information and complete their accounting course requirement in one

semester at USC. In this case, students would not be required to take BUAD 250ab.

(2) BUAD 403 Legal Environment of Business may be satisfied by transferring two semesters of equivalent work from a community college.

#### 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 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 Managerial Decision-Making and Planning, may be challenged. Students should consult with an academic advisor in Bridge Hall 104 to initiate the challenge examination process.

### International Business Courses

The interest in international businesses 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 world-wide 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 which allows students to satisfy their senior option requirement through study abroad. For further information, contact the Student Affairs Office in Bridge Hall 104.

### 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 new program requires six courses in different categories, plus writing and diversity requirements, which are described in detail on pages 167 through 172.

All students who (1) entered the Marshall School of Business as freshmen in the summer of 1997 or later; or (2) began college elsewhere in the summer of 1997 or later; or (3) began college earlier but transfer to USC in the summer of 2000 or later, must satisfy the requirements of the new general education program. Other students whose schedules permit are encouraged to follow the new

program as well. However, continuing and transfer students who began college full-time before summer 1997 and enter USC before summer 2000 may elect to satisfy a “transitional” plan instead, which is outlined on page 172.

**Lower Division Requirements**

A total of 60 units of non-business course work is required for the B.S. degree in Business Administration. Students are expected to complete their prerequisites, general education requirements and BUAD 250ab Core Concepts of Accounting Information before enrolling in upper division business classes (except for business scholars). 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 Argumentation prior to enrolling in BUAD 302 Business Communication. Exceptions to this policy may be granted through the ALI waiver process.

ADDITIONAL LOWER DIVISION REQUIREMENTS (BUSINESS PREREQUISITES)		UNITS
ECON 203	Principles of Microeconomics	4
ECON 205	Principles of Macroeconomics	4
ITP 101x	Introduction to Computers and Data Processing	4
MATH 117	Introduction to Mathematics for Business and Economics (MATH 108 may be substituted or may be waived by placement examination)	4
MATH 118x	Fundamental Principles of the Calculus (MATH 125 Calculus I may be substituted)	4
MATH 218	Probability for Business	4

It is recommended that the required accounting courses, BUAD 250ab Core Concepts of Accounting Information or BUAD 305x Abridged Core Concepts of Accounting Information, be completed before enrolling

in upper division courses; however, they do not need to be completed for admission to the Marshall School of Business.

**All prerequisites for business and all business courses must be taken for a letter grade.**

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. As of fall 1997, no more than four units of credit (or one course) counting toward the general education categories may be taken on a pass/no pass basis. The writing requirement cannot be taken on a pass/no pass basis.

**Sample Lower Division Program**

The following sample program does not represent a required sequence of study; rather it serves as a guideline only.

FIRST YEAR, FIRST SEMESTER		UNITS
MATH 117	Introduction to Mathematics for Business and Economics	4
WRIT 140*	Writing and Critical Reasoning	4
General Education*	Social Issues	4
General Education	Choose from Category I, II, III or IV	4
		<hr/>
		16

\*Taken concurrently

FIRST YEAR, SECOND SEMESTER		UNITS
ITP 101x	Introduction to Computers and Data Processing	4
MATH 118	Fundamental Principles of the Calculus	4
General Education	Choose from Category I, II, III or IV	4
General Education	Choose from Category I, II, III or IV	4
		<hr/>
		16

SECOND YEAR, FIRST SEMESTER		UNITS
BUAD 250a	Core Concepts of Accounting Information	4
ECON 203	Principles of Microeconomics	4
MATH 218	Probability for Business	4
General Education	Category V	4
		<hr/>
		16

SECOND YEAR, SECOND SEMESTER		UNITS
BUAD 250b	Core Concepts of Accounting Information	4
ECON 205	Principles of Macroeconomics	4
WRIT 340	Advanced Writing	4
General Education	Choose from Category I, II, III or IV	4
		<hr/>
		16

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, Undergraduate Student Affairs Office, Bridge Hall 104 (213) 740-0690 for mandatory advisement before enrolling in classes at USC.

**Upper Division Requirements**

In general, students will not be expected to enroll in any business subjects beyond the introductory accounting courses until the junior year. The program of required core courses is designed to provide the student with a solid foundation in the analytical tools and the organizational aspects of business in a private enterprise economy.

**Junior Year and Senior Year Program**

Business majors are expected to complete the following core program during their junior and senior years. Students are urged to complete most of these courses during the junior year so that they are better prepared to continue on to their areas of specialization (senior options).

UPPER DIVISION CORE PROGRAM		UNITS
BUAD 302	Business Communication	4
BUAD 304	Organizational Behavior	4
BUAD 306	Business Finance	4
BUAD 307	Marketing Management	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 403	Legal Environment of Business	4
BUAD 497	Managerial Decision-Making and Planning (for seniors only)	4

**Sample Upper Division Program**

JUNIOR YEAR, FIRST SEMESTER		UNITS
BUAD 302	Business Communication	4
BUAD 306	Business Finance	4
BUAD 307	Marketing Management	4
BUAD 310	Applied Business Statistics	4
		16
JUNIOR YEAR, SECOND SEMESTER		UNITS
BUAD 304	Organizational Behavior	4
BUAD 311	Operations Management	4
BUAD 350	Macroeconomic Analysis for Business Decisions, or	
BUAD 351	Economic Analysis for Business Decisions	4
Non-business elective		4
		16
SENIOR YEAR, FIRST SEMESTER		UNITS
BUAD 403	Legal Environment of Business	4
Free elective		4
Senior Option Class		4
Senior Option Class		4
		16
SENIOR YEAR, SECOND SEMESTER		UNITS
BUAD 497	Managerial Decision-Making and Planning (for seniors only)	4
Free elective		4
Senior Option Class		4
Senior Option Class		4
		16

**Senior Options**

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 career and/or personal interests.

This concentration (or senior option) consists of four emphasis courses (16 units) from the Marshall School of Business, usually from the same area. However, senior options may be individually designed with prior approval of an advisor. Students can also satisfy the senior option requirement through participation in a Marshall School of Business sponsored international exchange program. For information about this program contact the Student Affairs Office, Bridge Hall 104. Please note that the Leventhal School of Accounting requires eight courses (26 units) beyond BUAD 250ab. Students wanting information on the Bachelor of Science in Accounting should refer to the Accounting section of this catalogue.

**Business Administration 490x**

Business Administration 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, undergraduate student affairs, by the semester prior to enrollment. Units are assigned on a variable basis with a maximum of eight units toward an undergraduate degree, four units per semester.

**Electives**

To accumulate the 128 units required for the bachelor's degree, the business curriculum allows for eight units taken as free electives. These elective units are in addition to the business core and senior option requirements. Students may also need to take additional non-business electives in order to reach the required 60 non-business units.

**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 joint program consisting of courses offered by both the Marshall School of Business and the School of Cinema-Television. Students successfully completing the program receive a Bachelor of Science in Business Administration with an emphasis in Cinema-Television. The program is offered to freshmen admitted to the Marshall School of Business as Business or Accounting Scholars.

**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 cinema-television which specifically address the business side of the industry.

BUSINESS REQUIREMENTS	UNITS
BUAD 250ab	Core Concepts of Accounting Information 4-4
BUAD 302	Business Communication 4
BUAD 304	Organizational Behavior 4
BUAD 306	Business Finance 4
BUAD 307	Marketing Management 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 403	Legal Environment of Business	4
BUAD 497	Managerial Decision-Making and Planning	4
Senior Option	BUAD	4
Senior Option	BUAD	4
Total business units		52

CINEMA-TELEVISION REQUIREMENTS	UNITS	
CTCS 190	Introduction to Cinema	4
CTCS 191	Introduction to Television and Video	4
CTPR 410	The Movie Business: From Story Concept to Exhibition	2
CTPR 460*	Film Business Procedures and Distribution	4
CTPR 461	TV Station Management	2
Senior Option	CTPR 460 Film Business Procedures and Distribution	4
Senior Option	CTPR 495 Internship in Cinema/Television	4
Total cinema-television units:		24
Total program units:		76

\*CTPR 460 has 2 or 4, max 8 units

**Bachelor of Science in Business Administration (East Asian Studies)**

Business and East Asian Studies is a joint 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. The program is offered to freshmen admitted to the Marshall School of Business as Business or Accounting Scholars.

**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.

BUSINESS REQUIREMENTS	UNITS
BUAD 250ab	Core Concepts of Accounting Information 4-4
BUAD 302	Business Communication 4
BUAD 304	Organizational Behavior 4
BUAD 306	Business Finance 4
BUAD 307	Marketing Management 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 403	Legal Environment of Business	4
BUAD 497	Managerial Decision-Making and Planning	4
Senior Option	BUAD	4
Senior Option	BUAD	4
Total business units		52

EAST ASIAN AREA 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
Senior Option**	EASC	4
Senior Option	IR 360 International Relations of the Pacific Rim	4
Total East Asian units:		24
Total program units:		76

\*Does not include two summers of intensive language training at the Fletcher Jones Language Center. Students select one and take corresponding language courses during the summer.

\*\*Select one history course from: HIST 333 Korea: The Making of a Modern Nation, or HIST 337 Japan Since 1945, or HIST 340 History of China Since 1800.

### Bachelor of Science in Business

**Administration (International Relations)**  
Global Management is a joint 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. The program is offered to freshmen admitted to the Marshall School of Business as Business or Accounting Scholars.

#### 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	Business Communication	4
BUAD 304	Organizational Behavior	4
BUAD 306	Business Finance	4
BUAD 307	Marketing Management	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 403	Legal Environment of Business	4
BUAD 497	Managerial Decision-Making and Planning	4
Senior Option	BUAD	4
Senior Option	BUAD	4
Total business units		52

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	
IR 325	Rich and Poor States in the World Political Economy	
IR 326	U.S. Foreign Economic Policy	
IR 330	Politics of the World Economy	

#### International Relations Regional Courses (8 units)

Choose two:

IR 333	China in International Affairs	
IR 345	Russian and Soviet Foreign Policy	
IR 360	International Relations of the Pacific Rim	
IR 361	The Asia Pacific in International Affairs	
IR 362	The International Relations of the Contemporary Middle East	
IR 363	Middle East Political Economy	
IR 364	International Relations of the Middle East: 1914-1950	
IR 365	U.S. Responses to Revolutionary Change in Latin America and the Caribbean	
IR 367	Africa in International Affairs	
IR 369	Contemporary European Relations	
IR 383	Third World Negotiations	
IR 385	European Foreign Policy and Security Issues	
IR 439	Political Economy of Russia and Eurasia	
IR 442	Japanese Foreign Policy	
IR 464	U.S. Policy towards the Middle East: 1950 to the Present	
IR 465	Contemporary Issues in United States-Latin American Relations	
IR 467	Problems in African International Politics	
IR 468	European Integration	

#### International Relations Electives (8 units)

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

IR 305 <sup>5</sup>	Managing New Global Challenges	
IR 306	International Organizations	
IR 315	Ethnicity and Nationalism in World Politics	
IR 316	Women and Global Issues	
IR 323	Politics of Global Environment	
IR 341	Foreign Policy Analysis	
IR 344	Developing Countries in World Politics	
IR 381	Introduction to International Security	
IR 382	Order and Disorder in Global Affairs	
IR 402	Theories of War	
IR 405	International Bargaining and Decision Theory	
IR 425	Science, Technology and Global Politics	
IR 427	Seminar on Economics and Security	
IR 444	Global Forces and Political Change	
IR 483	War and Diplomacy: The U.S. in World Affairs	
MDA 310	Introduction to Peace and Conflict Studies	

Total international relations units	24
-------------------------------------	----

### Business Minor

A minor in business is available to students in all schools and departments at USC. This provides the opportunity for non-business majors to gain understanding of the basic concepts and tools of business. To be approved for 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

BUAD 200x*	Economic Foundations for Business	2
BUAD 215x	Foundations of Business Finance	4
BUAD 302	Business Communication	4
BUAD 304	Organizational Behavior	4
BUAD 307	Marketing Management	4
ACCT 410x	Accounting for Non-Business Majors	4
Choose <i>one</i> of the following:		
BUAD 403	Legal Environment of Business	4
BAEP 450x	Fundamentals of Entrepreneurship	4

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

## Senior Options

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

deviate from this and design their own senior option with courses from two departments with prior approval of an advisor in Bridge Hall 104.

Senior options courses may have prerequisites, and may, in some cases, have a limited availability for enrollment. Also, these courses

are not necessarily offered every semester. Some programs, such as Distribution Management, Real Property Development and Entrepreneur, require students to submit an application during the junior year. For these reasons, it is important to plan well in advance so that classes may be scheduled satisfactorily.

## Department of Business Communication

The centrality of effective communication to the success of business and industrial organizations has long been recognized. Students selecting this option seek to develop a depth of understanding of communication theory and practice and skill in written and oral communication; the ability to write and speak effectively and to marshal the resources of the business organization for maximum efficiency in day-to-day communication.

