
USC Marshall School of Business



Popovich Hall, the school's new state-of-the-art graduate facility, houses classrooms, meeting rooms and the latest computer technology. This addition to the Marshall School complex opened in fall 1999.

The 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 Marshall School of Business

Senior Administration

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

David W. Stewart, Ph.D., *Deputy Dean of Faculty*

Bert M. Steece, Ph.D., *Deputy Dean of Academic Programs; Director, Doctoral Program*

John W. Crowe, M.B.A., *Senior Associate Dean of External Relations*

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

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

Dennis Draper, Ph.D., *Vice Dean, Master's Degree Programs*

Michael L. Duffy, J.D., M.B.A., *Vice Dean, Executive Education*

Kenneth A. Merchant, Ph.D., C.P.A., *Dean, Leventhal School of Accounting*

Undergraduate Administration

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

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

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

Sandra Buchan, M.A., *Director, Business Link, Undergraduate Career Center*

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

M.B.A. Administration

Dennis W. Draper, Ph.D., *Vice Dean, Graduate Programs*

Suh-Pyng Ku, Ph.D., *Associate Dean, M.B.A. Program*

Carl W. Voigt, Ph.D., *Associate Dean, Executive M.B.A. and MBA.PM Programs*

Jack Lewis, Ph.D., *Director, International Business Education and Research Program*

Tom Kozicki, B.S., *Director, M.B.A. Career Resource Center*

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

Keith Vaughn, M.B.A., *Director, M.B.A. Admissions*

Irma Quintana, B.A., *Director, Logistics for M.B.A. Global Programs*

Susan Hunt, Ph.D., *Assistant Dean; Director, Scheduling and Graduate Registration*

USC Leventhal School of Accounting
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Faculty

Deloitte & Touche LLP Chair of Accounting:
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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 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.; K.R. Subramanyam, Ph.D.; Robert H. Trezevant, Ph.D.; Shiing-Wu Wang, Ph.D.

Assistant Professors: MingYi Hung, Ph.D.; Kevin Kobelsky, Ph.D., C.A.; Wim Van der Stede, Ph.D.; Mark Vargus, Ph.D.

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

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

*Recipient of university-wide or school teaching award.

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

Faculty

Professors of Clinical Business Communication:
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Associate Professors of Clinical Business Communication: Ellen-Linnea Dipprey, M.P.W.; Paul Frommer, Ph.D.; James Gosline, M.P.W.; Anne Hill, M.A.; Shirley C. Maxey, M.A.*; Suzanne Savary, Ph.D.

Assistant Professors of Clinical Business Communication: David Logan, Ph.D.; Greg Patton, M.A.

Lecturers: Lee Cerling, Ph.D.; Sandra Chrystal, Ph.D.; Stacy Geck, M.A.; Lucy Lee, Ph.D.; Sharoni Little, Ph.D.; Donna Miles, M.A.; Naomi Warren, Ph.D.

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

Faculty

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William B. Gartner, Ph.D.

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

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

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Finance and Business Economics
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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.

Charles B. Thornton Professorship in Finance: Ananth Madhavan, Ph.D.

Professors: Warren G. Bennis, Ph.D.; Timothy Campbell, Ph.D.; Harry DeAngelo, Ph.D.; Linda DeAngelo, Ph.D.; Stuart Gabriel, Ph.D.*; Thomas Gilligan, Ph.D.; Lawrence Harris, Ph.D.; Ayse Imrohorglu, Ph.D.; Selahattin Imrohorglu, Ph.D.; Douglas H. Joines, Ph.D.; Ananth Madhavan, Ph.D.; Anthony M. Marino, Ph.D.; Kevin Murphy, Ph.D.; Alan C. Shapiro, 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.*; Yasushi Hamao, Ph.D.; John Matsusaka, Ph.D.; Aris Protopapadakis, Ph.D.; Mark I. Weinstein, Ph.D.

Assistant Professors: Giorgio De Santis, Ph.D.*; Krishna Kumar, Ph.D.; Hans Mikkelsen, Ph.D.; Fulvio Ortu, Ph.D.; Jan Zabochnik, Ph.D.; Fernando Zapatero, Ph.D.

Professors of Clinical Finance and Business Economics: Henry R. Cheeseman, J.D.*; John J. Dittrick, Jr., Ph.D.; Dagmar V. Halamka, J.D.*; Suh-Pyng Ku, Ph.D.

Associate Professor of Clinical Finance and Business Economics: Baizhu Chen, Ph.D.

Assistant Professors of Clinical Finance and Business Economics: James Miller, J.D.; Jilleen Westbrook, Ph.D.

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Information and Operations
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Chair: John E. Rolph, Ph.D.

