BUSINESS ADMINISTRATION

COLLEGE OF BUSINESS

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

Graduate Faculty in Accountancy:
See under the major heading for the program in Accountancy

Graduate Faculty in Finance:

Davids, Lewis E., Professor, Emeritus, Ph.D., New York University, 1949; 1978.
Davidson, Wallace N., III, Professor, Ph.D., Ohio State University, 1982; 1989. Corporate finance.
Deng, Saiying, Assistant Professor, Ph.D., Temple University, 2005; 2009.
Intintoli, Vincent, Assistant Professor, Ph.D., University of Arizona, 2007; 2007. Corporate governance and mergers and acquisitions.
Mathur, Iqbal, Professor, Emeritus, Ph.D., University of Cincinnati, 1974; 1977.
McNutt, Jamie, Assistant Professor, Ph.D., Southern Illinois University Carbondale, 2005; 2009.
Musumeci, James, Associate Professor and Chair, Ph.D., University of Texas at Austin, 1987; 1993. Investments and corporate finance.

Graduate Faculty in Management:

Bateman, David N., Professor, Emeritus, Ph.D., Southern Illinois University Carbondale, 1970; 1965.
Karau, Steven J., Associate Professor, Ph.D., Purdue University, 1993; 1998. Organizational behavior, human resource management.
Larson, Lars L., Associate Professor, Emeritus, Ph.D., University of Illinois, 1971; 1971.
Litecky, Charles R., Professor, Ph.D., CCP, University of Minnesota, 1974; 2001. Management information systems.
McKinley, William, Professor, Ph.D., Columbia University, 1983; 1990. Organization theory, organizational behavior, strategic management.
Michalisin, Michael, Associate Professor, Ph.D., Kent State University, 1996; 1997. Strategic management, organization theory, international business.
Mote, Jonathon, Assistant Professor, Ph.D., University of Pennsylvania, 2008; 2009.

Peterson, Mark A., Associate Professor, Ph.D., Pennsylvania State University, 1996; 1997. Investment and corporate finance
Rakowski, David, Assistant Professor, Ph.D., Georgia State University, 2003; 2003. Investments and financial markets.
Tyler, R. Stanley, Associate Professor, Emeritus, J.D., University of Illinois, 1952; 1970.
Vaughn, Donald E., Professor, Emeritus, Ph.D., University of Texas, 1961; 1970.
Wang, Xiaoxin, Assistant Professor, Ph.D., Pennsylvania State University, 2003; 2003. Market microstructure and investments.
Waters, Gola E., Professor, Emeritus, J.D., University of Iowa, 1957; Ph.D., Southern Illinois University Carbondale, 1970; 1965.
Graduate Faculty in Marketing:
Adams, Kendall A., Professor, Emeritus, Ph.D., Michigan State University, 1962; 1965.
Adjei, Mavis, Assistant Professor, University of Mississippi, Ph.D., 2006; 2006. Marketing relationships, customer retention.
Anderson, Carol H., Associate Professor, Emerita, Ph.D., Texas A&M University, 1980; 1979.
Bruner II, Gordon C., Professor, Ph.D., University of North Texas, 1983; 1984. Consumer behavior, promotion management, scale compilation.
Campbell, David A., Assistant Professor, Ph.D. University of Mississippi, 2006; 2006. Competitive dynamics, marketing strategies, product design with performance and innovation consequences.
Clark, Terry, Professor and Chair, Ph.D., Texas A&M University, 1987, 1999. Marketing strategy, global marketing, global business strategy.
Cravit, J. Dennis, Professor and Dean, Ph.D., University of Iowa, 1984; 2006. Marketing segmentation, quantitative methods, business-to-business marketing.
Dommermuth, William P., Professor, Emeritus, Ph.D., Northwestern University, 1964; 1968.
Fraedrich, John P., Professor, Ph.D., Texas A&M University, 1988; 1987. Ethics, international marketing, industrial sales.
King, Maryon F., Associate Professor, Ph.D., Indiana University, 1989; 1988. Marketing management, consumer behavior, promotion management.
Knowles, Lynette, Associate Professor, Ph.D., The Ohio State University, 1990; 1988. International business/marketing, marketing channels, physical distribution.
Lambert, Zarrel V., Professor, Emeritus, Ph.D., Pennsylvania State University, 1986; 1995.
Moore, James R., Assistant Professor, Emeritus, Ph.D., University of Illinois, 1972; 1969.
Nasco, Suzanne Altobello, Assistant Professor, Ph.D., University of Notre Dame, 1999; 2002. Counter factual analysis, statistics, consumer behavior.
Summey, John H., Associate Professor, Ph.D., Arizona State University, 1974; 1978. Marketing management, marketing research, product strategy