### Business Communication Option

#### SUGGESTED COURSES FOR THIS OPTION

BUCO 445	Oral Communication in Business	4
BUCO 485	Business Communication Management	4

#### SELECT TWO ADDITIONAL BUSINESS COURSES FOR THE OPTION (MOR 431 AND MKT 450 ARE STRONGLY SUGGESTED):

MOR 431	Managing Interpersonal Relationships	4
MKT 450	Buyer Behavior	4

Additional non-business electives may be used as free electives.

## Department of Finance and Business Economics

The study of finance and business economics provides the analytic structure that is essential for understanding the financial and economic aspects of an enterprise. The varied courses offered have been designed to assist the student in attaining proficiency in identification, analysis and implementation of business and investment opportunities. The department courses are divided into six areas. The student may select a specialization in one of these areas or may choose a general option depending on career objectives. It is strongly recommended that students considering an option in this department complete BUAD 306 Business Finance in the first term of their junior year.

*Career Objective* Financial management and economic analysis in all types of businesses, firms and financial institutions.

### Business Economics Option

This option is attractive to students interested in applied economics, policy analysis, business and finance, and law and to those students who want a career in corporate planning or economic consulting. The option

emphasizes the economic and legal underpinnings of today's businesses and the development and application of computer-based econometric and forecasting models.

#### SUGGESTED COURSES FOR THIS OPTION

FBE 324	The Financial System	4
FBE 402	Government and Business	4
FBE 416	Managerial Economics	4
FBE 425	Management of Financial Institutions	4
FBE 443	Introduction to Forecasting	4

Select at least two from the courses listed above and two additional FBE courses.

### Finance Option

The finance option prepares students for careers in financial management as corporate treasurers, financial analysts, money managers, and commercial and investment bankers. The required courses in the finance concentration apply to 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,

option pricing, and sustainable growth — to better 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, and financial analysis. If you take FBE 421, FBE 431, FBE 432, and FBE 442x you are in the Financial Analysis Option. See below for more specific information.

#### SUGGESTED COURSES FOR THIS OPTION

FBE 386	Intermediate Financial Management	4
FBE 421	Financial Analysis and Valuation	4
FBE 431	Financial Policies and Corporate Control	4
FBE 440	Trading and Exchanges	4
FBE 441	Investments	4
FBE 458	Law and Finance	4
FBE 459	Financial Derivatives	4

Select at least two from the courses listed above and two additional finance courses.



### Financial Analysis Option

The financial analysis option will prepare students for positions as financial analysts in corporations, investment banking firms, commercial banks, consulting firms, money management firms and a wide set of other business enterprises.

Students who successfully complete this option will have an understanding of “real world” institutional details, financial principles and accounting information that will enable them to structure and execute conceptually sophisticated cash flow and valuation analysis for a broad range of financial applications. They will be able to use financial data to analyze companies in a conceptual framework that recognizes the critical role of business strategy in determining company value. Not only will students be well-versed in quantitative techniques, but they will also have an appreciation for the limitations of those techniques in the complex and changing business world.

This option consists of four advanced (and complementary) courses that will develop financial analysis skills substantially beyond the levels of courses such as BUAD 306 and FBE 386. To complete the option, students must take all four classes and earn a grade of C or better in each.

#### REQUIRED COURSES FOR THIS OPTION

FBE 421	Financial Analysis and Valuation	4
FBE 431	Financial Policies and Corporate Control	4
FBE 432	Corporate Financial Strategy	4
FBE 442x	Intermediate Financial Accounting for Non-Accounting Majors	4

### International Finance and Economics Option

Recent events have demonstrated that international activities strongly influence all areas of the domestic economy. It is important for the student whose career objectives are internationally oriented to be familiar with the impact of the international dimension of financial decision-making. This option provides a background in the international aspects of finance and economics by analyzing international financial markets, trade problems, the multinational corporation and other international operations.

#### SUGGESTED COURSES FOR THIS OPTION

FBE 436	Financial Management of Multinational Corporations	4
FBE 462	International Trade and Commercial Policy	4
FBE 464	International Finance	4

Select at least two from the courses listed above and two additional finance courses.

### 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 disciplines including finance, economics, marketing, accounting and decision systems. Sophisticated management techniques are more and more essential for success in the real estate industry. The program is designed to provide the student with the broad framework of business theory and practice necessary to develop good management skills along with the knowledge of real estate institutions, relevant urban economic theory and theories of real estate market behavior to allow those students to effectively apply business decision-making skills to real estate problems. Applications areas include, for example, real estate development, finance, investment, marketing, asset management and public policy.

#### Career Opportunities

The real estate industry offers diverse opportunities for students with a business education and knowledge and experience addressing real estate-related issues. A common entry level position for Bachelor of Science graduates is a financial analyst for investment banks, investors, developers and asset managers involved in the real estate industry. Another common position involves using market research skills with real estate investors, consultants, commercial leasing and investment property brokers and home builders. These jobs permit the graduate to develop skills and experience necessary for more senior positions dealing with acquisition or disposition of existing properties, development of new properties, managing existing properties and all aspects of real estate-related transactions including leasing and financing. Many students target careers in real estate valuation and appraisal or commercial brokerage. Courses taken in the program assist graduates in meeting licensing requirements in these areas. Still other students target careers with public agencies involved in real estate asset management, redevelopment or mortgage finance. A bachelor's degree in business is considered essential for many entry level positions in real estate and related industries.

### Real Estate Option

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.

#### SUGGESTED COURSES FOR THIS OPTION

FBE 365	Introduction to Urban Real Estate	4
FBE 427	Real Estate Law	4
FBE 489	Real Estate Finance and Investments	4

#### SELECT ONE COURSE FROM THE FOLLOWING:

FBE 386	Intermediate Financial Management	4
FBE 465	Real Estate Valuation	4

### Real Property Development and Management Option

This specialized option is designed for students interested in the real estate development process from site acquisition through market analysis, site planning, development concept preparation, cost estimation, entitlement, financing, economic feasibility and construction management. Graduates are well prepared for entry level positions with home builders and commercial developers. Understanding the development process is also a valuable background for jobs with financial institutions, asset managers and real estate consultants.

Course work includes upper division elective courses in construction engineering and management from the Civil Engineering Department. An internship involves two months of full-time employment with a real estate firm between the junior and senior years. Through this direct involvement with the industry, the student gains first-hand exposure to the wide range of activities which make up the development process.

A maximum of 25 incoming juniors are selected for the program each year. Selection for participation is based on ability to accommodate the sequence of courses, grade point average and demonstrated motivation. Students from the School of Architecture are invited to participate in their senior year to enhance class understanding of site planning and design issues. In addition, professionals from many components of the development team provide practical insight to the class through guest lectures. Interested students should seek further information and counseling as early as possible in their course of studies.

**REQUIRED COURSES FOR THIS OPTION**

FBE 365	Introduction to Urban Real Estate	4
FBE 427	Real Estate Law, or	
FBE 465	Real Estate Valuation	4
FBE 466	Management of Real Property Development	4
FBE 489	Real Estate Finance and Investments	4

**SELECTED NON-BUSINESS COURSE REQUIRED**

CE 460	Construction Engineering	3
--------	--------------------------	---

**SELECT TWO OF THE FOLLOWING:**

CE 412	Contracts and Specifications	3
CE 461	General Construction Estimating	3
CE 462	Construction Methods and Equipment	3
CE 572	Construction Labor Management	2

Note: Undergraduates wishing to enroll in graduate courses, numbered 500 and above, for undergraduate credit must secure prior approval.

**OPTIONAL**

GEOL 105L	Planet Earth	4
CE 105L	Surveying for Civil Engineering	2

GEOL 105L may also be used to satisfy a Category III general education requirement.

Note: Many of the courses in both of the options fulfill some of the course requirements for licensing in real estate brokerage and appraisal in the state of California.

## 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 and information systems. 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 Option

Information technology has become an integral part of conducting business. The information systems senior option prepares students to design, implement, evaluate and manage information technology. Although appropriate for a wide array of career paths, the information systems senior option focuses on preparing students for careers in information systems consulting (e.g., Big Five), systems analysis and design, networks and data communications, database design, data warehousing, data mining, electronic commerce, telecommunications, decision support systems, expert systems and business process reengineering.

To prepare for a career in information systems, a basic set of fundamental skills is required. The department offers a special programming course in conjunction with the Information Technology Program (ITP 110x Introduction to C Programming). The class, or its equivalent (determination of equivalency will be made by the IOM Department), must be

completed before graduation from USC to fulfill the information systems senior option requirements.

Although it is not necessary to declare a senior option in information systems to take information systems classes, priority for admittance into information system classes will be given to students who have formally declared their senior option in information systems.

### Required Courses

FALL SEMESTER		UNITS
IOM 431	Computer-Based Business Systems	4
IOM 433	Business Information Systems Analysis and Design	4
SPRING SEMESTER		UNITS
IOM 435	Business Database Systems	4

Optional: Additional courses listed below.

### SELECT ONE OR MORE ADDITIONAL COURSES FROM THE FOLLOWING:

IOM 425	Quality Management	4
IOM 427	Studies in Decision Analysis	4
IOM 428	Data Warehousing and Data Mining	4
IOM 434	Business Process Reengineering and Information Technology	4
IOM 436	Decision Support and Expert Systems	4
IOM 440	Business Telecommunications	4
IOM 445	Networks and Electronic Commerce	4

Students graduating in May should take IOM 431 and IOM 433 no later than the fall semester of their senior year. IOM 435 should be taken in the spring semester along with the fourth information systems course elective. Students who wish to declare a senior option in information systems must register in the Undergraduate Student Affairs Office (BRI 104).

### Operations Management Option

Operations Management focuses on the acquisition and utilization of the resources the firm needs to deliver products and services demanded. This process requires intensive coordination among a large number of functions: policy setting, productivity analyses, product development, facilities design, capital investment decisions, material procurement, production planning, inventory control, production scheduling, and quality assurance.

### SUGGESTED COURSES FOR THIS OPTION

IOM 431	Computer-Based Business Systems	4
IOM 441	Management of Service Operations	4
IOM 481	Supply Chain Management	4

### SELECT ONE OR MORE ADDITIONAL COURSES FROM THE FOLLOWING:

IOM 420	Statistical Methods for Managers	4
IOM 425	Quality Management	4
IOM 427	Studies in Decision Analysis	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 two undergraduate options.

### Management Consulting Option

This option 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 option 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 option provide students with practical knowledge about the consulting process as well as field experiences to gain relevant skills.

#### SUGGESTED COURSES FOR THIS OPTION

MOR 462	Management Consulting	4
MOR 465	Advanced Methods in Strategy Analysis	4

#### SELECT TWO FROM THE FOLLOWING:

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 Option

This option 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 option 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 option emphasize practical knowledge of the leadership function as well as development of leadership skills and behaviors.

#### SUGGESTED COURSES FOR THIS OPTION

MOR 469	Negotiation and Persuasion	4
MOR 470	Global Leadership	4

#### SELECT TWO FROM THE FOLLOWING:

MOR 431	Managing Interpersonal Relationships	4
MOR 472	Conflict Resolution	4
MOR 473	Designing and Leading Teams	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. Four areas of emphasis (options) are offered: consumer behavior, marketing research, marketing management and promotion.

MKT 440 Marketing Analysis and Strategy is the marketing capstone course and must be taken by all marketing majors. If possible, it should be taken in the student’s final semester.

### Selling and Sales Management Option

An important and very rewarding career track for marketing students is in the selling and sales management areas of an organization. This track prepares students for entry and higher level positions in these areas. It provides the basic skills needed to obtain positions in this key area of marketing.

#### SUGGESTED COURSES FOR THIS OPTION

MKT 410	Personal Selling	4
MKT 415	Sales Force Management	4
MKT 440	Marketing Analysis and Strategy	4
MKT 450	Buyer Behavior	4

#### ADDITIONAL COURSES MAY BE SELECTED FROM THE FOLLOWING AS FREE ELECTIVES:

MKT 435	Business Marketing Management	4
MKT 470	Marketing Research	4

### Advertising and Promotion Management Option

This track prepares students for entry level positions in the areas of advertising, sales promotion and public relations. These functions of marketing are the key methods by which an organization communicates its marketing programs to consumers.

#### SUGGESTED COURSES FOR THIS OPTION

MKT 405	Advertising and Promotion Management	4
MKT 440	Marketing Analysis and Strategy	4
MKT 450	Buyer Behavior	4
MKT 470	Marketing Research	4

#### ADDITIONAL COURSES MAY BE SELECTED FROM THE FOLLOWING AS FREE ELECTIVES:

JOUR 341*	Advertising Copywriting	4
JOUR 342*	Media and Marketing	4

\*Requires JOUR 340 Introduction to Advertising as a prerequisite.

**Retailing and Services Marketing Option**

A rapidly growing area is the marketing of services. This track prepares students for careers in the retailing industry (e.g., merchandise buying and promotion, store management) and in other service industries which have expanding marketing career opportunities, such as banking and finance, insurance, hospitals and government service agencies.

