

# Barney School of Business

**B**usiness and government demand persons trained in the sophisticated skills and knowledge necessary for effective decision making in a complex, interdependent, and dynamic global community. To compete effectively in and prepare students for this environment, the Barney School of Business articulates the following vision:

- to be increasingly recognized for the high quality of its programs
- to distinguish itself from other institutions by the strong relationships it maintains with business, government, and not-for-profit organizations

Supporting this vision, the mission of the Barney School of Business is to prepare individuals to be leaders and decision makers by

- creating a student-focused learning environment that emphasizes effective, high-quality teaching and learning
- engaging in a broad range of scholarly activities that enhance and strengthen and provide intellectual stimulation to our faculty
- maintaining strong relationships with regional business, government, and not-for-profit entities that facilitate their interaction with students and faculty in a wide variety of activities that offer exposure to the current application of management tools and techniques

The concepts and skills acquired by Barney students apply to all types of organizations, including large corporations, family-owned businesses, and not-for-profit organizations.

Through its professional graduate programs, the Barney School provides opportunities for current managers and executives, as well as entry-level employees, to acquire the skills and knowledge they need to manage, lead, and change organizations effectively. Business courses are taught in an interactive manner with cases and projects to give students hands-on learning. This teaching is enhanced through educational partnerships with regional business and governmental partners. Many of the faculty have business experience and regularly work with area businesses to solve problems.

## Special Accreditation

The Barney School is accredited by AACSB International—the Association to Advance Collegiate Schools of Business. As a member of the select group that is approximately 400 accredited business programs in the United States, Canada, and Europe, the School is committed to providing high-quality business and management education.

## Classes

Graduate classes at the Barney School are limited in size to promote an active learning process and encourage interaction with peers and instructors. Recognizing that a large number of its students are currently full-time professionals, the School tailors its schedules to accommodate their needs, offering not only evening courses but some weekend programs as well.

## Students

About 70 percent of the Barney School's 435 graduate students attend on a part-time basis. The majority of them are employed on a full- or part-time basis and attend classes in the evening or on weekends, bringing to the classroom a rich background on which they may build. Among their employers are many of the area's largest banks, insurance companies, accounting firms, and manufacturing concerns. In addition, the School regularly enrolls a significant number of international students whose backgrounds and experiences contribute to the global perspectives that are developed in the classroom.

## No-Hassle Services

Textbooks and University fees are included in the per-course tuition. Textbooks will be distributed on the first night of class. University IDs, computer/Internet accounts, and parking permits are available in Auerbach Hall during the first week of classes each semester. Faculty advisors from each department are on hand each evening during the first week to assist students with registration and program planning.

## Facilities

The Barney School is located in Beatrice Fox Auerbach Hall. Two information technology centers are housed within this facility. The Information Technology Center (ITC) contains 30 Pentium personal computers, arranged in a classroom setting with a multimedia projection system. In addition, another laboratory has 14 Pentium multimedia computers.

All computers use Windows and Windows applications. The labs are wired for access to the Internet. The software contained on the systems includes the latest version of Microsoft Office, SPSS 9.0, SAS, WS-FTP, and QVTTerm.

## Programs

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Graduate degree programs prepare students to meet the future by offering the opportunity to develop analytical skills, general business knowledge, and specific professional training. The curriculum includes the study of accounting, economics, finance, information systems, insurance, management, marketing, organizational behavior, and quantitative analysis. The Barney School offers master's degree programs that prepare students for advanced positions in private, public, and not-for-profit organizations in local, national, and international settings.

### The degree programs are

#### MBA Business Administration

#### MSAT Master of Science in Accounting and Taxation

#### E<sup>2</sup>M Joint MBA and Master of Engineering

The MBA program provides general management knowledge and skills while allowing students to concentrate in a specialized area of their choice. The MSAT program provides specific knowledge and skills for the accounting, tax, and financial management professions. It qualifies students to sit for the CPA examination in those states requiring 150 hours of academic education. In addition, the School offers an Executive MBA for Health Care Professionals. More information on this program may be found on page 82.

## Academic Guidelines

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### Grading

Professors may assign the following grades:

- A 4.0
- A- 3.67
- B+ 3.33
- B 3.0
- B- 2.67
- C+ 2.33
- C 2.0
- C- 1.67
- F 0.0
- W Withdrawal
- I Incomplete
- V Intra-University Transfer (course exempted from grade point average computation, regardless of grade assigned)

### Pass/No Pass Grade

Courses that are part of a student's program of study must be taken for a letter grade.

### Withdrawals

The W is assigned to a student who has attended a course for four to 10 weeks. A withdrawal before the fourth week of classes removes the course from the transcript. Withdrawals are not permitted after the 10th week of classes. To withdraw, a Change of Program form must be filed with the registrar. These dates are adjusted for terms that have a duration of less than 15 weeks.

### Incompletes

The grade of I (incomplete) may be assigned by an instructor to a student who has attended an entire course and, due to extenuating circumstances, needs an extension to complete an outstanding assignment. Incomplete work is to be submitted no later than the last class day of the next full semester. If not, the professor may assign an appropriate final grade; or under certain circumstances, such as an independent study or prolonged illness, a professor may agree to a contract for an additional extension.

### Academic Standards

Students need 12 credits to establish a cumulative average. If one F or two grades below a B- are received during that time, the student will be dismissed. Once a cumulative average is established, students are expected to maintain the average needed to complete their degrees. Dropping below that average will result in being placed on probation. Probationary students who receive a semester average below the required standard for their degree will be dismissed from the School. Dismissals may be appealed by writing within 14 days after the beginning of the next regular semester to the dean of the Barney School, Auerbach Hall, room 306.

### Time Limit

The MBA should be completed within seven years. The MSAT should be completed within five years. Students who require more time to complete their degree must request an extension in writing from the Office of Academic Services of the Barney School.

### Double Degree

Students who wish to pursue a double degree may develop a program of study with overlapping requirements. A maximum of 25 percent of the smaller degree program may be transferred under this option.

## Admission

Admission to the Barney School is competitive and selective. Application forms and general information about graduate programs are available by calling the School's Office of Academic Services at (860) 768-4444 or the Center for Graduate and Adult Academic Services at (860) 768-5010. Students are admitted at the beginning of the fall, spring, and summer terms. Applications should be received at least 30 days prior to the beginning of the term for which the student is seeking admission. International students should submit their applications six months prior to the beginning of the term. Applications are reviewed continuously; candidates may expect an answer shortly after their application materials are complete.

All candidates must submit (1) a complete application form and fee, (2) official transcripts of all previous baccalaureate and graduate study, (3) two letters of recommendation from academic or professional sources, (4) the results of the Graduate Management Admission Test (GMAT) (Note: Applicants to the MSAT program may waive the GMAT requirement if they have passed the CPA, CMA, CFA, CA, or bar exams), and (5) a letter of intent and résumé.