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

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

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

M.B.A. Core
BA 510 Managerial Accounting and Control Concepts
BA 530 Financial Management
BA 540 Managerial and Organization Behavior
BA 550 Marketing Management
BA 560 Management of Information Systems
BA 598 Business Policies

- Students with undergraduate degrees in finance must replace BA 530 with BA 531.
- Students with undergraduate degrees in accountancy must replace BA 510 with a 500-level ACCT prefix course.

The International Business/Experience requirement of the MBA program may be satisfied by taking BA 580, 581, 582, or 588; by engaging in an international (off-shore) internship or by an approved program offered by a partner institution.

Change Management Concentration
Students seeking the M.B.A. concentration in the Change Management area will take
BA 503  Management of Change
and two three-hour elective courses from the following:
BA 545b  Advances in Organizational Behavior
BA 545c  Advances in Organization Theory
BA 545d  Advances in Strategic Management
BA 545e  Special Topics in Organizational Behavior
BA 545f  Special Topics in Organization Theory
BA 545g  Special Topics in Strategic Management
BA 546  Leadership and Managerial Behavior
BA 548d  Strategic Management of Information

Finance Concentration
Students seeking the M.B.A. concentration in the Finance area will take a total of three 3-hour elective courses.
BA 531  Advanced Financial Management
BA 532  Financial Institutions and Markets
BA 533  Investment Concepts
BA536  Financial Analysis and Security Valuation
BA562  International Finance

International Business (IB) Concentration
Students seeking the M.B.A. concentration in the IB area will take a total of four 3-hour elective courses.
BA 581  Global Marketing
BA 582  International Finance
BA 583  Global Operations Management
BA 584  Global Business Strategies (a capstone course within the IB area).

Management Information Systems (MIS) Concentration
Students seeking the M.B.A. concentration in the MIS area will take:
BA 561  Database Design and Applications
BA 562  Information Systems and Design
and one 3-hour elective course from the following:
BA 548b  Seminar: Decision Support and Information Systems
BA 548e  Seminar: Special Topics in Management Information Systems
BA 563  Management of Financial Information
BA 564  Management of Marketing Information

Marketing Concentration
Students seeking the M.B.A. concentration in the Marketing area will take a total of three 3-hour elective courses.
BA 505  Brand Management
BA 551  Product Strategy and Management
BA 558  Promotional Strategy and Management
BA 564  Management of Marketing Information
BA 581  Global Marketing

General M.B.A. (G.M.B.A.) Concentration
Students seeking the General M.B.A. track will take a total of four 3-hour elective courses.
BA 503  Management of Change
BA 514  Ethics of Business
BA 531  Advanced Financial Management
BA 532  Financial Institutions and Markets
BA 533  Investment Concepts
BA 541  Operations Research II
BA 544  Advanced Production Planning and Inventory Management
BA 547a  Seminar: Foundations in Production/Operations Management
BA 547b  Seminar: Service Operations Management
BA 547c  Seminar: Production/Operations Management and Information Systems
BA 548b  Seminar: Decision Support and Information Systems
BA 551  Product Strategy and Management
BA 555  Seminar in Consumer Behavior
BA 556  Seminar in Marketing Strategy
BA 558  Promotional Strategy and Management

And all elective courses designated for the MIS and IB concentrations above.

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

1. Meet all admission requirements set forth by the Graduate School. These requirements are outlined elsewhere in the catalog.

2. Complete the Graduate Management Admission Test and have the results of the test mailed directly to graduate programs, College of Business.