**SUGGESTED COURSES FOR THIS OPTION**

MKT 430	Retail Management	4
MKT 432	Services Marketing	4
MKT 440	Marketing Analysis and Strategy	4
MKT 450	Buyer Behavior	4

**ADDITIONAL COURSES MAY BE SELECTED FROM THE FOLLOWING AS FREE ELECTIVES:**

MKT 405	Advertising and Promotion Management	4
MKT 410	Personal Selling	4
MKT 470	Marketing Research	4

**Product Management Option**

The product management track is designed for those students who are interested in obtaining a broader exposure to marketing. This option would help prepare a student for entry level positions in sales management, marketing planning, product management and advertising and promotion management. Students with more defined career track interests, however, should take one of the other options that most closely meets their career interests.

**SUGGESTED COURSES FOR THIS OPTION**

MKT 405	Advertising and Promotion Management	4
MKT 415	Sales Force Management	4
MKT 440	Marketing Analysis and Strategy	4
MKT 470	Marketing Research	4

**ADDITIONAL COURSES MAY BE SELECTED FROM THE FOLLOWING AS FREE ELECTIVES:**

FBE 416	Managerial Economics	4
FBE 443	Introduction to Forecasting	4
IOM 431	Computer-Based Business Systems	4
MKT 435	Business Marketing Management	4
MKT 450	Buyer Behavior	4
MKT 465	Global Marketing Management	4

## Academic Programs

**Distribution Management Program**

The Distribution Management Program is designed to assist students in understanding the role of distributors in today's dynamic economy and how distributors need to operate their businesses in order to compete effectively and successfully. Students accepted into the program will have the opportunity to participate in hands-on internships, meet leaders in various industries, participate in career placement activities and attend a variety of planned events such as field trips, guest speaker series and industry nights.

The program exposes students to the vast career opportunities associated with working in the distribution field. Today, distribution strategies play a critical role in any company's existence; excellent career opportunities exist with distributors, service-based companies, consulting firms and manufacturers.

The program is an interdisciplinary program administered by the Departments of Marketing and Information and Operations Management. It consists of five senior option courses, a two-month summer internship between a student's junior and senior years and student attendance at special events. The distinctive internship and specially designed career placement programs are integral parts of this program and are fully coordinated through the program. Course requirements are taken during the student's junior and senior years.

REQUIRED COURSES		UNITS
IOM 455	Distribution Project Management and Quality	4
IOM 480	Logistics and Operations	4
MKT 410	Personal Selling	4
MKT 455	Distribution Channels	4
MKT 456	Advanced Topics in Distribution Management	4

Applications (available in the Department of Marketing, ACC 301B) for admission to this program are mandatory and must be completed by mid-fall of a student's junior year. Admission to the program requires admission to the Marshall School of Business, an application, an essay and an interview.

Note: Only students who follow the program's class sequence and can complete the summer internship will be accepted into the program. For more detailed information, contact the program director at (213) 740-4050 in Accounting 301B.

**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.

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 taken during the student's senior year. Students who complete all four courses will be considered graduates of the Entrepreneur Program. The program actively supplies continuing contact and support to its alumni.

Applications (available in Bridge Hall 6) for admission to this program are mandatory and must be completed at the start of the spring semester of the junior year.

The four entrepreneur modular block courses must be taken sequentially, beginning in the fall with BAEP 451 and 452 and concluding in the spring with BAEP 453 and 454.

**FALL**

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

## SPRING

BAEP 453	Venture Management	4
BAEP 454	The Entrepreneurial Business Plan	4

Note: Only students taking the fall courses will be eligible for the spring courses. Prerequisites for the fall courses are BUAD 250ab, 306 and 307.

For those students who seek some exposure to the entrepreneurial world but who do not or cannot take the 16-unit block program, a single class in entrepreneurship is offered each semester. This class is designed for seniors who have not or will not be taking the 16-unit block program.

## FALL AND SPRING SEMESTERS

BAEP 450x	Fundamentals of Entrepreneurship	4
-----------	----------------------------------	---

**Advanced Interdisciplinary Studies Option**

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.

## SUGGESTED COURSES FOR THIS OPTION

BUAD 350	Macroeconomic Analysis for Business Decisions	4
BUAD 351	Economic Analysis for Business Decisions	4
FBE 386	Intermediate Financial Management	4

IOM 481	Supply Chain Management	4
MKT 415	Sales Force Management	4
MOR 461	Design of Effective Organizations	4

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

**International Exchange Program**

The international exchange program is designed to provide business students with the opportunity to participate in an exchange program with host institutions in the Far East and 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 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 senior option requirement. This is a one-semester program which is taken during the fall or spring semester.

**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 offers four distinct Master of Business Administration programs. A full-time program is designed for the individual who can leave the world of work and commit themselves “full time” to two years of graduate education. For those who wish to continue their current jobs while attending school, the school offers the M.B.A. Program for Professionals and Managers (MBA.PM), which leads to the M.B.A. after two-and-a-half to three years. An Executive M.B.A. program, now in its thirteenth year, provides those with significant work experience a chance to complete an M.B.A. on Fridays and Saturdays over a two-year period. For mid-career managers in international firms, the IBEAR M.B.A. program offers 12 months of intensive study focusing on Pacific Rim business issues.

While the four programs are aimed at different market segments, all programs have the same goals: providing students with the skills and knowledge necessary to become effective business leaders. A thorough understanding of business fundamentals such as economics, accounting, finance, marketing and operations is developed. Basic skills, such as use of information systems and statistical analysis, are refined. Each student is challenged to develop self-understanding and an appreciation for the complexities of organizations.

The Marshall School also offers a post-M.B.A. degree program leading to the Master of Science in Business Administration degree. This program allows a significant degree of specialization beyond the M.B.A. degree. In cooperation with a faculty member, the student in this program designs a course of study to meet his or her individual needs.

## Degree Programs

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

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 of 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.

### Full-Time M.B.A. Program

At the program's beginning, each USC M.B.A. student undertakes comprehensive analysis of his or her personal leadership potential and learns to frame the responsibilities of leadership in terms of both the organization and the greater society. Over the first year's course of study, a "hands-on" approach to business education combines case analysis, management simulations and executive seminars with traditional methods for establishing a conceptual understanding of the general management role.

In year two, students chart their own course of study, selecting a concentration in a specific business field or continuing to pursue a broad-based management education. USC M.B.A. students gain an understanding of the forces confronting business across the globe 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.

### MBA.PM Program

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 their degrees 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 and on Saturday, resembles that offered to full-time M.B.A. students but is modified to allow completion of the program in 33 months.

### M.B.A. International Exchange Program

The Marshall School of Business offers a range of international exchange programs with leading business schools around the world. Through our M.B.A. International Exchange Program, students may attend one of 25 partner institutions in Europe, Asia, Latin America and Australia. Students may also choose to spend a semester abroad or may enroll in a short (three-to-four week)

summer program at an international partner school. Since many of the programs are taught in English, language proficiency is not a requirement in all countries. M.B.A. students must complete their core classes and maintain a 3.0 GPA in order to participate. The program entails no additional tuition; however, overseas travel and living expenses are incurred by the student.

### Full-time M.B.A. and MBA.PM Admission

In their review of applications, the admissions committee takes into consideration all of the applicant's completed academic work, the Graduate Management Admission 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. A bachelor's degree from an accredited institution (regardless of field or major) is required for admission to any degree program of the school.

*Admission Procedures* 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 term 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 the bachelor's degree.

The completed application must include the following: (1) the application; (2) responses to required essay questions; (3) a \$90 application fee for domestic applicants or a \$125 application fee for international applicants; (4) 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; (5) two letters of recommendation; these letters should relate to the student's academic and work performance; (6) history of full- and part-time work experience; (7) the Graduate Management Admission Test (GMAT) scores. Applicants for all programs are required to submit a score on the GMAT. (Scores should be from tests taken within the last five years.)

Applications will not be reviewed without an official copy of the test scores. Test score reports are sent directly from the Educational Testing Service and should be received by the Marshall School of Business 10 days after each test administration. Additional score reports can be sent within two weeks upon written request and payment of a fee. All international students who did not graduate from an American, British, Canadian or Australian college or university must submit a recent TOEFL score. Test scores are sent by the Educational Testing Service to USC.

*Application Deadlines* Admission decisions for the full-time program are made within five admission rounds. Applicants who submit completed applications (including test scores) to the Admission Office by the December, January, February, March and April dates listed in the M.B.A. application packet 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. Admission decisions for the MBA.PM are made in three rounds, with application deadlines in February, March, and May. The final application deadline for the MBA.PM is May 1. See application materials for additional details.

### Executive M.B.A. Program

The Executive M.B.A. program is designed to allow working professionals to obtain an M.B.A. degree without interrupting their careers. Mid- to senior-level professionals who have high potential as business and industry leaders are encouraged to apply.

This program uses a non-traditional, interdisciplinary approach to executive and management education. There are no separate functional courses. Themes that integrate various functional areas are presented to 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 will 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 an executive speaker series, a program for spouses and a required international residential program.

The program begins the last week of August with a six-day domestic residential session. Thereafter, the 21-month M.B.A. program meets on the University Park Campus on alternating Fridays and Saturdays throughout the year with a 10-week summer break. The eight-day international trip begins the second year of the program. This class schedule permits participants to maintain their professional responsibilities on a full-time basis.

Applicants should have at least a bachelor's degree in any field of study from an accredited university and eight to 10 years of business experience that includes substantial managerial responsibilities. The Executive M.B.A. office may be contacted at (213) 740-6410; FAX (213) 740-9090, or email: uscemba@sba.usc.edu.

#### **International Business Education and Research (IBEAR) M.B.A. Program**

Jack G. Lewis, Ph.D., *Director*

The Marshall IBEAR M.B.A. is an intensive one-year, full-time program for early to mid-career managers who are pursuing international and Pacific Rim-related careers. It begins in mid-August and ends in late July each year and includes a three-week orientation program and 19 courses organized in four 11-week terms.

In addition to an internationalized set of core courses, the program includes courses on international management, international financial management, global marketing strategy, international trade, politics for global managers, global strategy and Pacific Rim business. It also includes a two-term international business consulting project, a cross-cultural team-building retreat, a visiting international expert speaker series and participation in USC's annual Asia/Pacific Business Outlook Conference which is co-sponsored by IBEAR and the U.S. Department of Commerce.

IBEAR M.B.A. participants average 10 years of work experience and are 33 years of age. They normally range in age from 26 to 46 years old. As many as 15 countries are represented each year. Scholarships are available to both U.S. and foreign citizens.

Applicants should have a bachelor's degree and a minimum of five years of full-time work or military experience. The GMAT and TOEFL examinations are required. Enrollment is limited to 50 participants.

Marshall IBEAR M.B.A. graduates join a network of 750 well-placed alumni in 43 nations. For more information, contact the Marshall IBEAR M.B.A. Program, Accounting 215, University of Southern California, Los Angeles, CA 90089-1421, (213) 740-7140; FAX (213) 740-7559; or email: ibear@usc.edu.

#### **Center for International Business Education and Research (CIBEAR)**

The University of Southern California was selected in October 1990 by the U.S. Department of Education as one of its 25 national Centers for International Business Education and Research. Between 1990 and 1999, the Department of Education is providing approximately \$3,200,000, which is matched by USC, to support 40 projects that are helping to internationalize teaching and research programs throughout the Marshall School of Business and USC. CIBEAR Director Richard Drobnick, Associate Director John Windler and USC faculty coordinate and direct the projects. Phone (213) 740-2852; FAX (213) 740-2858 or email: cibear@usc.edu.

#### **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 may be obtained by contacting the Admission Office, Popovich Hall 306.

#### **Continuous Enrollment/Leave of Absence/Withdrawal/Readmission**

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, spring and summer semester 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 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 SBA Graduate Registration and Advisement, BRI 103, sbareg@bus.usc.edu, phone (213) 740-5424, FAX (213) 740-8936.

Students who must completely withdraw from this program must notify both their program office and the Office of Academic Records and Registrar of their withdrawal from the program. Students should contact their program office for more information or assistance.

#### **Limited Status**

The Marshall School of Business does not allow students to take classes 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 at a student's university states the classes which will be accepted for credit by the university granting the degree.

#### **Dual Degree Programs**

Applicants for the Juris Doctor/Master of Business Administration (J.D./M.B.A.) program should apply either simultaneously to both programs or during the first year in the Law School. Certification of 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. M.D./M.B.A. applicants should apply during their second year of medical school. Applicants to the Pharm.D./M.B.A., the M.B.A./D.D.S., and the M.B.A./M.S. Nursing degrees should apply during the first year of pharmacy, dentistry and nursing respectively. Applicants to the M.B.A./Master of Planning, the M.B.A./Master of Real Estate Development, the M.B.A./M.S. in Gerontology, and the M.B.A./M.S. Industrial and Systems Engineering should apply to both respective schools simultaneously. Applicants to the M.B.A./Master of Arts in Jewish Communal Service program should apply to the Marshall School of Business and the Irwin Daniels School of Jewish Communal Service at the Hebrew Union College-Jewish Institute of Religion concurrently. Admission criteria for all dual degree applicants in the Marshall School of Business are the same as for those of the Master of Business Administration.