Faculty

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

Professors: Jack R. Borsting, Ph.D.; Richard B. Chase, Ph.D.; Ralph Keeney, Ph.D.; K. Ravi Kumar, Ph.D.*; Ann Majchrzak, Ph.D.; John E. Rolph, Ph.D.; Omar El Sawy, Ph.D.; Bert M. Steece, Ph.D.* (*Deputy Dean of Academic Programs*)

Associate Professors: Yehuda Bassok, Ph.D.; Delores A. Conway, Ph.D.*; Sriram Dasu, Ph.D.; Mendel Fygenon, Ph.D.*; Richard D. McBride, Ph.D.; S. Rajagopalan, Ph.D.; Jonathan S. Yormark, Ph.D. (*Special Advisor on Information Technology*)

Assistant Professors: Sulin Ba, Ph.D.; Ramnath Chellappa, Ph.D.; Alexander Hars, Ph.D.; Eddie Ip, Ph.D.; Gareth James, Ph.D., Robert Josefek, Ph.D.; Christoph Schuleter-Langdon, Ph.D.; Steven Scott, Ph.D.; Catherine Sugar, 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.*

Assistant Professor of Clinical Information and Operations Management: Richard Bergin IV, M.S.; Constantin Vaitos, Ph.D.

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Management and Organization
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Faculty

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

Research Professor: Richard Drobnick, Ph.D.

Professors: Paul Adler, Ph.D.; Philip Birnbaum-More, Ph.D.; Thomas G. Cummings, Ph.D.; Michael J. Driver, Ph.D.; Larry E. Greiner, D.B.A.; Morgan McCall, Ph.D.; Ian Mitroff, 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.; Gretchen Spreitzer, Ph.D.

Assistant Professors: Nicholas S. Argyres, Ph.D.; Arturs Kalnins, Ph.D.; Peter Kim, Ph.D.; Kyle Mayer, Ph.D.; Andy Molinsky, Ph.D.; Jeffrey Sanchez-Burks, Ph.D.

Professors of Clinical Management and Organization: Judith Blumenthal, Ph.D.; Koichi Mera, Ph.D.; Thomas Olson, Ph.D.; Robert B. Turrill, Ph.D.

Associate Professors of Clinical Management and Organization: Philip Cashia, M.B.A.; Sam Hariharan, Ph.D.*; Carl W. Voigt, M.B.A.

Assistant Professors of Clinical Management and Organization: Thomas D. Arnold, J.D.; Katharine Harrington, Ph.D.

Research Professor; Center for Effective Organizations: James J. O'Toole, Ph.D.

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

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Faculty

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Joseph A. DeBell Distinguished Professor of Marketing: 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.

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

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

Assistant Professors of Clinical Marketing: Diane Badame, Ph.D.; James Ellis, M.B.A.; Rex Kovacevich, M.B.A.; Dennis Schorr, Ph.D.

Professors: Gary L. Frazier, D.B.A.; Valerie Folkes, Ph.D.; C.W. Park, Ph.D.; David W. Stewart, Ph.D.; Gerard Tellis, Ph.D.; Naufel Vilcassim, Ph.D.; Fred S. Zufryden, Ph.D.

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Associate Professors: Shantanu Dutta, Ph.D.; Michael Kamins, Ph.D.*; Deborah J. MacInnis, Ph.D.

Emeritus Faculty

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

Assistant Professors: Xavier Dreze, Ph.D.; Joseph C. Nunes, Ph.D.; Siddarth Sivaramakrishnan, Ph.D.

Emeritus Professors: Douglas Basil, Ph.D.; James D. Calderwood, Ph.D.; Robert Coffey, Ph.D.; William F. Crum, Ph.D., C.P.A.;

Ben M. Enis, Ph.D.; Warren Erickson, Ph.D.; John E. Fleming, D.B.A.; Olaf K. Helmer; William C. Himstreet, Ed.D.; John Jaeger, Ph.D.; Edmond Lausier, M.B.A.; 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.; James Stevenson, Ph.D.; Kenneth L. Trefftz, Ph.D.

*Recipient of university-wide or school teaching award.

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.

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

Students who have completed more than 64 units of course work at USC and who have not been admitted to the Marshall School will automatically have their pre-business designation removed, necessitating the selection of another major. Incoming transfer students admitted to USC as pre-business students with 64 transferable units will be permitted to complete 16 additional units at USC, which must include remaining prerequisites. If the transfer student is not admitted to the Marshall School of Business within that time, his or her pre-business designation will automatically be removed, and he or she will need to declare another major. Admission to the program is 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. 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. Pre-business students will have a mandatory advisement restriction until they have been admitted to the Marshall School of Business or have declared another major. Pre-business students may only hold pre-business status until the completion of 64 units. If a pre-business student has not received admission to the Marshall School of Business by the sixty-fourth unit, his or her pre-business designation will be automatically removed and he or she must declare another major. 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 preregistration, registration and drop/add periods, advisors may be available on a walk-in basis only.

Business Link Undergraduate Career Center Programs

The Marshall School of Business recognizes the importance of integrating education with experience. The Business Link Undergraduate Career Center 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 year 2000 and beyond. Interns meet potential full-time employers, develop professional maturity and obtain valuable work experience. 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 Undergraduate Career Center, Bridge Hall 103, (213) 740-5705 or send email to caradvan@usc.edu.