Applicants who hold a master's degree or higher from an appropriately accredited institution are exempt from taking the GMAT. Applicants with three or more years of continuous, significant work experience may apply for a waiver from the GMAT. Each request for a GMAT waiver is individually evaluated. The GMAT examination has a new, flexible schedule of test dates. Students may call test centers and arrange for individual computerized testing. Scores are available within a few weeks. GMAT scores are valid for five years.

International students must also submit TOEFL scores and a Guarantor's Statement of Financial Support.

## Admission Standards

The Barney School adheres to the standards of the Association to Advance Collegiate Schools of Business (AACSB) and reserves admission to those students showing high promise of success in postgraduate business study. To assess the potential of candidates for admission, the School looks carefully at scores on the GMAT and other appropriate standardized tests and performance in undergraduate and other graduate programs. In addition, it will review professional and academic recommendations as well as the motivation of the applicant as evidenced

in the letter of intent. All application materials, with the exception of the GMAT score, must be submitted prior to initial registration for a class. Prospective students will only be allowed to take one class without having submitted their GMAT scores. Before the end of this period, the official GMAT score must be provided in order to complete the application. No further registration is permitted until a student is accepted into a program.

## Financial Assistance

A limited number of graduate assistantships are available to full-time (9 credits), matriculated graduate students in the Barney School. These positions require the student to work for a faculty member or an academic office for 300 hours per semester, 20 hours per week, or 150 hours per semester and 10 hours per week for half-time positions.

Appointment is competitive and based on academic ability, work experience, and the needs of faculty or the academic office. Applications may be obtained from and then submitted to the Office of Academic Services in Auerbach Hall, room 227.

Guaranteed Student Loans are administered through banks in the home state of the individual students.

## Registration

Advance registration begins in late April for the fall semester and in December for the spring semester. Final registration begins three weeks before classes start. Academic Services, Auerbach Hall, room 227, will be open from 8 a.m. to 6 p.m., Monday through Thursday; 8:30 a.m. to 5 p.m. on Fridays; or by appointment. Course registration after the first week of a class requires the permission of the instructor.

All degree candidates should agree on a program of study with an advisor before beginning their studies. MBA candidates make advising appointments through the Office of Academic Services, Auerbach 227. Candidates for the MSAT degree are advised in the Department of Accounting and Taxation. Students with a program of study have the option of registering in person or, if they have been enrolled in courses the previous semester, by mail, by telephone, or through the Internet. Certificate students and nonmatriculated students should register in person through the Office of Academic Services.

## **Master of Business Administration (MBA)**

### **Required credits [51]**

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The MBA degree program is intended to provide a broad exposure to the knowledge, skills, and values needed by successful managers. Candidates for the degree typically include those pursuing a management career, as well as those at mid-career and those contemplating a change from a technical or specialized field into a general management role. The majority of Barney School students pursue their MBA through part-time study in conveniently scheduled evening classes. However, the School also enrolls a number of full-time students.

Individuals with a BSBA or its equivalent may complete the program in as few as 12 months. Students with a nonbusiness undergraduate degree may earn the MBA in as few as 16 months, based on a review of academic course work and competency examinations.

The MBA curriculum is divided into four components: core, breadth, electives, and capstone. The curriculum consists of 17 courses (51 credits). Students with an undergraduate business degree within the last five years can normally waive some or all of the core classes.

Prior to entering the program, students are expected to have a working knowledge of computers and be able to use word processing software and spreadsheets. International students are expected to demonstrate language proficiency.

The *core* of the MBA program is designed for students without prior business education and covers principles and concepts in the basic functional areas of business. The five courses in *breadth* represent integrative, cross-functional topics that give the Barney MBA its uniqueness. Breadth courses cannot be waived. The *capstone* integrates functional approaches and environment issues by having students make strategic business decisions.

The MBA curriculum is under review for continuous improvement.

To receive the degree, students must complete all program requirements and maintain a 3.0 grade point average.

## **Program Modification and Transfer of Credit**

The program normally requires 51 credits—17 3-credit courses. Students with a strong undergraduate background in business administration may be eligible for modification of the require-

ments by requesting a waiver for up to six courses or 18 credits. Only the core courses may be waived. Breadth, elective courses, and the capstone may not be waived.

Students who have completed course work at an accredited graduate business school may transfer credit toward the degree for a total of up to six credits of elective courses that have been completed with a grade of B or better. Transfer credit is not included in the grade point average.

Students who have transfer credit may also request to waive courses based on undergraduate background. The total number of waivers and transfer credits combined cannot exceed 18 credits. All students must meet the minimum residency requirements of 33 credits at the Barney School.

Graduate students must present all requests for transfer or waiver of courses within the first semester or first four months (whichever is less) of matriculation in a graduate program.

## **Required Courses**

### **Core (six 3-credit courses)**

MBA 610 Quantitative Decision Making  
MBA 612 Accounting Concepts  
MBA 614 Economic Analysis for Managers  
MBA 616 Corporation Finance  
MBA 618 Marketing Management  
MBA 620 Operations Management

### **Breadth (five 3-credit courses)**

MBA 710 Leadership and Management  
MBA 720 Managing Technology  
MBA 730 Managing Customer Interfaces  
MBA 740 Business Law and Society: The Global Environment  
MBA 750 Performance Analysis

### **Electives (five 3-credit courses)**

Elective plans of study should be developed in consultation with faculty advisors. Students may elect a broad general orientation or concentrations of specific courses in one area of specialization.

### **Capstone (one 3-credit course)**

MBA 810 Organizational Strategy and Policy

## Master of Science in Accounting and Taxation Required credits [30]

See following text for exceptions.

*Professors* Broden, Nodoushani (*Program Director*)

*Associate Professors* Bannister (*Department Chair*), Mihalek, Smith

*Assistant Professors* Gantt, Generas,

Lamberton, Wiest

*Lecturer* Hannon

The MSAT program is designed for students who seek to develop or advance a career in professional accounting or taxation in industry, public accounting, government, or not-for-profit organizations. The program of study meets the needs of students with undergraduate degrees in accounting who wish a fifth year of study, as well as those students with nonaccounting or nonbusiness, undergraduate degrees.

Graduates of the program are qualified to take the CPA and CMA examinations. The program meets the 150-hour requirement for the CPA examination in the state of Connecticut and the general requirements established by the American Institute of Certified Public Accountants. Students wishing to take the examination in other jurisdictions should contact the jurisdiction to inquire as to specific requirements. Course work focuses on two tracks: Financial and Assurance Services, and Taxation. The application of analytical tools for planning, controlling, and decision-making purposes are contained in both tracks.