**Doctoral Program**

Students who wish to apply for admission to the Doctor of Philosophy program should consult the Graduate School section of this catalogue for applicable admissions information. Additionally, applicants should contact the doctoral office in the Marshall School of Business for specific admission procedures. The doctoral office is located in Hoffman Hall 700, (213) 740-0674, email: phdsba@bus.usc.edu.

**Executive Development**

The Office of Executive Development offers programs that are not part of the regular degree programs. The Executive Development Office is located in the Davidson Conference Center 107, (213) 740-8990; FAX (213) 749-3689 or email: dsilva@dcc.usc.edu.

**Waivers**

Subject waiver of required courses may be granted to students based on prior academic work. All waived courses must be replaced with approved electives.

Students should carefully read their program evaluation form to know what electives must be taken if they are granted subject waivers. To be granted a subject waiver in a particular field, the student must have (1) completed at

least two relevant courses in the field at the upper division or graduate level, (2) earned a grade of B or better, and (3) completed the courses at an AACSB accredited business school (or equivalent economics department) no more than five years before entering the master's program at USC.

Further information regarding the waiver policy in the Marshall School of Business may be obtained from the Graduate Registration and Advisement Office which is located in Bridge Hall 103, (213) 740-5424.

**Academic Warning and Dismissal**

Master's students must maintain a grade point average of 3.0 or better to stay in good academic standing.

*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 Vice Dean for Master's Degree 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, 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 the master's programs whenever, in the judgment of the program director and the vice dean for graduate programs, it is unlikely that the student will successfully complete his or her program.

Dismissal may occur after the completion of any term after the student has received written warning that he or she may be dismissed for academic reasons.

## Degree Requirements

### Marshall (Full-Time) M.B.A. Program

Approximately 300 students enroll in the Marshall M.B.A. program each year. The first year establishes a common body of knowledge that prepares students to move into selected areas of concentration in year two. The goals of the program are to establish the following:

- a clearer understanding of personal capacity for leadership and the necessary developmental experiences for leadership growth;
- the capacity to select and apply multiple analytic frameworks in managerial decision making;
- knowledge of the key issues managers face in the functional areas of business;
- a stronger understanding of the interrelatedness of business management issues;
- strengthened communication skills for conveying ideas in humane and compelling terms;
- the ability to collaborate and lead within the context of a team;
- a deepened respect for human values;
- an understanding of changing global markets, an appreciation of differences in business practices across the world, especially in the Pacific Rim, and of the special demands of intercultural management relationships; and
- the ability to use new and developing technologies in the resolution of business problems.

**An Advanced Learning Environment**

Course work in the Marshall M.B.A. program differs substantially from undergraduate

education. Learning basic concepts individually becomes secondary to synthesizing concepts across courses. Classroom activity dominated by faculty-to-student lectures gives way to frequent case analysis and student-led discussion and management simulations. Work produced by project teams becomes a significant basis for many course grades.

The full-time program is rigorous, intellectually demanding, and time-consuming. Students typically spend 60-80 hours per week on course work and projects. Personal lives, as a result, are changed by graduate school as demands on time and intellectual capacity are pushed beyond previous limits.

Although students are not expected to bring a substantial amount of knowledge of business to the program, they need to have an excellent command of the English language.



### Computer Proficiency Requirement

Students in the M.B.A. program must demonstrate computer proficiency in required courses and business electives. The computer applications include word processing, data base management, electronic spreadsheet and business graphics programs.

The Learning Services Center may be contacted for information about computer preparation or tutoring. The center is located in Hoffman Hall 300.

### Calculus Prerequisite

Knowledge of fundamental calculus is a prerequisite to some courses offered by the Marshall School of Business. Students are required to take a calculus course prior to enrolling in the Master of Business Administration program.

### 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 obtained.

Permission is granted only in exceptional circumstances.

### A Class within a Class

Incoming students are assigned to one of four daytime core sections, each composed of about 75 students representing the diversity of the entire student body. This section size allows active participation by all students. In addition, students get to know one another through group projects and study groups, developing a strong sense of camaraderie.

Each section takes on a distinctive personality, with its members defining customs and rules for class discussion. Ultimately, students find that the sections provide a context in which to learn a tremendous amount — not only from the faculty, but also from each other in formal and informal settings.

All full-time students share the same lunch hour, enabling people to attend executive seminars and employer presentations, participate in student government, work on team assignments, or simply network with classmates.

### Comprehensive Orientation

The Marshall M.B.A. program begins with an eight-day orientation. The orientation empowers students to take responsibility for their learning climate at USC and starts the process of self-examination and reflection fundamental to beginning leadership growth.

Faculty and second-year M.B.A. students participate in the program, developing relationships and team values that will provide the foundation for the academic program throughout year one. New students emerge with clearer expectations for the educational experience and a charted course for pursuing their own leadership growth.

### A Focus on Teamwork

The relevance of team-building to the Marshall M.B.A. program is twofold. In study groups, project teams and competitive assignments, teamwork is crucial to success. A greater understanding of teams is bolstered through formal discussions and presentations throughout the year. The ability to work in and manage teams is becoming increasingly important in business practice as well. Taking those skills away from the program — developed and refined from the start — will be a key part of each student's leadership growth.

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. Study groups are composed of people with all kinds of backgrounds, so the dynamics of learning how to collectively accomplish a goal in a limited time are tremendously challenging and ultimately rewarding.

### The Core Program: A Sequential Program of Study

Although there are many required courses 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 selectively integrated.

The required core courses of the Marshall M.B.A. program provide a carefully coordinated sequence of study designed to equip students with the fundamental tools and functional knowledge that effective business leaders must have.

### Business Environment and Management Practices in the Pacific Rim (PRIME Program)

PRIME is an innovative attempt to provide students with international business experience. PRIME is a four-week program that melds two weeks of on-campus classroom study with nine days abroad and five days of wrapup back at USC. During those five days students make a major presentation either on specific industry analyses or on consulting projects that they have undertaken. To date, students have studied in Shanghai, and Nanjing, China, Tokyo and Osaka, Japan, Jakarta, Indonesia, Mexico City, Monterrey and Tijuana, Mexico, and Santiago, Chile.

### Electronic Commerce

The Electronic Commerce program explores business issues related to the economics, marketing, and management of business transactions involving products and services created and nurtured by information technology. Often these products are the digital reflection of traditional products, services, and/or information. Internet Service Providers which challenge industry incumbents in print media such as newspapers and magazines are examples of this confrontation. Equally important, the transformation from traditional products to electronic commerce often involves the intersection of heretofore disconnected industries (e.g., phone vs. cable vs. entertainment companies) and creates the opportunities for networks of businesses to coexist. The focus of the program is on the business implications of this fundamental transformation in how commerce is conducted. The specific information technology advances and associated software developments are discussed in the context of business issues.

### An Enthusiastic and Dedicated Faculty Team

The more than 170 faculty members at the school include authorities recognized around the world for their contributions to advances in business theory and practice. They also are distinguished by their dedication to teaching and excellence.

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 shares time together in one classroom, examining complex business problems from multiple perspectives.

### Adding Scope and Focus in the Second Year

The second year of the Marshall M.B.A. program builds on the grounding in business fundamentals and functional areas gained during the first year and offers an opportunity to pursue particular interests in depth. The program's flexibility in the second year allows students to tailor a program of study to their individual needs and long-term career objectives. Many students opt to focus on a particular area by fulfilling the requirements of a concentration. Among the concentrations offered by the Marshall School of Business are: business of entertainment, business entrepreneurship, controllership, corporate finance, corporate financial reporting, designing and reengineering management accounting and control systems, finance and marketing, financial analysis, information systems, investments, management and organization, marketing (managing clients), marketing (managing products), manufacturing operations

management, service operations management, real estate, strategic human resource management, technology and innovation management and health care advisory services.

Others decide to gain additional breadth in general management or to design an individualized program of study, sometimes taking courses in other areas of the university. Up to nine units of graduate-level electives may be taken at USC outside the Marshall School of Business for elective credit providing the student shows sufficient reason why a course is relevant to the selected Marshall School of Business program. This request must be submitted in a petition to the Graduate Registration and Advisement Office, Bridge Hall 103.

#### Credits and Schedule for Marshall M.B.A. Students

A total of 63 units is required. The typical full-time student's schedule over the two years is as follows:

TERM I		UNITS
GSBA 502	Communication for Management	1.5
GSBA 504a	Operations Management	1.5

GSBA 509a	Marketing Management	1.5
GSBA 510	Accounting Concepts and Financial Reporting	3
GSBA 511	Managerial Economics	3
GSBA 521a	Corporate Finance	1.5
GSBA 524	Applied Managerial Statistics	3
GSBA 532a	Behavior and Organizations	1.5
Total units:		16.5
<b>TERM 2</b>		<b>UNITS</b>
GSBA 504b	Operations Management	1.5
GSBA 509b	Marketing Management	1.5
GSBA 521b	Corporate Finance	1.5
GSBA 530	Electronic Commerce	3
GSBA 532b	Behavior and Organizations	1.5
GSBA 536	Management Accounting	1.5
GSBA 540	Contemporary Issues in Competitive Strategy	1.5

GSBA 544	The Firm in the National Economy	1.5
GSBA 582	Business Environment and Management Practices in the Pacific Rim	3
Total units:		16.5
<b>TERM 3</b>		<b>UNITS</b>
Electives		15
<b>TERM 4</b>		<b>UNITS</b>
Electives		15
Total units for degree		63

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, spring and summer semesters.

The MBA.PM offers the following advantages: (1) the scheduling design allows students to complete the degree in a timely way, while continuing to work full time; (2) program flexibility allows students to tailor their selection of elective courses to their individual interests; (3) PM.Globe, a course which includes an international trip, gives all MBA.PM students first-hand exposure to international markets; (4) a cohesive group of student colleagues proceeds through the core together, providing opportunities for building relationships with other talented and ambitious individuals; (5) special academic and social activities enhance the richness of the M.B.A. experience; and (6) 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, located at 2361 Campus Drive in Irvine. All students take their elective courses at the University Park Campus in Los Angeles.

For application deadlines, please consult the Marshall MBA.PM website at [www.marshall.usc.edu](http://www.marshall.usc.edu) or call (213) 740-6166.

#### Credits and Schedule for M.B.A. for Professionals and Managers Program

The MBA.PM program consists of 63 units, including 36 units of core courses and 27 units of electives. Students attend core classes two nights per week for 12 months. Students are expected to 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.

#### Program for MBA.PM Students

A total of 63 units is required for the new program for MBA.PM students. A typical program of study is as follows:

<b>FALL SEMESTER, YEAR 1</b>		<b>UNITS</b>
GSBA 506a	Applied Managerial Statistics	1.5
GSBA 510	Accounting Concepts and Financial Reporting	3
GSBA 511	Managerial Economics	3
GSBA 519a	Strategic Formulation for Competitive Advantage	1.5
GSBA 522a	Managerial Perspectives	1.5
GSBA 542a	Communication for Management	1.5
		12
<b>SPRING SEMESTER, YEAR 1</b>		<b>UNITS</b>
GSBA 506b	Applied Managerial Statistics	1.5
GSBA 522b	Managerial Perspectives	1.5
GSBA 528	Marketing Management	3
GSBA 544	The Firm in the National Economy	1.5
GSBA 548	Corporate Finance	3
GSBA 581	Information Systems Management	1.5
		12

SUMMER SESSION, YEAR 1		UNITS
GSBA 518	Accounting Control Systems	3
GSBA 519b	Strategic Formulation for Competitive Advantage	1.5
GSBA 534	Operations Management	3
		<hr/> 7.5

FALL SEMESTER, YEAR 2		UNITS
GSBA 542a	Communication for Management	1.5
Electives (2)		6
		<hr/> 7.5

SPRING SEMESTER, YEAR 2		UNITS
GSBA 582	Business Environment and Management Practices in the Pacific Rim	3
Elective		3
		<hr/> 6

SUMMER SESSION, YEAR 2		UNITS
Electives (2)		6

FALL SEMESTER, YEAR 3		UNITS
Electives (2)		6

SPRING SEMESTER, YEAR 3		UNITS
Electives (2)		6

Total units for degree: 63

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

### Areas of Concentration

During the elective portion of the program, M.B.A. students (full-time and MBA.PM) can pursue a concentration in an area of special interest. Concentrations are selected combinations of courses designed to prepare students for particular kinds of careers. They have been developed by faculty in consultation with business professionals who recruit M.B.A. students. As such, their designs are market-driven and directly linked to career opportunities.

The Marshall School offers concentrations in a variety of fields. For more information, please refer to the school's web site: <http://www.marshall.usc.edu/ekg/>.

## Master of Science

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

The second master's degree in business, 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 tailored to the specific requirements of each student and is especially valuable for graduates who are employed and desire additional knowledge in a given field. The degree can be taken either on an evening or full-time basis. The master of science program is available only to those holding M.B.A. degrees from American Assembly of Collegiate Schools of Business (AACSB) accredited institutions.