Honor Societies

Beta Gamma Sigma is the national honor society for business students. The Marshall School of Business chapter has been active since 1923. Juniors in the top five percent of the class and seniors in the top 10 percent of the class are 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 is one exception to this policy: Students may transfer two semesters of introductory accounting and receive credit equivalent to one semester of introductory accounting at USC. Then students can register for BUAD 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.

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 concentration 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 169 through 175.

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 English for International Business Undergraduates 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 Information Technology	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.

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

business and all business courses must be taken for a letter grade. 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
		16

*Taken concurrently

FIRST YEAR, SECOND SEMESTER		UNITS
ITP 101x	Introduction to Information Technology	4
ECON 203	Principles of Microeconomics	4
MATH 118	Fundamental Principles of the Calculus	4
General Education	Choose from Category I, II, III or IV	4
		16

SECOND YEAR, FIRST SEMESTER		UNITS
BUAD 250a	Core Concepts of Accounting Information	4
ECON 205	Principles of Macroeconomics	4
MATH 218	Probability for Business	4
General Education	Category V	4
		16

SECOND YEAR, SECOND SEMESTER		UNITS
BUAD 250b	Core Concepts of Accounting Information	4
BUAD 310	Applied Business Statistics	4
General Education	Choose from Category I, II, III or IV	8
		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 concentration.

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 304	Organizational Behavior	4
BUAD 306	Business Finance	4
BUAD 307	Marketing Management	4
WRIT 340	Advanced Writing	4
		16

JUNIOR YEAR, SECOND SEMESTER		UNITS
BUAD 302	Business Communication	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
		16

SENIOR YEAR, FIRST SEMESTER		UNITS
BUAD 497	Managerial Decision-Making and Planning (for seniors only)	4
Free elective		4
Concentration Class		4
Concentration Class		4
		16

SENIOR YEAR, SECOND SEMESTER		UNITS
Non-business elective		4
Free elective		4
Concentration Class		4
Concentration Class		4
		16

Areas of Concentration

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

A concentration consists of four emphasis courses (16 units) from the Marshall School of Business, usually from the same area. However, concentrations may be individually designed with prior approval of an academic advisor. Students can also satisfy the concentration 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 concentration 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
Concentration	BUAD	4
Concentration	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
Concentration	CTPR 460 Film Business Procedures and Distribution	4
Concentration	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
Concentration	BUAD	4
Concentration	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
Concentration**	EASC	4
Concentration	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 Modern Transformation, 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
Concentration	BUAD	4
Concentration	BUAD	4
Total business units		52

INTERNATIONAL RELATIONS REQUIREMENTS		UNITS
IR 210	International Relations: Introductory Analysis	4

International Political Economy Courses (4 units)

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 465	Contemporary Issues in United States-Latin American Relations	IR 405	International Bargaining and Decision Theory	
IR 362	The International Relations of the Contemporary Middle East	IR 467	Problems in African International Politics	IR 425	Science, Technology and Global Politics	
IR 363	Middle East Political Economy	IR 468	European Integration	IR 427	Seminar on Economics and Security	
IR 364	International Relations of the Middle East: 1914-1950	<i>International Relations Electives (8 units)</i>			IR 444	Global Forces and Political Change
IR 365	U.S. Responses to Revolutionary Change in Latin America and the Caribbean	Students may pick electives from any of the other categories as well:			IR 483	War and Diplomacy: The U.S. in World Affairs
IR 367	Africa in International Affairs	IR 305	Managing New Global Challenges	MDA 310	Introduction to Peace and Conflict Studies	
IR 369	Contemporary European Relations	IR 306	International Organizations			
IR 383	Third World Negotiations	IR 315	Ethnicity and Nationalism in World Politics	Total international relations units		
IR 385	European Foreign Policy and Security Issues	IR 316	Women and Global Issues	24		
IR 439	Political Economy of Russia and Eurasia	IR 323	Politics of Global Environment			
IR 442	Japanese Foreign Policy	IR 341	Foreign Policy Analysis			
IR 464	U.S. Policy towards the Middle East: 1950 to the Present	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			

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:

BUAD 307 Marketing Management 4

ACCT 410x Accounting for Non-Business Majors 4

Choose *one* 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.

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

Minor in Advertising

The School of Journalism and the Marshall School of Business offer a 24-unit advertising minor for students interested in building a career in or developing a better understanding of the field of advertising. It explores the key role played by advertising in today's

global economy. At no time has advertising been more successful or more controversial than it is today, and this program will explore both the positives and the negatives.

Emphasis is placed throughout the program on both the practical skills required to meet the demands of the marketplace and the theoretical underpinnings of those practices.

Program content includes: the history of advertising; creation of written and visual advertising elements; the measurement, selection and analysis of media; the concept of “branding”; the role of advertising in creating and maintaining successful brands; the analysis of advertising campaign case studies; and the creation of integrated marketing communications campaigns. See the School of Journalism, page 390, for course requirements.

