Barney School of Business

Business and government demand people 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 vision of the Barney School of Business is to be a leader in career-focused business education through our worldwide partnerships with educational and business organizations.

Supporting this vision, the mission of the Barney School of Business is to prepare individuals to be leaders and decision makers who are globally aware and socially responsible by

- creating a student-focused learning environment that emphasizes effective, high-quality bachelor’s- and master’s-level teaching and learning;
- engaging in a broad range of scholarly activities to improve the practice of business, enhance and strengthen the quality of instruction, and provide intellectual stimulation to our faculty; and
- maintaining strong relationships with business, not-for-profit, and government entities to facilitate their interaction with our 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 nonmanagerial 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 of 607 accredited business programs around the world, 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 schedule to accommodate their needs, offering not only evening courses but also weekend programs.

Students

More than 70 percent of the Barney School’s 590 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.

E-services

- University e-mail accounts are created as part of the initial course registration.
- E-bills are sent to students’ University e-mail accounts; paper bills are not used.
- Students may view class grades online through the self-service center.
- Students are provided registration pins to register courses online once they have completed their core business courses.

Facilities

The Barney School is located in Beatrice Fox Auerbach Hall. Two information technology centers are housed in this facility, as is the Mali Global Center. The Information Technology Center contains 31 computers, arranged in a classroom setting with a multimedia projection
system. In addition, another laboratory has 14 computers. Auerbach Hall is equipped for WiFi connectivity to the Internet. All computers have DVD players. All computers use Windows XP and Windows applications. The labs are wired for access to the Internet. The software contained on the systems includes the latest versions of Microsoft Office, SPSS, and SAS.

**Mali Global Center**
Auerbach Hall houses the Mali Global Center, which provides the Barney School with the most sophisticated communication and research capabilities. The Center makes possible a wide range of global outreach programming.

**Programs**
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, leadership, 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 as follows:**

**MBA**  Master of Business Administration  
**AMBA**  Accelerated MBA  
**MSAT**  Master of Science in Accounting and Taxation  
**E^2M**  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 Accelerated MBA. More information on this program may be found on page 149.

For a description of the E^2M program and a list of the required courses, please see page 149 of this Bulletin.

**Academic Guidelines**

**Grading**
Professors assign the following grades:

<table>
<thead>
<tr>
<th>Grade</th>
<th>Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>4.0</td>
</tr>
<tr>
<td>A–</td>
<td>3.67</td>
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<tr>
<td>B+</td>
<td>3.33</td>
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<tr>
<td>B</td>
<td>3.0</td>
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<tr>
<td>B–</td>
<td>2.67</td>
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<td>C+</td>
<td>2.33</td>
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<tr>
<td>C</td>
<td>2.0</td>
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<tr>
<td>C–</td>
<td>1.67</td>
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<tr>
<td>F</td>
<td>0.0</td>
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<tr>
<td>W</td>
<td>Withdrawal</td>
</tr>
<tr>
<td>I</td>
<td>Incomplete</td>
</tr>
<tr>
<td>V</td>
<td>Intra-University Transfer (course exempted from grade point average computation, regardless of grade assigned)</td>
</tr>
</tbody>
</table>

**Withdrawals**
A W designation 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**
An I (incomplete) designation may be assigned by an instructor to a student who, due to extenuating circumstances beyond the student’s control, needs an extension to complete course requirements. Incomplete work should be submitted no later than one year from the last class day of the course, at which time the professor would assign an appropriate final grade. The student and professor may agree to an additional extension; it is the student’s responsibility to initiate a request for an additional extension. If such an extension is not arranged, the incomplete grade will automatically revert to a W.

**Pass/No Pass**
Courses that are part of a student’s program of study must be taken for a letter grade. The option of Pass/No Pass is not available in the graduate program of study.

**Academic Standards**
Students need 6 credits to establish a cumulative average. 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 stu-
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.

Any grade of F in a graduate course will result in dismissal from the graduate program.