Degree requirements normally constitute 30 credit hours of specified courses, including five accounting courses and three nonaccounting courses beyond the requirements for an undergraduate accounting major. The specific required and elective courses are outlined below.

Admission is based on the candidate's undergraduate grade point average, GMAT or other appropriate standardized test scores, a personal statement, and two references. The GMAT requirement is waived for candidates who have passed the CPA, CMA, CFA, or CA examinations, or the bar examination.

Applicants must produce evidence of successful completion of two semesters of introductory accounting. Applicants without the introductory accounting courses will be required to take MBA 612 Accounting Concepts.

In addition to the introductory accounting requirements above, applicants must present

evidence of the completion of the following basic accounting core courses or equivalent:

AC 320-321 Financial Reporting Theory I-II

AC 325 Accounting Information Systems

AC 332 Cost Management

AC 425 Federal Income Tax Concepts

AC 430 Auditing Concepts and Problems

The above accounting core courses must have been taken at a four-year, accredited college or university, at the junior/senior level. Applicants who have not met the above accounting core requirements will be expected to complete successfully, with a minimum 3.0 GPA, the requirements at the start of their program. Applicants who have passed the CPA examination will receive an automatic waiver of the above requirements.

To receive the degree, students must complete all program requirements with a minimum grade point average of 3.0 and no more than one grade below B in the courses beyond the basic accounting core courses.

### Transfer of Credit

Students who have completed course work at an accredited graduate business school may transfer credit toward the degree for a total of up to six credits of courses that have been completed with a grade of B or better. Transfer credit is not included in the grade point average.

### Program Specializations

The MSAT program offers two tracks. The first track is designed for those students who are interested in careers in Financial and Assurance Services. The courses in this track contain information that is of particular interest to the public financial reporting and assurance services functions.

#### **Financial and Assurance Services Track Required courses:**

AC 760 Taxation of Business Organizations

MGT 701 Managerial Skills

AC 715 Financial Reporting and Analysis

AC 749 Seminar in Contemporary Accounting

Select two to four of the following:

AC 714 Advanced Accounting Theory and Practice

AC 716 Accounting Principles for Not-for-Profit Organizations

AC 667 Accounting Information Systems

AC 718 EDP Auditing

AC 720 Advanced Auditing

Approved elective(s)

Select two to four of the following:

- BL 662 Business Law
- FIN 630 Investment Analysis
- FIN 636 Real Estate Finance
- FIN 641 Financial Products and Services
- FIN 662 Financial Institutions and Markets
- INS 663 Employee Benefits
- Approved elective(s)

**Taxation Track**

**Required courses:**

- AC 760 Taxation of Business Organizations
- MGT 701 Managerial Skills
- AC 774 Advanced Taxation of Pass-through Entities
- AC 776 Advanced Corporate Taxation
- AC 789 Seminar in Taxation

Select one to three of the following:

- AC 770 Practice, Procedure, Periods, and Methods
- AC 772 Estate Planning and Administration
- AC 781 Personal Tax Planning
- AC 783 Research in Taxation
- AC 784 State and Local Tax
- AC 785 Taxation of Real Estate Transactions
- Approved elective(s)

Select two to four of the following:

- FIN 630 Investment Analysis
- FIN 636 Real Estate Finance
- FIN 641 Financial Products and Services
- FIN665/INS665 Risk Management
- INS 663 Employee Benefits
- Approved elective(s)

**Executive MBA for Health Care Professionals**

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The Executive MBA for Health Care Professionals (EMBA-HCP) is designed to teach management concepts and skills to persons with a clinical background or management responsibilities in the health care industry. Physicians, dentists, nurses, physical and occupational therapists, practice unit or laboratory managers, hospital administrators, pharmaceutical and insurance executives, and consultants in the field of health care will find this program of great advantage. The design of the program integrates persons familiar with different aspects of health care into a cohort, which is consistent with the future organization of health care as a unified system rather than an organization of fragmented services.

A firm foundation in business, applied to health care systems, policy, and management, develops experts and leaders for the future of health care in the United States. During the first

year of the program, students are presented with practical management concepts and tools, with attention given to relating the course work to the health care sector. In the second year, the course work becomes more focused on health care and includes such topics as Legal Issues in Health Care, Health Care Policy Analysis, Health Care Economics and Finance, Special Topics in Health Care, and Managing Customer Interfaces.

The “executive” format of this program is designed for professionals who wish to remain in their careers full time yet complete a degree in a timely manner. Participants receive the MBA degree in 21 months, with classes starting in the fall and finishing in the spring of the following year. Classes are generally scheduled on alternating weekends, making the program ideal for busy professionals. Program participants need not bother with such tasks as course registration, the purchasing of textbooks, or obtaining parking permits. Meals and coffee breaks are provided to facilitate the transition between hectic work and the classroom.

Courses are taught by Barney School of Business faculty and health care professionals with recognized expertise in their fields. In addition, speakers with specialized knowledge in the health care industry are a regular feature of the executive program. Class size is limited to facilitate close relationships between faculty and students, and to engender an active learning environment.

**First-Year Courses:**

- MBA 610 Quantitative Decision Making
- MBA 612 Accounting Concepts
- MBA 614 Economic Analysis for Managers
- MBA 616 Corporation Finance
- MBA 618 Marketing Management
- MBA 620 Operations Management
- MBA 710 Leadership and Management
- MBA 720 Managing Technology
- MGT 701 Managerial Skills

**Second-Year Courses:**

- MBA 730 Managing Customer Interfaces
- MBA 750 Performance Analysis
- HCP 660 Medical and Health Care Organization and Financing
- HCP 740 Legal Environment of Health Administration
- HCP 810 Seminar in Health Policy
- MGT 991 Special Topics in Management
- FIN 630 Investment Analysis

## Course Descriptions

Letters following course descriptions indicate the semester when courses are usually offered:

- (Fa) Fall
- (Sp) Spring
- (Su) Summer
- (X) Not expected to be offered in the 2003–04 academic year

Courses with no letters are offered occasionally according to faculty availability and student interest. Variations on these patterns do occur.