Minor in Biotechnology

The College of Letters, Arts and Sciences departments of biological sciences and chemistry and the Marshall School of Business jointly offer the cross-departmental minor in biotechnology. This minor brings essential knowledge in the basic sciences together with the corporate skills needed in a rapidly growing industry. The minor is especially well suited for the business, biology, chemistry or engineering student seeking a career in business and/or the biomedical/bio-technical sciences. Refer to page 198 for a list of required courses.

Areas of Concentration

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

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

REQUIRED COURSES FOR THIS CONCENTRATION

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

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

MOR 431	Interpersonal Competence and Development	4
MKT 450	Buyer Behavior	4

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

Department of Finance and Business Economics

Training in business economics, finance or real estate offers students many attractive career opportunities and always attracts a substantial share of Marshall undergraduate students. The Marshall School's top-ranked Finance and Business Economics Department consists of faculty members who are leading authorities in microeconomics, macroeconomics, corporate finance, investments, financial institutions, financial markets and real estate finance. These academic disciplines are important for business planning and consulting, evaluation of capital investments and corporate strategies, and securities investment analysis, advising and trading. Professors, augmented by leading practitioners in industry, offer a range of upper-level elective courses to prepare Marshall undergraduates for a variety of careers.

The Finance and Business Economics Department offers six senior concentrations in three basic areas: business economics, finance and real estate. Courses in each of these areas stress the development of analytical skills and practice with real-life and case

applications providing an essential background to successful careers using finance and economics training. While all FBE senior concentrations have broad relevance for business and consulting, the individual concentrations described below are designed to prepare students with different career interests and goals.

Business Economics Concentration

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

REQUIRED COURSES

BUAD 350	Macroeconomic Analysis for Business Decisions	4
BUAD 351	Economic Analysis for Business Decisions	4

SELECT THREE ADDITIONAL COURSES

FBE 324	The Financial System	4
FBE 402	Government and Business	4
FBE 416	Managerial Economics	4
FBE 443	Introduction to Forecasting and Risk Analysis	4
FBE 445	Topics in Economic Analysis of Business Strategy and Policy	4
FBE 462	International Trade and Commercial Policy	4
FBE 464	International Finance	4

Finance Concentrations

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

Corporate Finance Concentration

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

Required courses in the corporate finance concentration focus on the central principles of finance – net present value, market efficiency, agency costs, incremental cash flow, information asymmetries, adverse selection, arbitrage, modern portfolio theory, capital asset pricing, assessing and managing foreign exchange risk and sustainable growth.

Theory and cases are used to understand the practice of finance in financial and non-financial firms. Topics covered include the valuation of securities, portfolio management, the choice of debt versus equity, dividend policy, the analysis of investment projects, mergers and acquisitions, financial restructuring, management of working capital, international financial management and financial analysis.

SELECT FOUR COURSES

FBE 421	Financial Analysis and Valuation	4
FBE 425	Management of Financial Institutions	4
FBE 431	Financial Policies and Corporate Control	4
FBE 432	Corporate Financial Strategy	4
FBE 436	Financial Management of Multinational Corporations	4

FBE 437

Entrepreneurial Finance:
Financial Management of
Developing Firms

4

FBE 442 Analysis of Corporate Financial Reporting and Disclosures 4

FBE 458 Law and Finance 4
FBE 459 Financial Derivatives 4

General Financial Management Concentration

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

SELECT AT LEAST TWO OF THE FOLLOWING COURSES

FBE 421 Financial Analysis and Valuation 4
FBE 431 Financial Policies and Corporate Control 4
FBE 432 Corporate Financial Strategy 4
FBE 441 Investments 4

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

FBE 324 The Financial System 4
FBE 425 Management of Financial Institutions 4
FBE 436 Financial Management of Multinational Corporations 4
FBE 437 Entrepreneurial Finance: Financial Management for Developing Firms 4
FBE 440 Trading and Exchanges 4
FBE 442 Analysis of Corporate Financial Reporting and Disclosures 4
FBE 458 Law and Finance 4
FBE 459 Financial Derivatives 4

FBE 462 International Trade and Commercial Policy 4
FBE 464 International Finance 4
FBE 465 Real Estate Valuation 4
FBE 489 Real Estate Finance and Investments 4

Investments and Financial Markets Concentration

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

REQUIRED COURSE

FBE 441 Investments 4

SELECT THREE ADDITIONAL COURSES

FBE 324 The Financial System 4
FBE 421 Financial Analysis and Valuation 4
FBE 425 Management of Financial Institutions 4
FBE 440 Trading and Exchanges 4
FBE 443 Introduction to Forecasting and Risk Analysis 4
FBE 459 Financial Derivatives 4
FBE 464 International Finance 4

Program in Real Estate

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

The Lusk Center for Real Estate, a campus-wide real estate research unit, is a co-venture of the Marshall School of Business and the School of Policy, Planning, and Development. The center facilitates real estate research and coordinates conferences and programs involving industry outreach and student-industry interaction. Specifically, the Lusk Center plays a significant role in

placement and mentoring of both graduate and undergraduate students with interests in real estate careers. The Marshall School Program in Real Estate works hand in hand with the Lusk Center and the School of Policy, Planning, and Development to offer real estate students an integrated and current real estate education.