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

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

This program requires a nonrefundable $50.00 application fee that must be submitted with the application for Admission to Graduate Study in the M.B.A. program in Business and Administration. Applicants may pay this fee by credit card if applying electronically. Applicants submitting a paper application must pay by personal check, cashier’s check, or money order made out to SIU, and payable to a U.S. Bank.
Double Major Policy
Any graduate student wishing to pursue a double major for a master’s degree that includes business administration must satisfy the following requirements in addition to any requirements stated in the Graduate Catalog:

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

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

Application Deadlines

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<th>Fall</th>
<th>Spring</th>
<th>Summer</th>
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<tr>
<td>Assistantship Applicants</td>
<td>March 15</td>
<td>Sept 15</td>
<td>February 15</td>
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<tr>
<td>Fellowship Applications</td>
<td>Nov. 15 previous year (Fall awards only)</td>
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<tr>
<td>Other U.S. Applicants</td>
<td>June 15</td>
<td>Nov. 15</td>
<td>April 15</td>
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<td>Other International Applicants</td>
<td>April 15</td>
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Degree Requirements
A minimum of 33 semester hours of coursework is required. Students must earn a 3.0 grade point average (4.0 = A). Candidates who receive permission to write a thesis must complete a minimum of 30 semester hours of coursework plus an acceptable thesis, for which 6 semester hours of credit are assigned.

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

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

For courses previously taken to be evaluated as possible equivalents to M.B.A. foundation courses at SIUC, one needs to have earned a grade of C or higher in each and supply the M.B.A. coordinator with the course syllabus for each course to be evaluated. Where syllabi are not available, a course catalog, or catalogs as appropriate, for the years the courses were completed may be presented. Transcripts may not be substituted for syllabi/catalog descriptions. This supporting documentation needs to be provided to the M.B.A. coordinator at least 2 weeks in advance of one’s first M.B.A. advisement appointment and subsequent registration.

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

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

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

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

Coursework from other than AACSB International accredited graduate schools must be approved by the master’s programs committee.

Academic Retention
In addition to the retention policies of the Graduate School, a student may earn no more than 5 hours of C or lower in graduate courses taken beyond the foundation requirements, or he/she will be suspended from the M.B.A. program. A student who has 3 outstanding recorded grades of Inc or Def remaining on the grade record at the end of any semester or session, for any reason, will be
The concurrent degree program must apply both to the Graduate School application and an application to the graduate program in business and law (which involves a law school application). A complete copy of the “Policies and Procedures for the Master’s Programs” may be obtained from the Graduate Programs Office, College of Business.

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

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

A student interested in enrolling in the M.B.A./J.D. concurrent degree program must apply to both the graduate program in law (which involves a law school application) and the graduate program in business (which involves a Graduate School application and an M.B.A. program application) and be accepted by each program. The student may then request permission to pursue the concurrent degree program. This request must be made both to the College of Business and the School of Law and should be made prior to commencing the second-year law curriculum.

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

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

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

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

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

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

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

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

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

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

Online MBA Program (41 credit hours, 24 months)

This option is for those students who are working professionals and need an advanced degree. The students need to meet all the foundation requirements for the residential MBA, must be admitted to the Graduate School and complete an application to the College of Business Online Master Program available through the Online Master’s Degree website at [http://online.business.siuc.edu](http://online.business.siuc.edu). Once admitted students will be provided an online advisor to guide them through the program. This is a cohort program and students are required to complete all courses specified over a 24 month period. Students are awarded the MBA degree upon satisfactory completion of all requirements. Students enrolled in the Online Masters of Accountancy program will complete the entire program via the internet. Descriptions of the individual courses below may be found in the Course Description section.