### Business Administration

**MBA 610 Quantitative Decision Making** [3] This course provides the student with necessary skills and understanding of the role of quantitative methods in decision making. It deals with many quantitative procedures involving a variety of computer applications and how they assist the manager in decision making and interpretation. Topics include a review of data analysis, regression analysis, time series analysis, forecasting, linear programming, and their applications. Laboratory fee. (Fa/Sp/Su)

**MBA 612 Accounting Concepts** [3] This course provides an introduction to financial and managerial accounting concepts utilized to provide organizations with the accounting information necessary for external reporting and management decision-making purposes. (Fa/Sp/Su)

**MBA 614 Economic Analysis for Managers** [3] This course covers economic principles applicable to managerial decision-making problems. Additionally, the course provides tools of analysis and concepts that are used in the graduate program's functional fields. The objectives are to expose students to the wide range of business decisions to which economic theory can fruitfully be applied, and to introduce the modern theory of the firm. The modern theory of the firm encompasses a set of contractual interrelationships among its owners, managers, customers, and suppliers, and integrates business environment and strategy with organizational design and managerial decision-making processes. Specific topics include supply and demand analysis; market structure; production and costs; organization of the firm; contracting, incentive compensation, and the principal-agent problem; information problems and uncertainty; outsourcing, vertical integration, and business reengineering; and international issues in managerial economics. Corequisite: MBA 610. (Fa/Sp/Su)

**MBA 616 Corporation Finance** [3] The objective of this course is to introduce the students to the basics of the corporate financial decision-making process. Subject areas include the time value of money, analysis and valuation of bonds, analysis and valuation of common stock, measuring the cost of capital, capital budgeting decisions, review of financial statements and ratio analysis, working capital and cash flow management, capital structure, dividend policy, and mergers and acquisitions. Prerequisite: MBA 612. (Fa/Sp/Su)

**MBA 618 Marketing Management** [3] Examines marketing systems, concepts, institutions, marketing function in organizations, and marketing management decision processes. Emphasis is on developing integrated approaches to solving marketing problems under turbulent environmental conditions. Major topics include marketing organization, consumer behavior, product policy, integrated marketing communications, and strategic market planning. Cases of companies in sectors ranging from services to consumer-packaged goods to high-technology industrial goods will be analyzed to develop problem-solving and decision-making skills of course participants. (Fa/Sp/Su)

**MBA 620 Operations Management** [3] An introduction to the managerial processes underlying operations management in both manufacturing and service organizations. Topics such as operations strategy, product and process design, advanced manufacturing technologies, operations planning and control, just-in-time production systems, quality and productivity, and project management will be covered. The topics will be integrated using a systems approach to the operations of an organization. Corequisite: MBA 610 or equivalent. (Fa/Sp/Su)

**MBA 710 Leadership and Management** [3] Course examines how individuals can achieve goals in traditional and continuous improvement work environments. Emphasis is placed on understanding how personal, group, and organizational factors influence individual success and satisfaction. Case studies provide an opportunity to reflect upon and enhance teamwork skills. Field research into current "best practices" complements formal class work. Prerequisite: MBA 620 or equivalent. Corequisites: MBA 614, 616, and 618. (Fa/Sp/Su)

**MBA 720 Managing Technology** [3] This course focuses on how to manage technology and innovation in organizations. The main topics are the nature of technological change, technology's competitive impact; how to manage the acquisition, generation, and commercialization of new technologies; and human and ethical issues concerning technology. While the course pertains to a broad range of technologies, specific attention will be given to information and communications technologies. Corequisites: MBA 614, 616, 618, and 620. Laboratory fee. (Fa/Sp/Su)

**MBA 730 Managing Customer Interfaces** [3] This course focuses on building relationships between an organization and its customers. Students will explore methods of identifying customer needs, expectations, and satisfaction. Buyer behavior theory will be applied to the measurement of customer satisfaction, congruent with current industry practice. Emphasis will be placed on the collection, analysis, and management of internal and external data for use in developing effective business strategies. Prerequisite: MBA 618 or equivalent. Corequisites: MBA 614, 616, and 620. (Fa/Sp/Su)

**MBA 740 Business Law and Society: The Global Environment** [3] This course helps students understand how business decisions affect and reflect society. Because the decisions of managers not only influence but also are influenced by public policy concerns and moral issues, students will learn how to integrate economic, social, legal and regulatory, and moral considerations in decision making. Specific topics include the role of law in society, business regulations and antitrust policy in the global environment, ethical and social values in different cultures, and employment and labor relations. Prerequisite: MBA 614 or equivalent. Corequisites: MBA 616, 618, and 620. (Fa/Sp)

**MBA 750 Performance Analysis** [3] This course demonstrates how corporations extract information from accounting, finance, operations, and marketing; analyze the results; and plan for future activities. Topics include activity-based costing, management decision making and pricing in a global economy, decentralization issues, balanced scorecard, financial performance measures and budgeting, and incentive and ethical implications of compensation systems. Prerequisite: MBA 616 or equivalent. Corequisites: MBA 614, 618, and 620. (Fa/Sp)

**MBA 810 Organizational Strategy and Policy** [3] Broadly integrative course that considers the strategic leadership of organizations as a whole within ever-changing and increasingly global environments. Course frameworks and concepts build on previous course work to develop students' abilities to analyze complex situations, identify issues, and provide specific solution plans and steps for implementation. The course relies heavily on class discussions of concepts and cases. Students will formally present both individual and team projects. Prerequisites: MBA 710, 720, 730, 740, 750, and 760. (Fa/Sp/Su)

**MBA 985 Internship in Business** [1–3] Students can apply theory to practice through work experience with profit and not-for-profit organizations. Students will work under the supervision of a faculty member. Prerequisites: Completion of MBA equivalent, breadth and core courses or equivalents, and permission of instructor and department chair.

### **Accounting**

**AC 650 International Accounting** [3] Designed for the student concerned with accounting and financial control of international operations. Presents a series of accounting and control problems in their international dimensions and the solutions applied in various countries. A framework for translating and analyzing financial statements from foreign subsidiaries and foreign corporations is developed. Prerequisite: MBA 612 or equivalent. (Sp/Su)

**AC 661 Cost-Management Systems** [3] This course is designed for students who are interested in the study of cost-management systems. The topics in the course include management cost control principles, alternative structures for cost control, problem solving of financial issues, and ethical issues in cost control. Prerequisite: MBA 612. (Fa/Sp)

**AC 662 Managing the Financial Management Function** [3] This is a case method course that is designed to study the major functions and issues dealt with in regard to accounting, finance, organization, and systems functions from the perspective of the chief financial officer, controller, and treasurer of an organization. The course material will be broad based across all of the business disciplines. Prerequisite: MBA 612 or equivalent. (Fa)

**AC 663 Cash Management and Budgetary Control** [3] This course explores the concepts of the budget preparation process and the control of expenses from an activity-based approach, with a strong emphasis on operational and fiscal analysis. In addition, the related cash budgeting and management systems are discussed. Prerequisites: AC 661 and MBA 616, or equivalent. (Sp)

**AC 667 Accounting Information Systems** [3] Provides the student with the background, principles, and techniques required to analyze the information requirements of an organization and to design the information system. Emphasis on computer-based systems. Prerequisite: AC 428 or MBA 720, or equivalent. Laboratory fee. (Sp)

**AC 668 Managerial Implications of Federal Income Taxation for Non-accounting Professionals** [3] This course is designed for the non-tax or -accounting professional and is not available for credit to students in the MSPA or MST programs. This course is designed to acquaint the non-accounting/-tax professional with the effect of federal tax laws on the operation of businesses. The course presents the managerial, planning, and policy implications of the federal income tax on business decision making. Prerequisite: MBA 612. (Fa)

**AC 714 Advanced Accounting Theory and Practice** [3] An intensive examination of advanced topics in accounting theory and reporting. Specific topics include partnership organization, liquidation and operation, branch accounting, accounting for mergers and acquisitions, consolidated financial reporting with domestic and international subsidiaries, accounting for transactions involving foreign currencies, and foreign currency-based financial statement translation. Prerequisite: AC 320 or equivalent. (Fa)

**AC 715 Financial Reporting and Analysis** [3] A study of the structure and use of corporate financial disclosures in the global economy. Topics include financial reporting requirements using financial disclosures for risk and performance analyses, adjusting for alternative reporting techniques, assessment of market valuation, and assessing the quality of earnings. Potential misuses of alternative reporting methods are considered. Prerequisites: MBA 612 and 616.