Real Estate Concentration

The study of real estate involves the application of business decision-making tools in the real estate industry. Emphasis is placed on economic and financial analysis of issues in real estate markets including those related to investment and development.

SELECT TWO OF THE FOLLOWING COURSES (REQUIRED):

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

SELECT TWO OF THE FOLLOWING COURSES (FOR A TOTAL OF FOUR COURSES):

FBE 324	The Financial System	4
FBE 386	Intermediate Financial Management	4
FBE 465	Real Estate Valuation	4

Real Property Development and Management Concentration

This specialized concentration 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 homebuilders and commercial developers.

Understanding the developing process is also a valuable background for jobs with financial institutions as 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 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 understanding of site planning and design issues. In addition, professionals from many components of the real estate development team provide practical insights 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

CE 460	Construction Engineering	3
FBE 365	Introduction to Urban Real Estate	4
FEB 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

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 concentrations 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 Concentration

Information technology has become an integral part of conducting business. The information systems concentration prepares students to design, implement, evaluate and manage information technology. Although appropriate for a wide array of career paths,

the information systems concentration 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. We offer a special programming course in conjunction with the Information Technology Program (ITP 110x Introduction to C Programming for Business Majors). Section numbers for all courses are available in the *Schedule of Classes*. The class, or its equivalent (determination of equivalency, e.g., C++ or Java, will be made by the IOM Department), must be completed prior to graduation from USC in order to fulfill the information systems concentration requirements.

SELECT THREE ADDITIONAL COURSES (CIVIL ENGINEERING AND GEOLOGY DEPARTMENTS)

CE 105L	Surveying for Civil Engineering	2
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
GEOLOGY 105L**	Planet Earth	4

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

**GEOLOGY 105L may also be used to satisfy the category III general education requirement.

Many of the courses in both of the concentrations 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

Although it is not necessary to declare a concentration 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 concentration in information systems.

The concentration requires a minimum of four Information Systems classes, including the following three core classes: IOM 431, IOM 433, IOM 435, plus one or more additional classes from the subsequent basket of classes. The prerequisite for IOM 431 is ITP 101, the prerequisite for IOM 433 is IOM 431, and the prerequisite for IOM 435 is IOM 433.

Required Courses

FALL SEMESTER		UNITS
IOM 431	Computer-Based Business Systems	4

IOM 433	Business Information Systems Analysis and Design	4
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Note: Students are required to take ITP 101 before enrolling in any IOM course.

SPRING SEMESTER		UNITS
IOM 435	Business Database Systems	4

Optional: Additional courses listed below.

SELECT ONE OR MORE ADDITIONAL COURSES FROM THE FOLLOWING:

IOM 421	Enterprise Systems	4
IOM 425	Quality Management	4
IOM 427	Spreadsheet Modeling, Optimization and Analysis	4
IOM 428	Data Warehousing and Data Mining	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
IOM 483	Operations Consulting	4

Department of Management and Organization

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

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
IOM 483	Operations Consulting	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 concentration in information systems must register in the Undergraduate Student Affairs Office (BRI 104).

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 concentrations.

Management Consulting Concentration

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

SUGGESTED COURSES FOR THIS CONCENTRATION

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

Operations Management Concentration

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 CONCENTRATION

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

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

SUGGESTED COURSES FOR THIS CONCENTRATION

MOR 469	Negotiation and Persuasion	4
MOR 470	Global Leadership	4

SELECT TWO FROM THE FOLLOWING:

MOR 431	Interpersonal Competence and Development	4
MOR 472	Power, Politics and Influence	4

MOR 473 Designing and Leading Teams 4

Global Management Concentration

This concentration is intended for students who seek careers in organizations that span national boundaries or operate outside the United States. Changes in technology, transportation, communications and political alliances have significantly internationalized business. Increasingly, firms are required to compete in multiple foreign markets at both the product and supply-chain levels. Understanding the management, marketing, financial and operational challenges associated with global business activity and developing skills in these areas have become essential requirements for success. The global management concentration includes courses that are designed to provide students with both a broad perspective and practical knowledge and skills in global business.

REQUIRED COURSE FOR THIS CONCENTRATION

MOR 492 Global Strategy 4

SELECT THREE FROM THE FOLLOWING

FBE 436	Financial Management of Multinational Corporations	4
FBE 440	Trading and Exchanges	4
FBE 462	International Trade and Commercial Policy	4
FBE 464	International Finance	4
MKT 465	Global Marketing Management	4
MOR 470	Global Leadership	4

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 concentration 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 Concentration

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.

Department of Marketing

SUGGESTED COURSES FOR THIS CONCENTRATION

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 Concentration

This track prepares students for entry level positions in the areas of advertising, sales pro-

motion 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 CONCENTRATION

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 Concentration

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 CONCENTRATION

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 Concentration

The product management track is designed for those students who are interested in obtaining a broader exposure to marketing. This concentration 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 concentrations that most closely meets their career interests.