Requirements for Online MBA Program:

**M.B.A. CORE**

- BA 510 (3) Managerial Accounting and Control Concepts
- BA 530 (3) Financial Management
- BA 540 (3) Managerial and Organization Behavior
- BA 550 (3) Marketing Management
- BA 560 (3) Management of Information Systems
- BA 570 (2) Advanced Seminar in Leadership Development
- BA 580 (3) International Dimensions of Business and Management
- BA 591 (4) Seminar on Career Effectiveness
- BA 598 (3) Business Policies

**GENERAL M.B.A. CONCENTRATION**

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

- BA 505 (3) Brand Management
- BA 514 (3) Ethics of Business
- BA 536 (3) Financial Analysis and Security Valuation
- BA 546 (2) Critical Issues for Business Leaders
- BA 570 (2) Advanced Seminar in Leadership Development
- BA 583 (3) Global Operations Management
- BA 584 (3) Negotiation
- BA 596 (3) Innovation and New Product Development

For program schedule visit the College of Business Online Master’s Degree Programs website at: [http://online.business.siuc.edu](http://online.business.siuc.edu).

**Doctor of Philosophy**

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

**Admission Requirements**

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

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

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

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

This program requires a nonrefundable $50.00 application fee that must be submitted with the application for Admission to Graduate Study in the Doctor of Philosophy program in Business and Administration. Applicants may pay this fee by credit card if applying electronically. Applicants submitting a paper application must pay by personal check, cashier's check, or money order made out to SIU, and payable to a U.S. Bank.

Differential Tuition and Technology Fee
Starting Fall 2008, the College of Business has implemented a differential tuition surcharge of 15% of applicable tuition for new College of Business majors. The differential tuition surcharge will be assessed at the in-state tuition rate and will be capped at 15 credit hours per semester. If students are charged the differential tuition surcharge, the technology fee (see item below) will not be assessed.

The College of Business assesses College of Business majors a technology fee of $6.00 per credit hour for Fall and Spring semesters up to twelve semester hours and Summer up to six semester hours. The technology fee is being phased out and will be subsumed under the differential tuition surcharge (see item 16 below). Consequently, students will be charged either the technology fee or the differential tuition surcharge but not both.

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

- BA 410-3 Financial Accounting Concepts
- BA 426-3 Managerial Economics
- MATH 140-4 Short Course in Calculus
- EPSY 506-4 Inferential Statistics
- and 5 courses from any 3 of the following 4 areas:
  a. BA 430, BA 510, BA 530
  b. BA 450, BA 550, BA 598
  c. BA 540, BA 598
  d. BA 452, BA 420, BA 560

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

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

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

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

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

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

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

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

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

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

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

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

Courses (BA)

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

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

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

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

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

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

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

505-3 Brand Management. This course will focus on important issues facing brand managers who are managing existing brands. The focus will be at the level of the brand and the discussions will pertain to issues involved in the development and implementation of brand strategies. The course will provide students with a conceptual framework to examine brand equity and use it as the basis for managing categories of brands, brand extensions, and dealing with the threats of generic brands. There will be an emphasis on bringing together the different elements of a brand strategy. Prerequisite: 550, enrollment in College of Business graduate program or consent of department.
510-3 Managerial Accounting and Control Concepts. Basic cost concepts, measures, methods and systems of internal accounting useful for managerial planning, implementation, control and performance evaluation. Includes cost analysis relevant for non-routine decision-making. Prerequisite: enrollment in College of Business graduate program or consent of department, 410 and M.B.A. program “computer ability” foundation requirement met, or equivalent.

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

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

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

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

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

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

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

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

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

536-3 Financial Analysis and Security Valuation (same as FIN 469). Study of financial problems facing corporations, their causes and solutions. Emphasis given to the impact of these financial problems on how the market values securities. Topics include liquidity and leverage analysis, analysis of profitability, and other financial analysis tools. Not available for students with credit for FIN 469. Prerequisite: BA 530 or BA 531, enrollment in MBA program or consent of department.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

560-3 Management of Information Systems. A survey of information system design, analysis and operations. Topics include systems concepts, systems analysis and design, database management, software and hardware concepts, decision support systems, expert systems, distributed processing and telecommunications and information systems planning. Applications of information technology will be emphasized. Prerequisite: enrollment in College of Business graduate program or consent of department, 452 or equivalent.

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

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

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

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

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

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

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

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

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

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

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

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

582-3 International Finance. Discussion of international monetary system, parity conditions, foreign exchange markets and financial markets. Special focus on financial management of the multinational firm, including risk assessment, hedging, capital budgeting and performance evaluation and control. Not available for students with credit for FIN 464. Prerequisite: BA530. Restricted to enrollment in College of Business graduate program, or consent of department.