Time Limit
The MBA must be completed within seven years from the semester of admission. The MSAT should be completed within five years from the semester of admission. MBA 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. MSAT students who require more time to complete their degree must request an extension in writing from the director of the MSAT program.

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 860.768.4371. 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), and (5) a letter of intent and résumé.

Applicants who hold a master’s degree or higher from an appropriately accredited institution may be exempt from taking the GMAT. Applicants for the MBA program with three or more years of continuous, significant work experience may apply for a waiver from the GMAT. (Note: Applicants to the MSAT program may waive the GMAT requirement if they have passed the CPA, CMA, CFA, or bar exams). In the MSAT program, GMAT waivers based on substantial work experience may be granted in extraordinary circumstances. Each request for a GMAT waiver is individually evaluated through a personal interview and a letter from a work-related supervisor. The GMAT examination has a 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.

All international applicants must provide an official evaluation of all foreign academic credentials (examination and grade report) that correspond to a four-year baccalaureate degree or its U.S. equivalent. Transcript evaluation requests must be performed by the World Education Services (www.wes.org). The $45 application fee is waived for those applicants who use WES.

In addition, international applicants must submit an acceptable TOEFL or IELTS score, 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—International (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 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 course without having submitted their GMAT scores. Before the end of this course, 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.

Appointments are 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. Graduate assistantships are awarded only after the student has been admitted to the Barney School of Business, has registered for the minimum number of credits, and has been interviewed by the appropriate faculty or administrative staff member.

Guaranteed student loans are administered through banks in the home state of the individual students.

Awards and Scholarships
Edith Cartin Prize
Given in memory of Edith Cartin Goldberg by her children, Arnold and Fanchon Cartin, this award, based on academic excellence, goes to a working female graduate student.

Regents’ Award
This award, based on academic achievement, is presented to an outstanding graduate student.

Nancy and Stanley Wells MBA Scholarship
This award is given by Nancy and Stanley Wells in honor of their three children, who earned MBAs from the Barney School of Business.

Registration
Advance registration begins in late March for the summer and fall semesters and in October for the spring semester. Registration continues through the first week of classes. Academic Services, Auerbach Hall, room 227, is open from 8:30 a.m. to 5 p.m., Monday through Thursday; 8:30 a.m. to 4:30 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 and taxation and accounting certificates 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. Post-MBA certificate students and nonmatriculated students should register in person through the Office of Academic Services.

Master of Business Administration (MBA)
Required credits [51]

Steven Congden (Academic Director, MBA Program, 860.768.4567, congden@hartford.edu)

Damian Mierny (Manager, MBA Program, 860.786.5003, mierny@hartford.edu)

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. The school also enrolls a number of full-time students.

The MBA curriculum consists of 17 courses (51 credits), divided into four components: core, breadth, electives, and capstone. Students with an undergraduate business degree within the last five years can normally waive some or all of the core classes and may complete the program in as few as 12 months. Students with a non-business undergraduate degree may earn the MBA in as few as 16 months, based on a review of academic course work and competency examinations. Typically, the average working professional completes the program in 36 months.

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. A half-semester introduction to managerial statistics is offered for students lacking math skills or needing a refresher. International students are expected to demonstrate English-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 six 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 always 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 requirements by requesting a waiver for up to six courses or 18 credits. Only the core courses (except MBA 710) may be waived. MBA 710, breadth courses, 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 Managerial Statistics
MBA 612 Accounting Concepts
MBA 614 Economic Analysis for Managers
MBA 616 Corporate Finance
MBA 618 Marketing Management
MBA 620 Operations Management
MBA 710 Leadership and Management

Breadth (six 3-credit courses)
MBA 720 Innovation and Project Management
MBA 730 Managing Customer Relationships and Experiences

MBA 740 Business, Law, and Society: The Global Environment
MBA 750 Performance Analysis
MBA 760 The Global Business Environment

Electives (four 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 Strategic Management

The core courses generally serve as prerequisites for the breadth courses. Students may only take core courses concurrently with breadth courses if all other core courses are completed and the breadth courses being taken allow the particular core courses in question as corequisites. Some breadth courses require specified core courses be completed only as prerequisites. An exception to this rule is MBA 710, which must be taken in a student’s first or second semester in the MBA program.