SUGGESTED COURSES FOR THIS CONCENTRATION

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 concentration 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 306) 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 306.

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) 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
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Advanced Interdisciplinary Studies Concentration

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

REQUIRED COURSES FOR THIS CONCENTRATION

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 concentration 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. The Marshall M.B.A. program, a full-time program, is designed for individuals 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 fourteenth 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.

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

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 responsibili-

ties 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, is the same curriculum offered to full-time M.B.A. students but is modified to allow completion of the program in 33 months.

Marshall 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. Applicants are encouraged not to apply to the full-time and part-time M.B.A. programs in the same academic year.

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 \$95 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 work performance (resume); (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 within 10 days of each test administration. Additional score reports can be sent from ETS 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. For MBA.PM application deadline information, consult the Marshall School website.

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 through "themes," courses that integrate various functional areas and address classic, yet dynamic business issues.

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

Core faculty include the school's most senior, experienced members as well as nationally renowned academic and business specialists. The program includes 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 22-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 is in the fall of the program's second year. 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 a minimum of nine years of work 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: uscsemba@marshall.usc.edu.

International M.B.A. Program

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

The Marshall International Business Education and Research (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.

for the applicable program. Details concerning individual student requirements may be obtained by contacting the Admission Office, Popovich Hall 308.

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.

They normally range in age from 27 to 46 years old. As many as 20 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 800 well-placed alumni in 43 nations. For more information, contact the International Business Education and Research (IBEAR) Program, Bridge Hall 101, University of Southern California, Los Angeles, CA 90089-0804, (213) 740-7140; FAX (213) 740-7559; or email: ibear@usc.edu.

M.B.A. Program for Japanese Managers

This program builds on USC non-credit course work which students complete in Japan through satellite broadcasting. These courses are graded and are designed to parallel the basic courses in the M.B.A. program (Business Economics, Macroeconomics for Managers, Marketing Management, Applied Managerial Statistics, Corporate Financial Reporting, Managerial Accounting, and Corporate Finance). Having completed these courses, students may, if accepted to the USC M.B.A. program, complete the degree requirements in 12 months at Marshall. The M.B.A. degree requires 48 units. These units must include GSBA 543 Managerial Perspectives (3 units) and GSBA 529 Strategic Formulation for Competitive

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

Advantage (3 units). All other units must be Marshall School graduate electives.

Master of Medical Management

This program is designed for physicians who are employed full time throughout the United States. Its structure includes intensive residential periods with significant project work required between residential periods.

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

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 2000, the Department of Education provided approximately \$3,500,000, which was 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

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 Graduate Registration and Advisement, BRI 100D, registrar@marshall.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 com-

pleting 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.

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 100D, (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 Associate Dean or the Vice Dean of Graduate Programs, be allowed to take a maximum of 12 additional units at USC to obtain the required GPA. Petitions to take additional units should be submitted to the student's program office.

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

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: phd@marshall.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: colleen.dietz@marshall.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

Dismissal

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

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;

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.

- 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.

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 — devel-

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, database management, electronic spreadsheet and business graphics programs.

The Instructional 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.

Comprehensive Orientation

The Marshall M.B.A. program begins with an orientation that empowers students

oped 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 program that melds on-campus classroom study with nine days abroad and four days of wrap up back at USC. During those four 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, Nanjing, and Hong Kong/Shenzhen, China; Tokyo and Osaka, Japan; Jakarta, Indonesia; Mexico City and Monterrey, Mexico; and Santiago, Chile.

Electronic Commerce

The Electronic Commerce course 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 course 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 occasionally 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 and markets, 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. For more information, refer to the school's Web site: www.marshall.usc.edu/ckg/.

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 100D.

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:

First Year—First Semester

TERM 1		UNITS
GSBA 502	Communication for Management	1.5
GSBA 510	Accounting Concepts and Financial Reporting	3
GSBA 511	Managerial Economics	3
GSBA 540	Contemporary Issues in Competitive Strategy	1.5
		<u>9</u>

TERM 2		UNITS
GSBA 521	Corporate Finance	3

GSBA 524	Applied Managerial Statistics	3	<i>First Year–Second Semester</i>	
GSBA 531	Electronic Commerce	1.5	TERM 3	UNITS
		7.5	GSBA 504	Operations Management 3
			GSBA 509	Marketing Management 3
			GSBA 536	Management Accounting 1.5
			GSBA 586	Current Trends in Business 1.5
				9
			TERM 4	UNITS
			GSBA 515	Contemporary Issues in Global Economic Strategy 1.5
			GSBA 532	Behavior and Organizations 3
			GSBA 544	The Firm in the National Economy 1.5
			GSBA 580	Business Practices in the Pacific Rim (PRIME) 1.5
				7.5
			<i>Second Year–First Semester</i>	
			Electives	15 units
			<i>Second Year–Second Semester</i>	
			Electives	15 units
			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.