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

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

588-3 to 6 Study Abroad. Provides graduate credit for study abroad accredited and approved foreign institutions. To be taken (a) first study abroad program, and (b) second study abroad program. Prerequisite: Enrollment in MBA program or consent of department.

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

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

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

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

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

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

Courses (FIN)

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

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

434-3 Risk Management. This course includes a survey and application of various risk management techniques with an emphasis on commodity risk management. Topics include: pricing theories of futures and options, examination of firm risk, and the use of a trading room to simulate risk management techniques. Prerequisite: junior standing and FIN432 or consent of department.

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

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

464-3 International Financial Management. Examine decision-making in International Finance by studying issues encountered when investments and business operations cross national boundaries. Topics include foreign exchange markets, parity conditions, exchange rate
exposure and hedging, global financing, multinational capital budgeting, working capital management and international portfolio diversification. Prerequisite: FIN 361 or concurrent enrollment and junior standing.

**469-3 Financial Analysis and Security Valuation.** Study of the corporation’s financial problems and their causes and solution. Emphasis given to the impact of these financial problems on how the market values securities. Topics include liquidity and leverage analysis, analysis of profitability, and other financial analysis tools. Not available for students with credit for BA 536. Prerequisite: FIN 361 and junior standing.

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

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**Courses (MGMT)**

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

**452-3 Supply Chain Transportation and Logistics.** This course examines the areas of transportation and logistics as they relate to supply chain management. Prerequisite: MGMT 318.

**471-3 Seminar in Entrepreneurship.** Investigation of selected special or advanced topics in seminar format.

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**Courses (MKTG)**

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

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

**405-3 Brand Management.** This course is about branding, and the ways brands acquire and maintain economic and non-economic value. During our time together, we will explore the origins, power, theory, meaning, relevance and practice of brands, brand development, brand metrics and brand management. Prerequisite: 304 with a grade of C or better. Restricted to College of Business majors or minors, junior standing or high; or departmental approval, required.

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

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

**439-3 Business to Business Marketing.** Analysis of emerging structures in resource acquisitions, product and service processing and fabrications, channel flow and customer profiling and servicing. Emphasis is on the determination of what constitutes the basis for strategic alliances, partnerships, downsizing and other structural changes designed to make business to business firms more competitive in the present age of instant communication and e-commerce options. Prerequisite: 304 and 329 with a grade of C or better and junior standing, business major or minor, or consent of department.

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

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

489-3 Service Marketing. An exploration of the special challenges of services marketing, including analyzing and developing solutions for new service design and innovation; branding and selling services; service quality and customer satisfaction; infusion of services into manufacturing industries; service delivery and distribution including through intermediaries and electronic channels; self-service technology and smart services; pricing and ROI of services; and service failure and recovery. Prerequisite: 304 with a grade of C or better. Restrictions: College of Business majors or minors, junior standing or higher; or departmental approval required.

490-3 Marketing Evaluation and Metrics. The course teaches mathematical tools to aid in the decision-making that occurs in many if not most marketing positions. Students will apply basic economic, financial, and accounting techniques to solve marketing problems. Prerequisite: MKTG 304 with a grade of C or better, MATH 139, ACCT 220 & 230, FIN 330, MGMT 208, MGMT 345. Restricted to College of Business majors or minors, junior standing or higher.

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

496-3 Field Seminar in International Business. Coursework and field study related to international business issues. Students will complete coursework on campus and then travel to international locations (e.g., Europe, Asia, or South America) for scheduled business visits with companies operating in those locations (both international and domestic businesses). Students will also complete additional report writing upon return from their international trip. Fees: package cost for air transportation, land travel in and between countries, lodging, and some meals, in addition to tuition and on-campus costs. Prerequisites: MKTG 304. Restrictions: College of Business majors or minors, junior standing or higher; or departmental approval required.

497-3 to 9 (3,3,3) Special Topics in Marketing. An exploration of selected current topics in marketing, with an emphasis on covering a specific area in great depth. Topics are announced in advance; both students and faculty may suggest ideas. Students may repeat enrollment in the course as the topic varies.