For the master of science degree, a minimum of 26 graduate units is required for all candidates. No more than two courses or eight units may be taken in graduate work outside of the Marshall School of Business. An evaluation of work 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 and such units will be indicated on the official evaluation form. Because the master of science degree program leads to greater specialization, a minimum of two units of GSBA 590 Directed Research must be included in the proposed

program which covers a definitive area of study culminating in a research report in the area of specialization. The research will be under the direction of an individual faculty member from the department in which the area of specialization is taken. No GSBA pre-fixed classes between 510-534, 540-550, 560-575 and 597 may be used as credit toward the Master of Science in Business Administration.

The student must file in writing an official program of study with the Marshall School of Business.

### Master of Science in Information and Operations Management (M.S.)

This program is designed to provide technical competence in operational processes, information technology or statistical analysis/quality control. Students choose one of three optional tracks in this 32-unit program: information management, operations management or managerial statistics.

This program has a special attraction for students with bachelor's degrees in business, computer science, economics, engineering, mathematics or the natural sciences. The assumed prerequisite background for this degree is undergraduate courses in statistical analysis, mathematical modeling and computer systems, or their equivalents.

COURSE REQUIREMENTS		UNITS
IOM 525	Quality Improvement Methods	3
IOM 570	Applied Modeling and Optimization for Decision Support	3
Major Track		12
Minor Track		6
Electives		6
GSBA 590	Directed Research	2
		<hr/> 32

The directed research paper is intended to be a more in-depth study based on a project from a course of the student's choice. The student chooses a track to be his or her major track and a track to be his or her minor track. At least four courses are taken in the major track and two courses in the minor track.

OPERATIONS MANAGEMENT		UNITS						
Select four courses for track:			IOM 537	Information Systems Management for Global Operations	3	IOM 526	Quantitative Methods for Management Consulting, or Seminar in Statistical Consulting	3
IOM 520	Logistics and Distribution Systems		IOM 538	Information Systems Strategy	3	MATH 650		
IOM 537	Information Systems Management for Global Operations	3	IOM 539	Fast Response Management Systems	3	<b>ELECTIVES</b>		
IOM 541	Business Process Reengineering Methodologies	3	IOM 540	Managing Electronic Commerce	3	Select two courses from the following:		
IOM 580	Project Management	3	IOM 541	Business Process Reengineering Methodologies	3	GSBA 603*	Empirical Research Methods I	3
IOM 581	Supply Chain Management	3	IOM 542	Knowledge Management	3	GSBA 605*	Empirical Research Methods III (GSBA 603 and GSBA 604 prerequisites)	3
IOM 582	Management of Service Operations	3	IOM 543	Global Telecommunications: The Business Perspective	3	IOM 522	Applied Time Series Analysis for Forecasting	3
IOM 583	Operations Consulting	3				ISE 426	Statistical Quality Control	3
INFORMATION MANAGEMENT		UNITS	MANAGERIAL STATISTICS		UNITS			
Select four courses for track:			Four courses (two required and two elective) for track:			ISE 525	Intermediate Engineering Statistics II	3
IOM 531	End-User Computing in Business	3	Required Courses			ISE 527	Advanced Quality Control	3
IOM 533	Information Systems Analysis	3	GSBA 524	Applied Managerial Statistics, or		ISE 528	Advanced Statistical Aspects of Engineering Reliability	3
IOM 535	Database Management	3	GSBA 604	Empirical Research Methods II	3	MKT 512	Marketing and Consumer Research	3
IOM 536	Decision Support Systems	3						

\*600-level courses require departmental approval.

## Dual Degrees

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

The Marshall School of Business in conjunction with the Law School offers a program leading to the degree of Juris Doctor/Master of Business Administration in which 15 units of Law School electives are recognized by the Marshall School of Business. Applicants to this program must take both the Graduate Management Admission Test and the Law School Admission Test. The total number of units required for the M.B.A. program is 48.

*First Year:* Required Law School courses.

*Second Year:* M.B.A. core program.

*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.

### 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 (College of Letters, Arts and Sciences) offers a joint M.B.A./M.A. degree that combines graduate business education with training in the cultures and societies of East Asia.

Students enrolled in the joint degree 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 to take five courses and write a thesis (for a total of 24 units) *or* take six courses and pass a comprehensive examination (for a total of 24 units).

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 into the joint program. GMAT scores are required.

#### Required Courses

Required business courses include: all required courses in an M.B.A. core program. Required East Asian Area Studies courses: EASC 592 Proseminar on Issues and Trends in Contemporary East Asia (4 units) and *one* course from the following list: (Cultural/Historical Foundations of East Asia): EALC 501 History of Chinese Literature, EALC 506 Selections from Classical Chinese Literature, EALC 515 Classical Japanese Poetics, EALC 531 Proseminar in Chinese Cultural History,

EALC 532 Proseminar in Korean Cultural History, EALC 533 Proseminar in Japanese Cultural History, EALC 540 Japanese Thought: Cultural Topics, EALC 541 Seminar: Japan, EALC 543 Seminar: Japanese Literature, EALC 551 Seminar: China, EALC 553 Seminar: Chinese Literature, EALC 610 Seminar: Buddhism and the Literary Arts in Japan, EALC 615 Seminar: Topics in Edo Literature, AHIS 518 Seminar in Chinese Art, AHIS 519 Seminar in Japanese Art, HIST 535 Studies in Japanese History, HIST 536 Studies in Chinese History, HIST 540 Studies in Modern East Asian History, HIST 630 Seminar in Japanese History, HIST 635 Seminar in Chinese History.

#### Elective Courses (Thesis Option)

During the second and third years of the program, students must complete graduate business elective courses sufficient to bring the total units completed in the Marshall School of Business to at least 48, complete 12 units of East Asian Area Studies elective courses (three courses), and a four unit thesis under the guidance of a faculty committee comprising three members. The subject will concern East Asia and may focus on business/finance.

### *Elective Courses (Comprehensive Examination Option)*

During the second and third years of the program, students must complete graduate business elective courses sufficient to bring the total units completed in the Marshall School of Business to at least 48, complete 16 units of East Asian Area Studies elective courses (four courses) and pass a comprehensive examination in East Asian Area Studies.

### *Foreign Language Requirement*

Students must be able to demonstrate oral and written proficiency in Chinese, Japanese or Korean language through the third year level (equivalent to six semesters) before the joint M.B.A./M.A. program is completed. Language course work taken to meet this requirement will not count toward the minimum unit or course requirements for completion of the degree program. Therefore, students without sufficient undergraduate language course work, native speaker capability or other prior training, are advised that additional units and course work beyond the minimum 72 units may be required in order to satisfy the foreign language requirement. USC offers beginning, intermediate and advanced Chinese, Japanese and Korean language courses during the academic year (fall/spring) and intensive 10-week language programs during the summer that provide beginning and intermediate level instruction.

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

The Marshall School of Business in conjunction with the School of Policy, Planning, and Development offers a program leading to the degree of Master of Business/Master of Planning in which 15 units of Master of Planning electives are recognized by the Marshall School of Business.

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. 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. See page 718 for policy, planning and development course 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. Students must apply to both the Marshall School of Business and the School of Policy, Planning, and Development. Please consult the Admission Procedures section of each school for specific requirements. This program normally requires two years (including summer) of full-time study in residence to complete.

Students must have use of an approved laptop computer as required by instructors and must demonstrate calculator and spreadsheet skills; a calculator and/or spreadsheet 1-unit class is offered on a pass/no pass basis during the summer session.

A total of 80 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 (3 units); graduate business electives sufficient to bring the total units completed in the Marshall School of Business to at least 48; and 10 policy, planning and development courses (32 units). See page 721 for the School of Policy, Planning, and Development course requirements.

*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.

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

The M.B.A./M.S. dual degree 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.

### *Gerontology Requirements*

The Master of Science in Gerontology requires 30 units of course and field work which covers the core content of the M.S. program.

REQUIRED COURSES	UNITS	
GERO 510	Physiology of Development and Aging	4
GERO 520	Life Span Developmental Psychology	4
GERO 530	Life Span Developmental Sociology	4
GERO 540	Social Policy and Aging	4
GERO 570	Corporate Policies and Aging	4

GERO 591z	Field Practicum	4
GERO 555	Integrating Gerontology: An Multidisciplinary Approach	4
	Gerontology elective	2

ELECTIVE COURSES (CHOOSE ONE FROM THE FOLLOWING)		UNITS
GERO 444	Pre-Retirement Planning	2
GERO 513	Stress, Health, and Aging	2
GERO 545	Prevention, Rehabilitation, Promotion and Health	2
GERO 592	Multidisciplinary Research Seminar in Aging	2
		<hr/> 30

### *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 Human Resource Management (3 units); one marketing elective chosen from among MKT 512 Marketing and Consumer Research, MKT 525 Consumer Behavior, MKT 560 Marketing Strategy and Policy, and MKT 569 Contemporary Marketing Problems (3 units); and additional business electives sufficient to bring the total units completed in the Marshall School of Business to at least 48.

### *Program Adaptation*

The USC Davis School of Gerontology will waive 12 units of related courses and 6 units of electives, plus GERO 593 Research Methods (4 units), which are required in the regular M.S. program.

### **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 Department of Industrial and Systems Engineering offers a program leading to the degree of Master of Business Administration/Master of Science in Industrial and Systems Engineering.

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 dual degree provides an education of great depth.

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 — although GSBA 524 Applied Managerial Statistics and GSBA 534 Operations Management may be substituted by electives in the Marshall School of Business on the basis of successful completion of ISE 220, ISE 225; CSCI 455x with grades of B or better; and graduate business electives sufficient to bring the total units completed in the Marshall School of Business to at least 48.

See the School of Engineering for M.S. course requirements, page 508.

#### **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.

The M.B.A./D.D.S. dual degree is offered cooperatively by the School of Dentistry and the Marshall School of Business. Students must complete all requirements established by both schools for their respective degrees.

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 program. A total of 48 units must be completed in the Marshall School of Business.

*First Year:* Required Dentistry courses

*Second Year:* Required M.B.A. core program

*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. The dentistry requirement of four units of selective courses will be met by Marshall School courses.

The program may be completed in five calendar years.

#### *Admission Requirements*

Students who have successfully completed one year in the School of Dentistry will be considered for admission to the Marshall School of Business.

#### **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 USC School of Medicine 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.

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 School of Medicine and nine units of elective courses in the Marshall School. At the conclusion of the program, students will have completed 48 units in the Marshall School of Business and four years of courses in the 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 nine units of graduate business elective courses.

#### *Admission Requirements*

Students who have a baccalaureate degree from an accredited college or university and have successfully completed two years in the School of Medicine will be considered for admission to the Marshall School of Business. All requirements for admission to the regular M.B.A. Program (GPA, GMAT score, etc.) must be fulfilled by the medical student for admission to the Marshall School.

The M.D. and the M.B.A. degrees are awarded simultaneously upon completion of their requirements by the School of Medicine and the Marshall School of Business.

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

This dual degree program — M.B.A./Pharm.D. — is offered cooperatively by the School of Pharmacy and the Marshall School of Business to successful candidates. Students must complete all requirements established by both schools for their respective degrees.

The program involves completion of the first year in the School of Pharmacy, the second in the Marshall School of Business, and then completion of the balance of the Pharmacy program in the School of Pharmacy. A total of 48 units of business course work is required.

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

#### *Admission Requirements*

Students who have completed one year in the School of Pharmacy will be considered for admission to the Marshall School of Business.

#### **Master of Business Administration/Master of Science, Nursing (M.B.A./M.S.)**

Responding to the growing demand for nursing administrators with high-level management, leadership and business skills as well as a knowledge of nursing, the USC Department of Nursing has joined an elite group of nine universities throughout the country who offer dual degree programs. This M.B.A./M.S. dual degree program is offered cooperatively by the Department of Nursing and the Marshall School of Business. Students must complete concurrently all requirements established by both programs for their respective degrees.

This three-year program involves completion of the first year in the Department of Nursing, the second in the Marshall School of Business and the completion of the balance of the nursing program and related cognates in business.

A total of 48 units of business course work is required: 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.

### 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 Master of Business Administration/Master of Arts in Jewish Communal Service. This degree prepares students to apply business and management concepts to the non-profit sector. Applicants must apply separately 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.

#### Degree Requirements

For the Marshall School portion of the dual degree, the student must take the required M.B.A. core courses and enough credits in graduate business electives to equal 48 credits total in the Marshall School. In addition, the student must complete 47 units in the Hebrew Union College portion of the dual degree.

#### SAMPLE STUDENT PROGRAM

*Summer I, Fall, Spring:* Hebrew Union College; required courses 35 units

*Summer II:* Hebrew Union College; required and elective courses 12 units

*Fall, Spring:* Marshall School; required courses 33 units

*Fall:* Marshall School; elective courses 15 units

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

## Doctor of Philosophy

The Doctor of Philosophy program in business administration is designed to produce research-oriented graduates who, from positions in academia, business or industry, 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.

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.