The program enrolls students one time per year in the fall. It has a rolling admissions process. For application deadlines, consult the Marshall MBA.PM Web site at 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 must complete the core courses in the prescribed sequence and within the prescribed time frame. Elective courses are offered on a semester basis during the remaining portion of the program, including summer session.

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:

FALL SEMESTER, YEAR 1		UNITS
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
SPRING SEMESTER, YEAR 1		UNITS
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
		7.5
FALL SEMESTER, YEAR 2		UNITS
GSBA 542a	Communication for Management	1.5
Electives (2)		6
		7.5
SPRING SEMESTER, YEAR 2		UNITS
GSBA 582	Business Environment and Management Practices in the Pacific Rim	3
Elective		3
		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. Concentrations 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: 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. Applicants currently enrolled in M.B.A. programs at USC must submit a letter of recommendation from their respective program office along with all other documentation required by the full-time admissions packet. The deadline to apply for this program is May 1. Successful applicants should have completed their M.B.A. degree with a GPA of 3.4 or greater. In addition, the admissions office may request an interview upon receipt of the application.

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 prefixed 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
		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.

MANAGERIAL STATISTICS		UNITS
Four courses (two required and two elective) for track.		
Required Courses:		
GSBA 524	Applied Managerial Statistics, or	
GSBA 604	Empirical Research Methods II	3

OPERATIONS MANAGEMENT		UNITS
Select four courses for track:		
IOM 520	Logistics and Distribution Systems	
IOM 537	Information Systems Management for Global Operations	3
IOM 541	Electronic Business-Based Reengineering	3
IOM 580	Project Management	3
IOM 581	Supply Chain Management	3
IOM 582	Management of Service Operations	3
IOM 583	Operations Consulting	3

INFORMATION MANAGEMENT		UNITS
Select four courses for track:		
IOM 531	Web-based Computing	3
IOM 533	Information Systems Analysis	3
IOM 535	Database Management	3
IOM 536	Decision Support Systems	3
IOM 537	Information Systems Management for Global Operations	3
IOM 538	Information Systems Strategy	3
IOM 539	Fast Response Management Systems	3
IOM 540	Managing Electronic Commerce	3
IOM 541	Electronic Business-Based Reengineering	3
IOM 542	Knowledge Management	3
IOM 543	Global Telecommunications: The Business Perspective	3

IOM 526	Quantitative Methods for Management Consulting, or Seminar in Statistical Consulting	3
ELECTIVES		
Select two courses from the following:		
GSBA 603*	Empirical Research Methods I	3
GSBA 605*	Empirical Research Methods III (GSBA 603 and GSBA 604 prerequisites)	3
IOM 522	Applied Time Series Analysis for Forecasting	3

ISE 426	Statistical Quality Control	3
ISE 525	Intermediate Engineering Statistics II	3
ISE 527	Advanced Quality Control	3
ISE 528	Advanced Statistical Aspects of Engineering Reliability	3
MKT 512	Marketing and Consumer Research	3

*600-level courses require departmental approval.

Master of Medical Management

This program is designed for physicians who are employed full time throughout the United States. Its structure includes intensive residential periods with significant project work required between residential periods.

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

SPRING		UNITS
GSBA 561	Evaluating Market Performance	9
SUMMER		UNITS
GSBA 562	Management of Operations	11
FALL		UNITS
GSBA 572	Strategic Planning for Growth	11
SPRING		UNITS
GSBA 574	The Executive of the Future	2
Total units: 33		

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

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

First Year: Required Law School courses.

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

Students must complete graduate business elective courses sufficient to bring the total units completed in the Marshall School of Business to at least 48. Dual degree students may not count courses taken outside the Marshall School of Business toward the 48 units. Students must 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. Dual degree students may not count courses taken outside the Marshall School of Business toward the 48 units. Students must 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. Dual degree students may not count courses taken outside the Marshall School of Business toward the 48 units. See page 733 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 class is offered online via the Internet. Students must pass this course or a diagnostic examination prior to the start of classes in July.

A total of 82 units is required. Required courses include: all courses required in an M.B.A. core program; FBE 565 Economics of Urban Land Use: Feasibility Studies (3 units); FBE 588 Advanced Real Estate Law (3 units); graduate business electives sufficient to bring the total units completed in the Marshall School of Business to at least 48; and policy, planning and development courses (34 units). See page 736 for the School of Policy, Planning, and Development course requirements. Dual degree students may not count courses taken outside the Marshall School of Business toward the 48 units.

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

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

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

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 518.

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

First Year: Required Pharmacy School courses.

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

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

The 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 a baccalaureate degree from an accredited college or university and 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. Dual degree students may not count courses taken outside the Marshall School of Business toward the 48 units.

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: all courses required in an M.B.A. core program and graduate business electives sufficient to bring the total units completed in the Marshall School of Business to at least 48. Dual degree students may not count courses taken outside the Marshall School of Business toward the 48 units. In addition, the student must complete 47 units in the Hebrew Union College portion of the dual degree.