**AC 716 Accounting Principles for Not-for-Profit Organizations** [3] Examines financial accounting principles, fund accounting, and analysis of financial reports, as well as management accounting and control techniques pertinent to health care and other not-for-profit and public-sector organizations. Case studies and problem materials are required. Prerequisite: MBA 612 or equivalent. (Sp)

**AC 718 EDP Auditing** [3] Acquaints students with current applications of computers. Emphasis is on systems design and audit controls rather than on technical details of machine operations. Cases are selected to provide practical applications of topics covered in class. Prerequisites: AC 430 and 428, or equivalent. Laboratory fee. (Fa)

**AC 720 Advanced Auditing** [3] A critical and intensive study of selected topics in auditing. The course provides an in-depth analysis and practical application of the current auditing standards and professional codes of conduct. It emphasizes ethical decision making in an audit client's environment, the practical applications of the Single Audit Act on auditing not-for-profit entities, and case analyses that emphasize accounting, tax, and auditing research to satisfy auditor-client disagreements in the application of accounting principles. Prerequisite: AC 430 or permission of instructor.

**AC 748 Seminar in Managerial Accounting and Financial Management** [3] This course is designed as a capstone course for those students in the MSPA program who are interested in managerial accounting or financial management. The course consists of the student's involvement in researching particular issues, doing a field research project, or other significant capstone experience in the field of managerial accounting or financial management. Included in the course requirements are the presentation of an appropriate written report as well as a formal oral presentation of the student's findings or experience. Prerequisites: MBA 612 and two graduate accounting electives. (Fa/Sp)

**AC 749 Seminar in Contemporary Accounting** [3] An intensive study and discussion of the underlying assumptions and theories on which are based the generally accepted accounting principles and procedures in use today. Alternative methods are evaluated. This course satisfies the seminar requirement for the MSPA degree. Prerequisites: AC 714 or equivalent, and final year of MSPA program. (Fa/Sp)

**AC 760 Taxation of Business Organizations**

[3] An analysis of the tax concepts applicable to corporations, partnerships, S corporations, and limited-liability companies/partnerships, including definitions, formation, operations, distributions, and liquidations. Prerequisite: AC 425 or equivalent. (Fa/Su)

**AC 770 Practice, Procedure, Periods, and Methods**

[3] A study of the organization of the Internal Revenue Service, procedural problems with respect to the tax return and tax return audits. Selected topics dealing with accounting periods and methods (e.g., installment sales, long-term contracts, inventories) will also be covered. Prerequisite: AC 425 or equivalent. (Sp)

**AC 772 Estate Planning and Administration**

[3] Intensive study of the nature of estate planning and the problems of administering a decedent's estate. Topics include integration of estate, trust, gift, and income taxes, and trusts and their uses. Prerequisite: AC 425 or equivalent. (Fa)

**AC 774 Advanced Taxation of Pass-through Entities**

[3] A detailed analysis of the income tax problems of these business forms, including organization, operations, allocations, sales and exchanges of ownership interests, built-in gains, distributions, and liquidations. Prerequisite: AC 760. (Fa)

**AC 776 Advanced Corporate Taxation**

[3] A detailed analysis of corporate income tax problems, including distributions, redemptions, liquidations, affiliated companies, reorganizations, and penalty taxes. Prerequisite: AC 760. (Sp)

**AC 780 Tax Aspects of International Business**

[3] Examines problems of United States taxation of foreign business activities, advantages of different corporate forms and methods of overseas operation, and compliance with Treasury regulations affecting foreign trade. Prerequisite: Graduate standing.

**AC 781 Personal Tax Planning**

[3] Emphasizes effective tax and financial planning for individuals, including techniques of mitigating tax rates; exempting, deferring, and deflecting income; as well as maximizing tax deductions and credits. Attention will be devoted to use of investments in creating assets for educational funding, retirement, and estate planning, including the use of insurance for asset protection. Prerequisite: Graduate standing.

**AC 783 Research in Taxation** [3] Examines the techniques of conducting tax research and the necessary oral and written communication skills required in practice. Prerequisite: AC 425 or equivalent. (Fa)

**AC 784 State and Local Tax** [3] Examines the sources of state and local revenues derived from taxation, the taxation of multinational and multistate businesses, and the constitutional restrictions on the rights of state and local governments to impose taxes on business entities. Personal income tax, consumer and transaction taxes, property tax, business excise and death taxes imposed by state and local jurisdictions are also examined. Prerequisite: Graduate standing.

**AC 785 Taxation of Real Estate Transactions**

[3] Study of tax issues affecting personal and commercial real estate transactions. Topics include residences, depreciation, sales and exchanges, passive activity and at-risk rules, REITs, and choice of business entity. Prerequisite: AC 425 or equivalent.

**AC 786 Consolidated Tax Returns**

[3] A detailed analysis and study of the principles and practices involved in preparing consolidated tax returns, with an emphasis on tax planning. Prerequisite: AC 776.

**AC 787 Federal Tax Elections**

[3] This course will review the most important Federal Tax Elections available to individuals, corporations, partnerships, estates and trusts, and retirement plans. Prerequisite: AC 760 or equivalent.

**AC 788 Deferred Compensation**

[3] Analysis of deferred compensation plans, including pension, profit-sharing, and stock bonus plans. Other topics include reasonable compensation, IRAs, nonqualified plans, and ESOPs. Prerequisite: Graduate standing.

**AC 789 Seminar in Taxation**

[3] Supervised research in the field of tax policy of approved topics, and the preparation of a formal and oral report suitable for publication. Prerequisite: Substantial concentration in the tax field or permission of department chair. (Fa/Sp)

**AC 980 Independent Study in Accounting Taxation**

[1–3] Topics and projects selected by student and participating faculty member. Study will require the student to survey current literature and conduct research in a specialized area of interest. Prerequisite: Permission of instructor and department chairman.