#### Admission

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

Consideration is given to the rigor of the undergraduate curriculum, academic performance, scores on the GRE or GMAT, and the quality of the applicant's statement of purpose and personal references. One year of college calculus is a prerequisite for admission; matrix algebra, introductory mathematical statistics and intermediate economic theory are very desirable. Candidates whose qualifications are otherwise exceptionally strong

can remedy deficiencies by enrollment in courses prior to their first semester. Doctoral students begin their program in early August. The program is full-time including summers. No part-time or evening programs are available. The final application deadline is February 1. The GMAT should be taken no later than early January. Test scores are valid for five years. Admissions and fellowship requests are reviewed as a group and not on a rolling basis.

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

Applicants should secure at least three letters of recommendation. The doctoral committee prefers that all recommendations be written by academicians familiar with the applicant's scholastic and research capabilities. However, an applicant who has been away from an academic environment for a significant period of time may substitute nonacademic references.

#### 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 four units and a maximum of eight units of 794ab 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 794ab Doctoral Dissertation. Until the time the student is granted permission to take the qualifying examinations, successful completion of at

least nine units per successive semester is required. 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.

#### Screening Procedure

In addition to whatever papers and examinations are 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 by each faculty member who has had course or other responsibility for a student. Based upon this review, the Ph.D. committee will determine whether to formally admit a student into the Ph.D. program in the area of specialization. Students who have not performed satisfactorily will be dropped from the program. The review shall normally be completed and results communicated to students by June 1. If additional data is needed, students may be invited to take a written or oral examination or complete a written assignment. 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. After the screening exam has been passed, the guidance committee is established by the Graduate School upon recommendation of the director of the doctoral program. The guidance committee is comprised of five or more faculty members, one of whom must be from outside the Marshall School of Business.

### Course Requirements

Each student must successfully complete one core course (GSBA 602) and three research methodology classes (GSBA 603, 604 and 605). 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 Examinations

The examinations qualifying a student for candidacy are comprehensive in nature. They are designed to determine the student's competence in the area of specialization.

The qualifying examinations consist of written examinations and an oral examination. The written examinations are prepared and graded by faculty and all must be passed before an oral examination can be administered by the student's guidance committee.

### Doctoral Dissertation

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

Typically, dissertations in business administration will be research studies which advance the body of knowledge concerned with the understanding of issues and solution of problems confronting managers and administrators. As such, 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; (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 Ph.D. program director within 90 days after the student has passed the qualifying exams. The remaining faculty on the dissertation committee shall be appointed within six months after the student has passed the qualifying exams.

The committee must consist of at least four tenure-track faculty, one of whom is outside the Marshall School of Business. Students are encouraged to 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.

### 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 on the dissertation and the oral defense is rendered by members of the dissertation committee. The dissertation must be accepted unanimously by the dissertation committee.

### Format for Theses and Dissertations

All theses and 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 Regulations for Format and Presentation of Theses and Dissertations, available from the Graduate School, Grace Ford Salvatori Hall 315. Further information on procedures is contained in the Graduate School section of this catalogue.

## Courses of Instruction

### ACCOUNTING

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

### 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*.

**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. (Duplicates credit in former BUAD 294.) *Recommended preparation:* 2-5 years management experience.

**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. (Duplicates credit in former BUAD 494.)

**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.

**101 Freshman Honors Colloquium (2)** Colloquium of leading researchers, authors, and administrators in the Marshall School of Business and other schools at USC. Graded CR/NC.

**110 History of Enterprise Capitalism (4, FaSp)** Designed to provide students with an understanding of the origins of the institutions of capitalism that govern large parts of modern economic life.

**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.

**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.



**250ab Core Concepts of Accounting Information (a: 4, Fa; b: 4, Sp)** *a:* Accounting information in decision-making from the perspective of users and preparers; development of the basic accounting model and issues concerning income and cash flows. *Corequisite:* PDP 101x, ECON 203. *b:* Continuation of financial and managerial accounting information in decision making, focusing on accounting issues involving economic resources, debt, and equity capital. (Duplicates credit in former BUAD 280, BUAD 301 and BUAD 305x.) *Prerequisite:* BUAD 250a; *corequisite:* ECON 205.

**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.

**302 Business Communication (4, FaSpSm)** Theory, practices, and techniques essential to external and organizational communication; interpersonal communication; development of skill in presenting oral and written reports.

**302T Business Communication (4, FaSp)** (For Accounting majors only) Theory, practices, and techniques essential to external and organizational communication; interpersonal communication; development of skill in presenting oral and written reports. (Duplicates credit in BUAD 302.) *Concurrent registration:* ACCT 360, ACCT 361, ACCT 362.

**304 Organizational Behavior (4, FaSpSm)** The environments and technologies of business and industrial organizations, processes of work group development and management, and their effects on individual behavior.

**305x 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.

**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. (Duplicates credit in BUAD 406.) *Prerequisite:* BUAD 250a or BUAD 305x.

**307 Marketing Management (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.

**309 Business Decisions under Uncertainty (4, FaSp)** Introduction to risk management and investment decisions in equities and real estate using the tools of probability, classical and Bayesian statistical inferences. Business honors only. *Prerequisite:* MATH 118x.

**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.

**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.

**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.

**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 MATH 118.

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

**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.

**403T Legal Environment of Business (4, FaSp)** (For Accounting majors only) 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. (Duplicates credit in BUAD 403.)

**406 Advanced Business Finance (4, Sp)** Combines BUAD 306 and FBE 386 to form an advanced finance course for particularly well-prepared students. Provides a rigorous coverage of modern theory and practice of corporate financial management. Only open to Business Scholar students. (Duplicates credit in BUAD 306 and FBE 386.) *Prerequisite:* BUAD 250a.

**490x Directed Research (2-8, max 8, FaSpSm)** Individual research and readings. Not available for graduate credit. *Prerequisite:* departmental approval.

**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. May be repeated for credit once. *Prerequisite:* admission to Honors Program.

**492 Global Business: Country Risk Assessment (4, Sm)** Business and management issues in a global setting with emphasis on country risk assessment and its relationship to decision-making. *Prerequisite:* BUAD 306 and departmental approval.

**493x Dean's Seminar in Entrepreneurship (2, Fa)** Overview of starting and developing a new business. Discussions with successful business leaders and entrepreneurs. Not available for students admitted to the Entrepreneur Program. *Prerequisite:* Senior or graduate standing in business or engineering or departmental approval. Graded CR/NC.

**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.

**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.

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

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

**BUSINESS ADMINISTRATION  
ENTREPRENEUR PROGRAM (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. (Duplicates credit in former MOR 423.)

**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.

**451 The Management of New Enterprises**

**(4, Fa)** Development of analytical and conceptual skills in entrepreneurship and venture management.

**452 Cases in Entrepreneurship (4, Fa)** Case analysis of problems encountered in the management of new enterprises.

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

**454 The Entrepreneurial Business Plan**

**(4, Sp)** Development of a detailed plan for starting and owning an enterprise.

**550x Entrepreneurship and Venture Management (3, FaSp)**

An overview of entrepreneurship and venture management. Not available for credit to entrepreneurship majors, undergraduate or graduate.

**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.

**552 Cases in Feasibility Analysis (3, FaSp)**

Study of analytical techniques used to evaluate business concepts and new business development. Graded CR/NC. *Corequisite:* BAEP 551.

**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.

**554 The New Venture Business Plan (3, Sp)**

Creation of an operating plan for starting or managing fast-growing ventures. *Prerequisite:* BAEP 552.

**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.

**557 Technology Transfer (3, Irregular)**

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. Departmental approval is required.

**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.

**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.

**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.

**BUSINESS COMMUNICATION (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.

**485 Business Communication Management**

**(4, Sp)** Communication environment; managing communication activities; communication through intrafirm publications; research methods; report and proposal preparation; communicating institutional policy. *Prerequisite:* BUAD 302.

**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 542b.

**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.

**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.

**FINANCE AND BUSINESS  
ECONOMICS (FBE)**
**200x Economics of Individual Real Estate**

**Decisions (4, FaSp)** Economic and financial aspects of individual real estate decisions: topics in real estate decisions for the individual; economic and financial aspects of rental, ownership, financing and investment decisions; market evolution, economic conditions, regulation and capital markets. Open to all majors. Not available for credit as a senior options course for business majors or for students in the real estate option.

**324 The Financial System (4, Fa)** 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.

**365 Introduction to Urban Real Estate**

**(4, FaSpSm)** Urban real estate resources, definitions and background; financial aspects of real estate markets and investments; urban and regional real estate markets and the development process. *Prerequisite:* BUAD 306.

**386 Intermediate Financial Management**

**(4, FaSpSm)** Development of analytical and conceptual skills for financial decision-making. (Duplicates credit in BUAD 406.) *Prerequisite:* BUAD 306 and BUAD 310.

**402 Government and Business (4)** American mixed capitalism, welfare, market failure, and the role of government in business; regulation and the public utilities, antitrust policy, and current topics in regulation-deregulation.

**413 Business and Property Law (2, Sp)**

Business problems involving law of accountants' liability, bailments, debtor-creditor relations, bankruptcy, community property, real property, titles, conveyancing, liens, inheritance, trusts. *Prerequisite:* BUAD 403.

**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.

**425 Management of Financial Institutions**

**(4, FaSpSm)** Management problems of banks, savings and loans, and insurance companies; pricing of services; branching; lending criteria; asset and liability management. *Prerequisite:* FBE 324.

**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.

**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.

**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.

**436 Financial Management of Multinational Corporations (4, FaSpSm)**

International scope and dimension of financial planning; working capital management; financing and investment decisions of multinational corporations. *Prerequisite:* BUAD 306.

**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.

**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.

**441 Investments (4, FaSpSm)**

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.

**442x Intermediate Financial Accounting for Non-Accounting Majors (4, Sp)**

In-depth study of balance sheet, income statement, and cash flow statement issued from the perspective of a user (not preparer) of corporate financial reports. Not available for credit to accounting majors. *Prerequisite:* BUAD 250b.

**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.

**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.

**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.

**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, BUAD 350.

**465 Real Estate Valuation (4, FaSpSm)**

Appraisal theory and methodology; feasibility studies and investment value analysis of urban real estate. *Prerequisite:* FBE 365.

**466 Management of Real Property Development (4, Sp)**

Case study analysis of real estate development, combining consideration of macroeconomics, finance, legal aspects, marketing, and construction technology. Development proposals will be prepared and presented. *Prerequisite:* FBE 489, CE 460, and completion of a summer internship.

**489 Real Estate Finance and Investments (4, FaSp)**

Capital markets, determination of interest rates; institutional aspects of real estate finance; sources of mortgage capital, investment concepts and their relationship to optimal financing strategy. *Prerequisite:* BUAD 306, FBE 365.

**524 The Financial System (3, FaSpSm)**

Financial intermediaries in the flow of funds; aggregate financial asset analysis; money markets and interest rates; government debt and its economic effects. *Prerequisite:* GSBA 511; GSBA 521b or GSBA 548; GSBA 526 or GSBA 544 or GSBA 549.

**525 Financial Institutions (3, FaSp)**

Application of economic and financial analytic techniques to the managerial problems of financial institutions in the modern market environment. *Prerequisite:* GSBA 521b or GSBA 548.

**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 521b or GSBA 548.

**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 521b or GSBA 548.

**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 521b or GSBA 548.

**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 521b or GSBA 548.

**535 Applied Finance in Fixed Income Securities (3, FaSp)**

The basic principles underlying fixed income securities and how these principles apply to the practical aspects of fixed income management. *Prerequisite:* GSBA 521b or GSBA 548.

**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:* GSAB 521ab or GSBA 548 and GSBA 511.

**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*b* or GSBA 548.

**555 Investment Analysis and Portfolio Management (3, FaSpSm)** 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*b* or GSBA 548.

**556 Seminar in Applied Portfolio Management (3, Sp)** Provides direct experience in managing equity funds and an exploration of empirical and theoretical approaches to the current state of security analysis and portfolio management. *Prerequisite:* FBE 555.

**558 The Legal Environment of Finance (3, 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. *Prerequisite:* GSBA 521*b* or GSBA 548.

**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*b* or GSBA 548.

**562 Current Issues in International Finance (3, FaSp)** International monetary relations, financial markets, and institutions; theory and evidence of alternative approaches to balance of payments; current policy evaluation. *Prerequisite:* GSBA 511; GSBA 526 or GSBA 544 or GSBA 549.

**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 526 or GSBA 544 or GSBA 549.

**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*b* or GSBA 548.

**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*b* or GSBA 548.

**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*b* or GSBA 548; *recommended preparation:* FBE 591.

**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*b*.

**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*b*.

**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*b*.

**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.

**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*b* or GSBA 548.

**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

**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*b* or GSBA 548.

**595 Advanced Real Estate Valuation: Theory and Case Studies (3, FaSp)** Cases emphasizing the income approach; projecting income and expenses; deriving and using capitalization and discount rates to determine value. *Prerequisite:* GSBA 521*a* or GSBA 548.

**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.

**599 Special Topics (1-3, max 9, Irregular)** Current developments in the field of Finance and Business Economics; topics to be selected each semester.