SAMPLE STUDENT PROGRAM

<i>Summer I, Fall, Spring:</i> Hebrew Union College; required courses	35 units
<i>Summer II:</i> Hebrew Union College; required and elective courses	12 units
<i>Fall, Spring:</i> Marshall School; required courses	33 units
<i>Fall:</i> 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 for Accountants (4, FaSp) (For Accounting majors only) Theory, practices, and techniques essential to communication by accounting professionals; interpersonal communication, written and oral presentations; communication technologies; development of communication strategies for varied audiences. (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 Commercialization (3, Sp) Focus of the course is on the identification, evaluation and commercialization of new technologies. Emphasis will be placed on the legal, financial and marketing aspects of technology transfer and development.

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.

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

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.

442 Analysis of Corporate Financial Reporting and Disclosures (4, FaSp) 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. *Prerequisite:* BUAD 250b.

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

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

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

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.

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

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 521*b* 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 521*b* 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 521*b* 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 521*b* 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 521*b* 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 521*b* 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 521*b* or GSBA 548.

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

552 Economics and Finance of the Entertainment Industries (3, Irregular) Underlying economics and finance of the entertainment industries; focuses on the economic forces that shape and structure the industry and on financial analysis. *Prerequisite:* GSBA 521*ab* 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 Advanced Topics in Portfolio Management (3, Sp) A case-oriented course focused on current changes in the investment industry, risk and analytics of different portfolio strategies, globalization, international diversification, market efficiency and performance measurement. *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*.)

504 Operations Management (3, Sp) Formulation, modeling, analysis, and optimization of business decision problems; survey of concepts and techniques necessary to manage the operations function of a firm. (Duplicates credit in GSBA 534 and GSBA 547*b*.)

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.)

509 Marketing Management (3, Sp) Marketing is treated as a managerial decision-making process. Emphasis is given to understanding the concepts, tools, and techniques that comprise a comprehensive marketing strategy. (Duplicates credit in GSBA 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.

515 Contemporary Issues in Global Economic Strategy (1.5, Sp) Study of political and economic forces in a global context and their effects on markets, policies, and strategies. (Duplicates credit in GSBA 582.) *Recommended preparation:* M.B.A. core courses.

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 517ab 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 540ab.)

521 Corporate Finance (3, Fa) Basic principles of corporate finance; theory and application; management of short-term and long-term assets; financial instruments and markets; financial policy applications. (Duplicates credit in GSBA 548.) *Recommended preparation:* GSBA 510.

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 532ab 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 542ab.)

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 506ab.)

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 509ab.)

529 Strategic Formulation for Competitive Advantage (3, FaSpSm) Analyses of environments and competition, the bases of competitive strategy, strategy models, and the achievement of sustainable competitive advantage. (Duplicates credit in GSBA 519ab and GSBA 540ab.) *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.)

531 Issues in Economic Commerce (1.5, Sp) Discuss and analyze various issues related to feasibility, marketing and management of transactions involving products/services created and delivered through electronic commerce. (Duplicates credit in GSBA 550, GSBA 581.)

532 Behavior and Organizations (3, Sp) Individual behavior (motives, cognitive process, learning), interpersonal processes (perception, communication), small group dynamics (power, productivity, and morale), and organization theory and development (culture, design). (Duplicates credit in GSBA 522ab and GSBA 543.)

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 504ab or GSBA 547ab.) *Recommended preparation:* GSBA 506b 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 517ab 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 519ab 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 522ab and GSBA 532ab.)

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 504ab and GSBA 534.)

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

580 Business Practices in the Pacific Rim (PRIME) (1.5, Sp)

Improves awareness/ understanding of economic, institutional, and cultural issues pertinent to business, markets, policies, and trade in Latin America and Asia. Requires overseas project (hands-on experience). (Duplicates credit in GSBA 582.) *Recommended preparation:* M.B.A. core courses.

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.

584ab International Business Consulting Project (3-2, SpSm)

a: IBEAR team consulting projects addressing international business problems. Projects culminate in written and oral presentations to corporate clients. Graded IP. *b:* continuation of *a*.

586 Current Trends in Business (1.5, Sp)

Study current issues in business, applying cross-discipline foundations and techniques—changing issues such as development of new business opportunities, technological change, and internationalization of commerce. *Recommended preparation:* M.B.A. core courses.

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 (2-2-2-2-0)

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.

421 Enterprise Systems (4, Sp) Theory, methods, and techniques for solving organizational information processing problems using enterprise resource planning software: selection, design, configuration, project and change management, architecture, process, implementation, and post-implementation. Junior or senior standing required.

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 Spreadsheet Modeling, Optimization and Analysis (4, Sp) Application of decision analysis, simulation and optimization techniques to managerial problems. Students learn how to create and present useful



As graduate business students gather in Popovich Hall to work on a team project, they hook up their laptops to access the Marshall School's computing resources.

spreadsheet models to analyze practical business problems. *Prerequisite:* BUAD 310.

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.