**AC 985 Internship in Accounting** [3–6] Students will apply theory to practice through accounting work experience with CPA firms and other organizations, both profit and not-for-profit. Students will work under the supervision of an accounting faculty member. Prerequisites: AC 320 or equivalent, and permission of instructor and department chair.

**AC 990-991 Special Topics in Accounting and/or Taxation** [3-3] A critical and intensive study of specific and selected problems in the fields of accounting and taxation, with comprehensive reading of the latest available literature and studies related to the problems involved. Prerequisite: AC 321 for accounting topics or AC 336 for taxation topics. (Fa/Sp/Su)

**BL 661 Legal Foundations of Business** [3] An integrative course wherein students will develop an understanding of the foundations of global business from a legal and ethical perspective. Topics include the American Constitutional/common law system with a comparison to other major legal systems, a review of some of the fundamental ethical concepts and theories and an application of both to the global business environment. Additionally, students will study the form of business organizations and the regulatory process. Prerequisite: Graduate standing.

**BL 662 Business Law** [3] An introduction to the basic purposes and logic of the law as it applies to business enterprises and their operations. Emphasizes the essential elements of an enforceable agreement, the legal aspects of required performance, and the establishment of an agency relationship. The legal duties of the principal and agent to each other and to third parties. Actual cases are studied to observe the development and application of legal principles in a business activity. (Fa)

### **Economics**

**EC 600 Basic Principles of Economics** [3] An intensive treatment of basic principles of economics, designed for graduate students with no previous exposure to the field. For the student with above-average mathematical background or aptitude, this course covers essential analytical topics from EC 210, 211. Credits earned in this course are not applied to graduate programs. Prerequisite: Graduate standing. (X)

**EC 664 Urban and Regional Economics** [3] An introduction to the study of where firms and consumers choose to locate, and how and why they make their choices. Topics include location theory; market forces in development of cities;

policies that affect land rent and land use within cities, spatial aspects of poverty, discrimination, and housing; and state and local government spending on education and property taxation. Prerequisite: MBA 614.

**QNT 720 Business Forecasting** [3] The course presents the techniques used to prepare forecasts and to facilitate long-term planning by the firm. The emphasis will be on the application of techniques used by management for decision making. Case studies will be discussed to provide the students with the necessary links between theory and practice. Topics include review of statistical techniques, data sources, exploring data patterns with a view to choosing the appropriate forecasting techniques, such as moving average and smoothing methods, regression analysis, time series analysis, Box-Jenkins (ARIMA) methods, and analysis of judgmental factors in forecasting. Prerequisite: Completion of MBA core.

### **Insurance and Finance**

**FIN 620 Cases in Finance** [3] Designed to train the student in the many ways of thinking about corporate financial problems. The cases provide the basis for class discussions on the approach to financial problem solving. Prerequisite: MBA 616 or equivalent. (Su)

**FIN 630 Investment Analysis** [3] The objective of this course is to introduce the students to various investment alternatives and their valuation. Topics are analysis of common stocks, corporate and government bonds, mortgage-backed securities, options and futures contracts. The course also includes study of the market structure and its participants, as well as alternative measurements of risk and return on investment. (Students who have taken FIN 430 at the University of Hartford are not permitted to take this course for credit.) Prerequisite: MBA 616. (Fa/Su)

**FIN 632 Portfolio Management** [3] The objective of this course is to introduce the students to the theory and practice of portfolio management. Topics are formulation of appropriate portfolio objectives, alternative asset-allocation techniques, portfolio revision, criteria for evaluating investment portfolio performance, international diversification, the use of options and futures in investment portfolios, and the analysis of various investment constraints. A group project in portfolio management is designed to develop student skills to work cooperatively in teams. Prerequisite: FIN 630. (Sp)

**FIN 636 Real Estate Finance** [3] The rationale and framework of the real estate investment decision. Appraisal techniques and investment analysis in both the public and private sectors. Real estate development: residential and commercial with emphasis on market-oriented economic decisions. Institutional policy and lending on real estate are examined. Prerequisite: MBA 616.

**FIN 641 Financial Products and Services** [3] An examination of current trends in the retail market for financial products and services. The course explores the effects of demographic considerations on the demand for financial products. The nature of financial planning is investigated. A project will involve designing a new financial product. Prerequisite: MBA 616 (Fa)

**FIN 650 International Finance** [3] This course is designed to expose the students to the international dimension of corporate finance. It is aimed at providing a conceptual framework for analysis of major financial problems of the global company. Topics include the international monetary systems, the foreign exchange market, determination of exchange rates, managing foreign exchange exposure, the foreign direct investment decisions, capital budgeting, and working capital management. (Students who have taken FIN 450 are not permitted to take this course for credit.) Prerequisite: MBA 616. (Fa/Su)

**FIN 662 Financial Institutions and Markets** [3] The objective of this course is to introduce the students to the structure, function, and activities of the various financial institutions and markets. Domestic as well as international institutions and markets are studied, including recent regulatory changes. Topics include central banking; the process of money creation; instruments and institutions of the money market; commercial banking and savings institutions; and the role of insurance companies, pension funds, and investment companies. Prerequisite: MBA 616. (Fa)

**FIN 665/INS 665 Risk Management** [3] This course examines how corporations approach the problem of dealing with risks in today's complex marketplace. Emphasis is given to the economic impacts of losses and alternative methods of risk financing (captives, bond issues, capital markets). The exposures of multinational firms are explored in a team-learning format. Since risk management is usually a multidisciplinary team effort, all assignments and class discussions will involve teamwork.

Emphasis will be given to incorporating multidisciplinary, multiobjective input into a comprehensive risk management plan for sample firms. (Sp)

**FIN 684 Entrepreneurial Finance** [3] An examination of financial issues and problems encountered by small businesses. Case studies and lectures will be used to develop skills in the areas of financial statement analysis, forecasting, working capital management, coping with financial distress, business valuation techniques, sources of capital, dealing with banks and venture capitalists, preparing for an initial public offering, community resources, and ethical issues. Students will prepare team presentations of cases and a comprehensive business plan. Assignments will include empirical articles dealing with current topics in small-business finance. Extensive use of computer spreadsheet programs required. Prerequisite: MBA 616.