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

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

**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. *Prerequisite:* GSBA 605 and departmental approval.

#### FOOD INDUSTRY MANAGEMENT (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.

**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.

**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.

**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*.

**502 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. (Duplicates credit in GSBA 523 and GSBA 542*ab*.)

**504ab Operations Management (1.5-1.5, FaSp)** Formulation, modeling, analysis, and optimization of business decision problems; survey of concepts and techniques necessary to manage the operations function of a firm. Graded IP; *b*: Continuation of *a*. (Duplicates credit in GSBA 534 and GSBA 547*ab*.)

**506ab Applied Managerial Statistics (1.5-1.5, FaSpSm)** 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 524.)

**509ab Marketing Management (1.5-1.5, FaSp)** 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. Graded IP; *b*: Continuation of *a*. (Duplicates credit in GSBA 528.)

**510 Accounting Concepts and Financial Reporting (2-3, FaSp)** 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.

**511 Managerial Economics (2-3, FaSm)** 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.

**513 Business and its Nonmarket Environment (3)** Explores the complex interrelationships between business and socio-political environment.

**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.

**517ab Accounting Control Systems (1.5-1.5, FaSpSm)** 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 GSBA 518 or GSBA 536.)

**518 Accounting Control Systems (3, Sp)** 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 GSBA 517*ab* and GSBA 536.) *Recommended preparation*: GSBA 510.

**519ab Strategic Formulation for Competitive Advantage (1.5-1.5, FaSpSm)** 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*ab*.)

**521ab Corporate Finance (1.5-1.5, FaSp)** *a*: Basic principles of corporate finance; theory and application; management of short-term and long-term assets; financial instruments and markets; financial policy applications. Graded IP. *b*: Continuation of *a*. (Duplicates credit in GSBA 548.) *Recommended preparation*: GSBA 510.

**522ab Managerial Perspectives (1.5-1.5, FaSpSm)** Managerial careers, development of critical executive and managerial abilities, and the dynamics of organizational environment and systems as they impact managerial progression and work. (Duplicates credit in GSBA 532*ab* and GSBA 543.)

**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*ab*.)

**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.

**524 Applied Managerial Statistics (2-3, FaSp)** 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 506*ab*.)

**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.

**526 The National and International Economy (2, FaSp)** National and international political and economic forces influencing the firm; tools of macroeconomic analysis; the effects of government fiscal and monetary policies. (Duplicates credit in GSBA 544 and GSBA 549.)

**528 Marketing Management (3, SpSm)** 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*ab*.)

**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 519*ab* and GSBA 540*ab*.) *Recommended preparation*: completion of first year courses.

**530 Electronic Commerce (3, FaSpSm)** Explores business issues related to the economics, marketing, and management of business transactions involving products/services created and nurtured by information technology (i.e., digital products). (Duplicates credit in GSBA 550 and GSBA 581.)

**532ab Behavior and Organizations (1.5-1.5, FaSp)** *a:* Individual behavior (motives, cognitive process, learning), interpersonal processes (perception, communication), small group dynamics (power, productivity, and morale), and organization theory and development (culture, design). Graded IP. *b:* Continuation of *a*. (Duplicates credit in GSBA 522*ab* and GSBA 543.)

**534 Operations Management (2-3, FaSp)** 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*ab* or GSBA 547*ab*.) *Recommended preparation:* GSBA 506*b* or GSBA 524.

**536 Management Accounting (1.5, Sp)** The use of accounting information to formulate strategic managerial decisions in a global business environment. (Duplicates credit in GSBA 517*ab* and GSBA 518.)

**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 519*ab* and GSBA 529.)

**542ab Communication for Management (1.5-1.5, FaSpSm)** Internal and external communication, research methods, reports for decision-making, oral presentations and briefings, strategies to assure communication; field studies. *b:* Graded CR/NC. (Duplicates credit in GSBA 502 and GSBA 523.)

**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*ab*.)

**544 The Firm in the National Economy (1.5, FaSpSm)** The economic environment of business and the forces influencing the firm. (Duplicates credit in GSBA 526 and GSBA 549.)

**547ab Operations Management (1.5-1.5, FaSpSm)** 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 504*ab* and GSBA 534.)

**548 Corporate Finance (3, FaSp)** Modern theory of corporate investment and financing decisions. (Duplicates credit in GSBA 521*ab*.) *Recommended preparation:* introductory finance course.

**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 GSBA 526 and GSBA 544.)

**550 Information Management (3, Sp)** General management foundations of information management within and between organizations with a strategic orientation. (Duplicates credit in GSBA 530 and GSBA 581.) *Recommended preparation:* basic computer literacy.

**553 International Business Survey (3, Fa)** An interdisciplinary survey of international business issues for non-business graduate students and faculty. Not open to graduate business students.

**557 Business and the Law: Concepts and Applications (3, FaSp)** Legal principles of business: litigation process, constitutional law, torts, product liability, contracts, sales and leases, intellectual property, international law, agency, employment law and ethics.

**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.

**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.

**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.

**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.

**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.

**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. (Duplicates credit in former ACCT 588.)

**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.

**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.

**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.

**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.

**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. Graded CR/NC.

**581 Information Systems Management (1.5, FaSpSm)** General management foundations of information management within and between organizations with a strategic orientation. (Duplicates credit in GSBA 530 and GSBA 550.)

**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.

**583 International Business Research (3, max 6, FaSpSm)** Research on international business problems faced by IBEAR participants or their sponsoring firms. *Prerequisite:* departmental approval.

**584 International Business Consulting Project (2-3, max 6, SpSm)** IBEAR team consulting projects addressing international business problems. Projects culminate in written and oral presentations to corporate clients.

**586 Selected Topics in High Growth Opportunities (1-3, max 3, FaSpSm)** Selected industries or organizational forms providing opportunity for significant economic growth. Topics will vary from course to course. May be repeated for credit. (Duplicates credit in GSBA 597.) *Recommended preparation:* M.B.A. core courses.

**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.

**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. *Prerequisite:* departmental approval; *recommended preparation:* completion of M.B.A. core courses.

**597 Business Field Project (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. (Duplicates credit in GSBA 586.) Graded CR/NC.

**599 Special Topics (1-3, max 9, Irregular)** Selected topics reflecting current trends and recent developments in business administration. Emphasis on cross-disciplinary inquiry.

**601 Selected Issues in Behavioral Science (3, Fa)** Basic paradigms of science; emphasis on behavioral science: attitude, decision, motivation, and communication theories, small group behavior, leadership and behavioral theory of the firm. *Prerequisite:* admission to doctoral program in business administration or departmental approval.

**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. *Prerequisite:* admission to doctoral program in business administration or departmental approval.

**603 Empirical Research Methods I (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.

**604 Empirical Research Methods II (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. *Prerequisite:* GSBA 603.

**605 Empirical Research Methods III (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. *Prerequisite:* GSBA 603, GSBA 604, or departmental approval.

**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). *Prerequisite:* departmental approval.

**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.

**794abcdz Doctoral Dissertation (2-2-2-0)** Credit on acceptance of dissertation. Graded IP/CR/NP.

## INFORMATION AND OPERATIONS MANAGEMENT (IOM)

**420 Statistical Methods for Managers (4, Fa)** Computer-assisted analysis of business data; correlation analysis, multiple regression, model building, residual analysis, forecasting, and control. *Prerequisite:* BUAD 310.

**425 Quality Management (4, Sp)** 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.

**427 Studies in Decision Analysis (4, Sp)** Application of decision analysis to managerial problems involving risk and uncertainty; new ventures, real estate investment, competitive bidding, product development, facility expansion, and inventory control. *Prerequisite:* BUAD 310 or BUAD 311.

**428 Data Warehousing and Data Mining (4, Fa)** Introduction to data warehousing, multidimensional database, and survey of data mining methods that extract useful information from data warehousing; e.g., visualization and decision tree. Business applications emphasized. *Prerequisite:* BUAD 310.

**431 Computer-Based Business Systems (4, FaSpSm)** Fundamentals of computer equipment, systems, and languages; overview of business use of computers; file management; management considerations in the use of computers. *Prerequisite:* ITP 101.

**432 Computer Multi-Media for Management (2, Sp)** Explore issues concerning the design, development, and managerial use of computer-based multi-media technologies.

**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. *Corequisite:* IOM 431.

**434 Business Process Reengineering and Information Technology (4, Sp)** Overview of business process reengineering using information technology work-flow modeling and work-flow automation tools, knowledge audits, and class projects.

**435 Business Database Systems (4, FaSp)** Computer-based management of data including data structures, logical data models, user-oriented languages, and DBMS. Application development term project. *Prerequisite:* IOM 433.

**436 Decision Support and Expert Systems (4, Sp)** Introduction to the development and managerial application of quantitative and non-quantitative decision support technologies. *Recommended preparation:* IOM 427.

**440 Business Telecommunications (4, Sp)** Provides understanding of new telecom/information technology platform and how to exploit it to create information-based businesses, investment opportunities and increased corporate competitiveness.

**441 Management of Service Operations (4, Sp)** 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.

**445 Networks and Electronic Commerce (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, fire-walls, SSL and digital certificates. *Prerequisite:* IOM 433.

**455 Distribution Project Management and Quality (4, Sp)** Topics related to improved project management and total quality management. Integration of new scanning or computer information systems in operational planning and control distribution. (Program in Distribution Management students only.) *Prerequisite:* MKT 455.

**480 Logistics and Operations (4, FaSp)** How to move product and information effectively and efficiently through the supply chain to the user. Topics covered include: operations, inventory management, transportation, and warehousing. (Program in Distribution Management students only.) *Prerequisite:* MKT 455.

**481 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. *Recommended preparation:* BUAD 311.

**520 Logistics and Distribution Systems (3, Fa)** Provides knowledge and hands-on experience in logistics and distribution systems. Global distribution systems will also be considered.

**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.

**523 Research Methods for Business (3, Fa)** Collection and analysis of data for marketing, production, financial, and organizational research; dealing with survey data; design of experiments; analysis of variance; nonparametric analysis techniques. *Recommended preparation:* GSBA 506b or GSBA 524.

**525 Quality Improvement Methods (3, Sp)** 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.

**526 Quantitative Methods for Management Consulting (3, Sp)** Quantitative tools for management consulting: project formulation, focus groups, sample surveys, data management, statistical analysis, graphics, communicating results. *Prerequisite:* GSBA 506b or GSBA 524.

**527 Managerial Decision Analysis (3, Fa)** 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 GSBA 547b or GSBA 504b.

**531 End-User Computing in Business (3, Sm)** Use and evaluation of information technologies for managers as end-users; design and programming tools; software application packages and programming languages.

**533 Information Systems Analysis (3, Fa)** Methods and tools of information systems analysis; feasibility studies, requirement analysis, functional specifications, prototyping and modeling.

**535 Database Management (3, Sp)** Information systems design emphasizing database techniques; data access, update and privacy issues; conceptual design; programming language interface and advanced languages.

**536 Decision Support Systems (3, Sp)** Concept of decision support systems; design methods for decision support systems; artificial intelligence; expert systems; logic programming.

**537 Information Systems Management for Global Operations (3, Sp)** Issues interrelating strategic operations decisions in manufacturing and service industries and global information systems design. Impact of new communication technologies on global management. *Recommended preparation:* completion of first year M.B.A. courses.

**538 Information Systems Strategy (3, Fa)** Strategic aspects of managing information technology in organizations; concepts and principles of information management processes; behavior issues in implementation.

**539 Fast Response Management Systems (3, Sp)** Principles of time-based competition; redesign of business processes for speed and flexibility; requisite information technology infrastructures; fast response management through information superhighway. *Recommended preparation:* completion of first-year M.B.A. courses.

**540 Managing Electronic Commerce (3, FaSp)** Introduces some of the most exciting concepts emerging in electronic commerce. The course will focus on the macro-level technological and managerial issues.

**541 Business Process Reengineering Methodologies (3, Fa)** Business Process Reengineering (BPR) methodologies with an emphasis on process identification, mapping, analysis, and technical redesign using case studies.

**542 Knowledge Management (3, Sp)** 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.

**543 Global Telecommunications: The Business Perspective (3, Sp)** The telecommunications industry (current, emerging technologies, strategies, and markets) from three perspectives: industry analyst, telecommunications professional, and corporate customer.

**570 Applied Modeling and Optimization for Decision Support (3, Fa)** Analysis of complex problems using mathematical programming models. Model solution procedures and their implementation as decision support for managers is emphasized. *Recommended preparation:* GSBA 504b or GSBA 534 or GSBA 547b.

**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 504b or GSBA 534 or GSBA 547b.



**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 504b or GSBA 534 or GSBA 547b.

**582 Management of Service Operations (3, Fa)** 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 504b or GSBA 534 or GSBA 547b.

**583 Operations Consulting (3, Sp)** 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 504b or GSBA 534 or GSBA 547b.

**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.

**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.

**599 Special Topics (1-3, max 9, Irregular)** Selected topics reflecting current trends and recent developments in operations management, information systems, and decision support systems.