**FIN 760 Seminar in Finance** [3] A study of recent theoretical and empirical work in the field of finance. Independent research, reports, and discussions are utilized. Prerequisites: Two graduate courses in finance. (Sp)

**FIN 980 Independent Study in Finance** [3] Content to be determined by student and assigned advisor.

**INS 660 Risk and Insurance** [3] A survey course focusing on practice and theory of private insurance and its economic and social significance. Analysis of major lines of insurance, including life, health, and property-casualty. A number of managerial and ethical considerations are reviewed. (Fa/Sp/Su)

**INS 661 Life and Health Insurance** [3] Detailed examination of life insurance; nature and uses of life insurance, mathematics of life insurance, and underwriting life risk. Organization of life insurance companies is reviewed, as are several managerial and ethical issues. Life company strategies are discussed and analyzed. The course includes a review of individual health insurance. (Fa)

**INS 662 Property and Casualty Insurance** [3] This course examines applications of economic and financial concepts to the solution of problems faced by insurers. Management and key operational functions of an insurer are discussed in a financial context. The effects of economic, legal, and regulatory environments, as well as technological advances in loss prediction and distribution on insurer strategy, are studied.

**INS 663 Employee Benefits** [3] Employee benefits are a basic source of economic security. This course provides an analysis of management strategy and planning for employee benefit plan design and financing. Benefits ranging from cafeteria plans to dependent care to 401(k) plans are studied. A public-policy viewpoint is incorporated, and the purpose, usage, value, and shortcomings of employee benefits are examined.

**INS 665/FIN 665 Risk Management** [3] This course examines how corporations approach the problem of dealing with risks in today's complex marketplace. Emphasis is given to the economic impacts of losses and alternative methods of risk financing (captives, bond issues, capital markets). The exposures of multinational firms are explored in a team-learning format. Since risk management is usually a multidisciplinary team effort, all assignments and class discussions will involve teamwork. Emphasis will be given to incorporating multidisciplinary, multiobjective input into a comprehensive risk management plan for sample firms. (Sp)

**INS 666 Insurance Regulation** [3] Study and analysis of interrelationships of changing social and economic values, shifting public policy, and reaction of insurance industry. (Sp)

**INS 880 Independent Study in Insurance** [3] Content to be determined between advisor and student.

**QNT 501 Introductory Quantitative Methods** [1.5] Covers basic statistical methods, beginning with descriptive statistics and data analysis and ending with probability concepts and discrete distributions. This course is to be taken by students with no prior exposure to statistics. *Credits earned in this course are not applied to graduate programs.* Prerequisite: Graduate standing. (Fa/Sp/Su)

## **Management**

**MGT 620 Exploring Contemporary Business** [3] This course is designed specifically for entering MBA students with minimal business experience or for students making a career change. The course will introduce students to the customs and behaviors in contemporary business organizations. Students will explore leadership and teams through experiential activities, as well as lecture, readings, company visits, a team service project, and guest speakers. Students will become acculturated to cur-

rent business practices, corporate culture, and customer expectations. Prerequisite: Graduate standing.

**MGT 674 Operations Strategy** [3] An examination of the development and implementation of production/operations strategy and the integration of this strategy with the corporate business unit; examination of other functional strategies of the organization. Topics include alternative production/operations strategies; choice of process; strategy selection; technology management; integration of information, quality, and productivity into the operations function. Prerequisite: MBA 620. (X)

**MGT 701 Managerial Skills** [3] This course focuses on the assessment and development of competence in individual, interpersonal, and applied management and leadership skills. Topics include presentation of self, time and stress management, communication, negotiation, and coaching. Diagnostic instruments, practice exercises, and active student involvement are part of the course. (Sp/Su)

**MGT 705 Individuals, Groups, and Organizations** [3] An overview of levels of organizational behavior. Organizational behavior topics include communication, motivation, learning, perception and attribution, group dynamics and organization structure, design and change. Focus will be on both academic research literature and current organizational trends. (Fa/Sp)

**MGT 711 Dynamics of Group Decision Making** [3] This course examines the processes that occur among a group of decision makers or team members, with emphasis on the factors that facilitate positive outcomes. The patterns of interaction among the decision makers are identified, and students are involved in a variety of real tasks and simulations to develop an awareness of their own behavior in group and team situations. (Fa/Sp)

**MGT 712 Complex Organizations** [3] This course focuses on organizing and leading change. It identifies macro concepts such as environmental characteristics, strategies and structures, the role of information technology, measurement and evaluation processes, and reward systems. The course also investigates their relevance for management and explores the ramifications of choice in organization design and change processes. Students design and carry out organizational assignments based on course theories, and conclude with a formal presentation of findings. (Fa)

**MGT 720 Organization Development** [3] Examines major organization development (OD) theories, approaches and techniques that managers, leaders, and consultants use to improve organizational effectiveness. Focuses on both underlying models (e.g., action research, open systems, levels of intervention, sociotechnical) and tools used in OD work (e.g., team building, process, third party and intergroup, structural, appreciative inquiry, future search, and quality interventions). Students will learn to diagnose current levels of organization effectiveness, recognize obstacles to change, and develop recommendations and action plans. Several presentations are required; students regularly use the newest technology. Prerequisite: MGT 705 or MBA 710, or permission of instructor. (Sp)

**MGT 730 Human Resource Management** [3] This course explores the changing roles required of human resource (HR) managers to enhance the performance of their organizations as leaders in today's global marketplace. Technical, administrative, and strategic components of HR are presented through readings, cases, and exercises. A wide range of HR topics is covered along with legal and legislative issues. The increasing importance of information technology and international issues in the practice of HR are also stressed. Prerequisite: MGT 705 or MBA 710, or permission of instructor. (Fa)

**MGT 731 Advanced Human Resource Management** [3] Focuses on theories, techniques, and legal/ethical aspects of personnel administration activities from an implementation standpoint. The technical aspects of job analysis, testing and selection, compensation, and performance appraisal are examined in depth so that students have the knowledge and skill to develop these programs in organizational settings. Fieldwork projects are included. Prerequisite: MGT 730 or permission of instructor.

**MGT 732 Strategic Human Resource Management** [3] Management of human resources is viewed from a systems perspective. Attention is directed toward the development of strategies to utilize job analysis and design efforts, performance appraisal and reward systems to control recruiting, selection, socialization, career training and development, as well as termination processes. Case studies are examined from multinational corporations, public agencies, and nonprofit organizations, along with an in-depth analysis of a significant human resource issue currently being faced by a firm. Prerequisite: MGT 730 or permission of instructor. (X)

**MGT 740 Conflict Management** [3] An examination of conceptual models of human conflict in interpersonal, intragroup, and intergroup situations. Emphasizes development of practical skills in resolving conflict both as a principal actor in the conflictual relationship and as a third party. (Su)

**MGT 750 Bargaining and Negotiations** [3] The skills, theory, and processes used in a variety of negotiation settings are addressed. Topics include negotiating styles, power, coalitions, conflict, distributive versus integrative bargaining, representational negotiations, mediation, intercultural bargaining. Skills are developed through a series of role-played simulations in which everyone negotiates and receives feedback. Prerequisite: MBA 710 or permission of instructor.