**670 Current Research in Operations Management (3, Irregular)** Critique of the current research-based literature in operations management to include scheduling, forecasting, MRP, technology planning, inventory management, and facilities location and layout. *Prerequisite:* departmental approval.

## MANAGEMENT AND ORGANIZATION (MOR)

**421 Social and Ethical Issues in Business (4, Sp)** 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.

**431 Managing Interpersonal Relationships (4, FaSp)** 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.

**461 Design of Effective Organizations (4, Fa)** Designing management systems and practices that lead to organizational excellence; techniques for organizational change. *Prerequisite:* BUAD 304.

**462 Management Consulting (4, Fa)** 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.

**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.

**465 Advanced Methods in Strategy Analysis (4, Fa)** 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.

**469 Negotiation and Persuasion (4)** Theories, strategies, and ethics underlying negotiation and persuasion in contemporary organizations and societies. Emphasizes the knowledge and skills needed for effective negotiation and persuasion.

**470 Global Leadership (4, Sp)** 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.

**472 Conflict Resolution (4, Fa)** Theories and practices of conflict resolution in organizations. Strategies for analyzing and addressing conflicts. Skills for diagnosing and intervening in conflict situations.

**473 Designing and Leading Teams (4, Sp)** 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.

**492 Global Strategy (4, Fa)** Examination of corporate strategy practices in an international context. Effects of cultures, political systems, markets, and economic systems on developing effective global strategies.

**541 Critical Social Issues in Business (3, Fa)** Roles of business institutions under major alternative political/economic systems. *Recommended preparation:* GSBA 522b or GSBA 532b or GSBA 543.

**542 Managing a Global Business (3, Fa)** Examination of managerial practices in an international context. Effects of political systems, cultures, markets, and infrastructure on developing effective global strategies. International case studies. *Recommended preparation:* GSBA 519ab or GSBA 529 or GSBA 540b.

**544 Crisis and Conflict Management (3)** Emphasis on how to prevent and manage crises and environmental disasters; philosophy of environmentalism; corporate environmental responsibilities.

**548 Human Resource Management (3, Sp)** Examines the impact of recruitment, hiring, training, performance appraisal, practices, and environmental factors such as industrial/labor relations on HR management. *Recommended preparation:* GSBA 522b or GSBA 532b or GSBA 543.

**551 Employee Involvement, Motivation and Performance (3, Fa)** Theory, research and issues pertaining to motivation, satisfaction, employee involvement, individual and team work designs, reward systems, and human resource management systems. Emphasizes organizational effectiveness. *Prerequisite:* GSBA 552b or GSBA 532b or GSBA 543.

**554 Organization Development and Change (3, Fa)** Theories and methods of introducing change in people and organizations. Problems of growth, mergers, turnaround and resistance. Training in team building, intervention and conflict resolution. *Recommended preparation:* GSBA 522b or GSBA 532b or GSBA 543.

**555 Design of High Performing Organizations (3, Irregular)** Identification of unique characteristics of organizations that perform effectively in their environments. Focuses on innovative structures, systems, and cultures that fit with markets, technologies, and employees. *Recommended preparation:* GSBA 522b or GSBA 532b or GSBA 543.

**557 Management Consulting (3, FaSm)**

Role of professional and internal consultants; proposal writing; data-gathering methods; typical studies (strategic, finance, marketing, organization); action planning, ethics, and career issues. *Recommended preparation:* GSBA 532b.

**558 Strategic Management of Industrial Technology (3)**

Analysis, development, and implementation of competitive strategies by technology driven private enterprises. Focus is on creation and maintenance of competitive advantage in domestic and global industries. Familiarity with principles of competitive strategy and industry analysis required.

**559 Strategic Renewal and Transformation (3, Sp)**

Frameworks for strategy development, sustained growth, and leading organization transformation. Emphasis on business development, strategic alignment, organization design and learning, and implementing change.

**560 Executive Decision-Making (3, Sp)**

Analysis of effective managerial decision-making. Examination of decision process, individual differences in creativity, decision styles, leadership styles, implementation. Applications to careers, system and job design. *Recommended preparation:* GSBA 522b or GSBA 532b or GSBA 543.

**561 Managing Technology and Innovation (3, Sp)**

Management of technology-intensive organizations. Management of new product and process development. Management of technical functions. Integrating technology and business strategy.

**562 Advanced Methods in Strategic Planning (4, Sp)**

Theories and methods for analyzing and developing corporate strategy. Advanced tools for strategic planning, analyzing industries and competitors, and determining the scope of the firm. *Recommended preparation:* GSBA 529 and GSBA 540b.

**564 Managing in Japan (3, Sp)**

Explores the social, cultural, and political environment of business and management practices in Japan, including a one week field-trip to Japan. *Prerequisite:* departmental approval.

**567 Interpersonal Dynamics in Organizations (4)**

Theory and experiences to increase awareness and competence in interpersonal and small group processes; self-understanding, individual differences, perceptions, communication and conflict resolution. *Recommended preparation:* GSBA 522b or GSBA 532b or GSBA 543.

**568 Power and Politics in Organizations (3, Sp)**

Focus on political processes affecting decision-making. Use of concepts of power bases, networks, coalitions, power sharing and stakeholder analysis to develop more effective leadership skills. *Recommended preparation:* GSBA 522b or GSBA 532b or GSBA 543.

**569 Negotiation and Persuasion (3, Sp)**

Preparation for students to negotiate effectively in domestic and international business dealings. Skills for effective conflict management, negotiation, persuasion and teamwork are developed.

**571 Leadership (3)**

Managerial careers, development of critical executive and managerial abilities, and the dynamics of organizational environment and systems and their impact on managerial progression and growth. *Recommended preparation:* GSBA 529b.

**579 The Business of Sport (3, FaSpSm)**

Analyzes the strategies of sports business industry participants; examines the industry's flow of funds; reviews target markets; highlights industry's economic structure and accounting methods. *Recommended preparation:* completion of GSBA core.

**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

**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.

**599 Special Topics (1-3, max 9, Irregular)**

Selected topics reflecting current trends and recent developments in management and policy sciences.

**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. *Prerequisite:* admission to the doctoral program in business or departmental approval.

**602 Organization Theory (3, Irregular)**

Ph.D. level survey course on organization theory with focus on the history and development of research on organizations. *Prerequisite:* admission to the doctoral program in business or departmental approval.

**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. *Prerequisite:* admission to the doctoral program in business or departmental approval.

**605 Special Topics in Organizational Behavior (3, Irregular)**

This is an elective Ph.D. seminar. It covers specialized micro O.B. topics including but not limited to the following: motivation theory, attitude theory, groups, leadership, human resource management. *Prerequisite:* admission to the doctoral program in business or departmental approval.

**606 Special Topics in Organizational Theory (3, Irregular)**

This is an elective Ph.D. seminar. It covers specialized macro organizational behavior and theory topics, including but not limited to organizational environments, models of adaptation and organizational learning. *Prerequisite:* admission to the doctoral program in business or departmental approval.

**607 Special Topics in Strategy (3, Irregular)**

This is an elective Ph.D. seminar. It covers specialized strategy topics in strategy formulation and implementation, including although not limited to industrial organization, mergers and acquisitions, executive leadership. *Prerequisite:* admission to the doctoral program in business or departmental approval.

**MARKETING (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.

**406 Practicum in Advertising and Promotion Design (4, Fa)**

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:* BUAD 307.

**410 Personal Selling (4, FaSp)**

Function of personal selling in marketing mix; theories of personal selling; approaches and techniques used in personal selling; the selling process. *Prerequisite:* BUAD 307.

**415 Sales Force Management (4, FaSp)** Role of personal selling in the marketing mix; planning, implementing, and controlling personal sales force operations; critical issues in selecting, training, compensating, and supervising salesmen. *Prerequisite:* BUAD 307.

**425 Direct Response Marketing (4, Sp)** Role of direct response marketing in promotion and distribution including mail order marketing, project testing, fulfillment management, career opportunities; case analyses. *Prerequisite:* BUAD 307.

**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.

**432 Services Marketing (4)** Scope of services marketing; differences between product and services marketing; marketing decisions and approaches in banking, retailing, professional services, and other service industries. *Prerequisite:* BUAD 307.

**435 Business Marketing Management (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.

**440 Marketing Analysis and Strategy (4, FaSpSm)** 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 semester.

**450 Buyer Behavior (4, FaSp)** Buyer motivation and behavior; psychological, social and cultural influences.

**455 Distribution Channels (4, Sp)** Examination of the role of distributors in our economy and how successful distributors run their businesses. Special emphasis is given to strategic planning, supplier relations, sales force management, and physical distribution. Open to Program in Distribution Management majors only. *Prerequisite:* BUAD 307.

**456 Advanced Topics in Distribution Management (4, Sp)** A case-oriented course that explores current topics and trends in distribution. The value chain in the channel, supplier use of multiple channels, electronic commerce, and how distributors can become more customer focused are among the topics emphasized. Open to Program in Distribution Management majors only. *Prerequisite:* MKT 455.

**465 Global Marketing Management (4, FaSpSm)** 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.

**470 Marketing Research (4, FaSp)** 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; *recommended preparation:* BUAD 310.

**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 509ab or GSBA 528.

**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 509b or GSBA 528.

**526 Advertising and Promotion Strategy (3, FaSpSm)** Advertising and sales promotion planning and strategy development; analysis and targeting, budgeting advertising copy, media selection, consumer and trade promotions, publicity, and promotion and evaluation. *Recommended preparation:* GSBA 509b or GSBA 528.

**529 Account Management (3, FaSp)** Planning, management and policy formulation for the management of accounts. The sales process, managing major accounts, distribution channel management, and organizational support systems. Focus is on customer management and the organizational and interpersonal processes required for such management. *Recommended preparation:* GSBA 509b or GSBA 528.

**530 Product Planning (3, FaSp)** Systematic approach to product development; reasons for product failure; processes, techniques, and concepts firms use to develop, test, and execute product innovations and imitations. *Recommended preparation:* GSBA 509b or GSBA 528.

**531 Services Marketing (3, FaSp)** Analysis of market conditions in service industries. Selection, development and management of service dominated products. Examination of best practices among leading service providers. *Recommended preparation:* GSBA 509b or GSBA 528.

**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 509b or GSBA 528.

**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 509b or GSBA 528.

**543 Market Demand and Sales Forecasting (3, Irregular)** 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 509b or GSBA 528.

**555 Marketing Channels (3)** 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.

**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 509b or GSBA 528.

**565 Global Marketing (3, FaSpSm)** 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 509b or GSBA 528.

**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.

**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

**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.

**599 Special Topics (1-3, max 9, Irregular)**

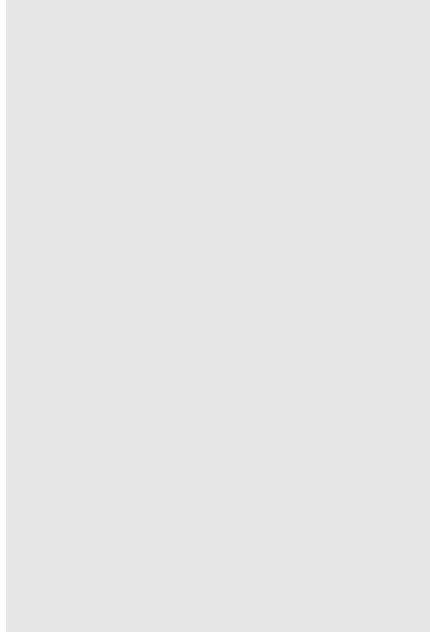
Examination of current literature and emerging and timely topics in marketing, social marketing, consumerism, macromarketing, marketing of individuals, organizations, and ideas. *Recommended preparation:* GSBA 509b or GSBA 528.

**602 Seminar in Buyer Behavior (3, Irregular)**

Buyer behavior research and theory; the underlying constructs of buyer behavior and the borrowing of constructs and theories from other disciplines. *Prerequisite:* admission to the doctoral program in business administration or departmental approval.

**605 Seminar on Marketing Models**

**(3, Irregular)** Concepts, issues, and research in the marketing models literature; formulation, solution, and appraisal of quantitative model approaches to marketing problems. *Prerequisite:* admission to the doctoral program in business administration or departmental approval.



*Professor J. Kimball Dietrich teaches a course in corporate finance in the MBA for Professionals and Managers Program. USC's MBA.PM program is ranked 10th in the 1999 America's Best Graduate Schools issue of U.S. News and World Report.*

**608 Market Response Models (3, Irregular)**

Reviews theories, methods and findings on market response models. These models describe how firms define marketing strategy and how consumers and markets respond to them. *Prerequisite:* admission to the doctoral program in business administration or departmental approval.

**610 Philosophy and Process of Marketing Research (3, Irregular)**

Seminar to critique research on various marketing problems, theories, and methods; faculty will present their research, students will develop and present an original research study. *Prerequisite:* admission to the doctoral program in business administration or departmental approval.

**661 Advanced Research Methods in Marketing (3, max 8, Irregular)** 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.