**MGT 771 Entrepreneurship** [3] This course provides an opportunity for participants to examine their own skills, interests, and desire to lead in the creation of a new venture. Formal class work is supplemented with fieldwork necessary to ensure the development of a realistic business plan. (Sp)

**MGT 980 Independent Study in Management** [3] Projects selected by student in consultation with assigned instructor. The purpose is to permit the student to survey the literature of, and to conduct research in, a specialized area of interest. Prerequisite: Permission of instructor. (Sp)

**MGT 990 Special Topics in Organizational Behavior** [3] Seminar in selected areas of organizational behavior, organization development, organizational theory, or human resource management, personnel administration. The course is designed to give students a focused study of selected current topics in organizational behavior. Prerequisite: MBA 705 or MBA 710, or permission of instructor.

**MGT 991 Special Topics in Management** [3] Seminar in selected areas of management/administration, the management decision process, production/operations research, or management information systems. The course is designed to give students a focused study of selected current topics in management. Prerequisite: Permission of instructor.

## **Management Information Systems**

**MIS 661 Data Processing and Application Programming [3]** An introductory course for computer programming in a business environment. Topics include structured programming, development, and documentation. Problem solving is stressed throughout the entire course, which will include report generating and table and file processing. Prerequisite: MBA 720 or permission of instructor. Laboratory fee.

**MIS 662 Information System Analysis and Design [3]** Overview of the system development life cycle. Topics include data flow diagram, processing logic specification, data dictionary and data store, data structure and file organization, input/output design, and system specification. Emphasis will be on logical system design. Prerequisite: MBA 720 or permission of instructor. Laboratory fee.

**MIS 764 Database Systems [3]** This is an introduction to database systems. Topics include the fundamental concepts of database, logical database design, physical database implementation, use and management of enterprise databases, data query language, use of Internet technology, and database administration. A contemporary DBMS software will be used. Prerequisite: MIS 662. Laboratory fee.

**MIS 765 Strategic Information Systems [3]** This course emphasizes the use of information technology as a source of strategic competitive advantage. Strategic information systems facilitate radical change in the internal operations of organizations. The objectives of this change are to enhance the organizational capability to develop innovative products and services, to forge new relationships with suppliers and customers, and in the process, to edge out competitors. The notion of strategic competitive advantage will be examined within the context of all relevant factors, such as economic cost/benefits, legal aspects, ethical issues, and sociotechnical issues of information systems. Prerequisites: MBA 720 or equivalent, MBA 618 (formerly MKT 610), and MBA 614 (formerly EC 610); or permission of instructor.

**MIS 990 Special Topics in Management Information Systems [3]** Seminar in selected areas of management information systems. The course is designed to give students a focused study of selected current topics in management information systems. Prerequisites: Graduate standing and permission of instructor.

## **Marketing**

**MKT 640 Sales Program Management [3]** Explores the role of management of the sales force in relation to the total marketing effort. Basic considerations are line and staff responsibilities of the sales manager; organization and control of the field sales organization; selection, supervision, compensation, and motivation of sales personnel and coordination with other departments. Prerequisite: MBA 618.

**MKT 650 Global Marketing [3]** Examines specific marketing management issues that arise when entering overseas markets and when conducting marketing operations on an international, as compared to a domestic, scale. The course will emphasize problems of identifying and evaluating market opportunities abroad, developing marketing strategies adopted to specific national or world zone needs, and constraints and coordinating strategies in world markets. Stress is on strategic issues of multinational marketing. Prerequisite: MBA 618.

**MKT 659 Marketing Communications [3]** Stresses an integrated approach to the use of advertising, public relations, publicity, personal selling, and sales promotion. Considered are basic communications theory; communications plan development; and relations with media, the general public, the community, employees, stockholders, vendors, and customers. Cases reflecting actual practice are regularly assigned. Prerequisite: MBA 618. (Fa)

**MKT 660 Advertising Management [3]** Provides an overview of advertising and its role in a marketing program. Marketing analysis of competitive position, product/service imagery, consumer attitudinal profiles, perceptual processes, and other factors are developed as a basis for decision making. Establishing operational objectives, setting the budget, selecting media, and deciding on copy content and positioning are decision areas emphasized. Prerequisite: MBA 618. (Sp)

**MKT 662 Public Relations Management [3]** Surveys current public relations practices and problems as applied in business, government, and not-for-profit organizations. Public relations functions; communication; publicity techniques; and analysis of relationship with various groups, such as press representatives, the general public, employees, stockholders, and consumers. Prerequisite: MBA 618. (Fa)

**MKT 668 Product Innovation and Development** [3] Examines the conceptual framework for the initiation, guidance, and control of new product development for consumer and industrial markets. The course covers innovation models, product management, market analysis, product positioning, test marketing, launch marketing strategies, and venture corporate architecture. Cases with an international motif—either American firms in Pacific Rim and Eurocentric markets or offshore transnational companies seeking to penetrate the epicentral U.S. market—provide ample vistas for the application of the theory and method of one-off product innovation, as well as multi-generational product platform genesis. Prerequisite: MBA 618. (Su)

**MKT 681 Internship in Marketing** [3] Project selected by student in consultation with assigned instructor. The purpose is to enable the student to apply concepts and skills learned in courses with real-world work situations.

**MKT 750 Market Planning and Corporate Strategy** [3] Capstone course that focuses on the strategic planning concept: the triangular relationship between a firm, pertinent market structures, and industry rivals. Prerequisite: MBA 618.

**MKT 882 Independent Study** [3] Project selected by student in consultation with assigned instructor. The purpose is to permit the student to survey the literature and to conduct research in a specialized area of interest.

**MKT 990 Special Topics in Marketing** [3] Seminar in selected areas of marketing. The course is designed to give students a focused study of selected current topics in marketing. Prerequisites: Graduate standing and permission of instructor.

## **Health Care**

**HCP 660 Medical and Health Care Organization and Financing** [3] Students develop an overall understanding of the process, forces, and issues in the realm of health finance, with a special focus on the economic forces affecting the health care delivery system in the United States. Emphasis is on the health sector, medical markets, government intervention strategies, and regulatory processes and how they affect the financial management of a variety of health care organizations.

**HCP 740 Legal Environment of Health Administration** [3] Students are introduced to the fundamental legal issues facing health care professionals and administrators today, as society struggles to provide solutions to formidable challenges in the field. Students examine government regulation as it pertains to quality of care issues, payment for health services, protection for medical malpractice, and the physician-patient relationship. Legal aspects of health care delivery systems are reviewed, including organizational and antitrust implications.

**HCP 810 Seminar in Health Policy** [3] Students focus on current health policy issues involved in the current debates over health care reform, with specific emphasis on the existing health care and financing system, efforts to control costs under this system, and the degree to which the system meets society's objectives regarding access, affordability, quality, and efficiency. Students also analyze the competing and common interests, values, and ethical perspective of the various groups affected by state and federal health policy.