Postgraduate Certificates
Students holding an MBA degree from an accredited institution may apply for a specialized certificate in accounting, finance, insurance, management, or marketing. To receive these specialized certificates, students must complete four graduate courses in the same discipline as approved by the department.

Master of Science in Accounting and Taxation
Required credits [30]
(See following text for exceptions.)

Carl Smith (Director, Graduate Programs in Accounting and Taxation, 860.768.4343, casmith@hartford.edu)
Professors Broden, Nodoushani
Associate Professors Bannister (Department Chair), Gantt, Lamberton, Machuga, Smith (Program Director), Warren
Assistant Professors Bertolini, Generas, Lecturers Thompson, Weaver
Office Coordinator Beverly Collins

The Master of Science in Accounting and Taxation (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 non-accounting or non-business 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 five elective courses selected from any discipline within the Barney School. The specific required and elective courses are outlined below.

Admission is based on the candidate’s undergraduate grade point average, GMAT, a personal statement, and two references. The GMAT requirement is waived for candidates who have passed the CPA, CMA, or CFA examinations, or the bar examination; or those who possess another graduate degree from an appropriately accredited institution.

Applicants must produce evidence of successful completion of the following basic accounting core courses or equivalent:
- AC 210 Financial Accounting
- AC 211 Managerial Accounting
- 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 6 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. The taxation track is designed for students who are interested in careers in taxation both within public accounting and in industry.

Financial and Assurance Services Track
Required courses (15 credits):
- AC 715 Financial Reporting and Analysis
- AC 720 Advanced Auditing
- AC 748 Seminar in Management Accounting Control Systems
- AC 749 Seminar in Contemporary Accounting
- AC 760 Taxation of Business Organizations

Five business or accounting electives (15 credits)

Taxation Track
Required courses (15 credits):
- AC 760 Taxation of Business Organizations
- AC 774 Advanced Taxation of Pass-through Entities
- AC 776 Advanced Corporate Taxation
- AC 783 Research in Taxation
- AC 789 Seminar in Taxation

Five business or accounting electives (15 credits)

Certificate in Taxation
Students who hold a J.D. or a master’s degree or higher from an appropriately accredited university may apply for admission to our tax certificate program. Study in this program allows students to enhance and expand their expertise in specific areas of taxation. The taxation certificate requires that the student has a basic undergraduate taxation course, or an equivalent graduate-level course, as a prerequisite, followed by completion of four graduate tax courses. One of these four courses must be AC 760 Taxation of Business Organizations, or an equivalent course; the student may choose the remaining three courses according
to interest. Students interested in a certificate in taxation should contact the Department of Accounting and Taxation at 860.768.4343. Students are required to submit an application form, official transcripts, a current résumé, and a letter of intent.

**Certificate in Accounting**

Students who possess an undergraduate degree in a field other than accounting may be admitted into our Accounting Certificate program. Students are required to complete the following prerequisite courses prior to entering the program:

- MBA 612 Accounting Concepts or equivalent
- Students are required to take the following two accounting courses as part of the program:
  - AC 320 Financial Reporting Theory I
  - AC 325 Accounting Information Systems
- and 6 semester hours of accounting courses selected from the following:
  - AC 321 Financial Reporting Theory II
  - AC 332 Cost Management
  - AC 425 Federal Income Tax Concepts
  - AC 430 Auditing Concepts and Problems

Students interested in a certificate in accounting should contact the Department of Accounting and Taxation at 860.768.4343. Students are required to submit an application form, official transcripts, a current résumé, and a letter of intent.

**Accelerated MBA**

Annette Rogers (Administrative Director, 860.768.5004, arogers@hartford.edu)

The Accelerated MBA at the Barney School provides an opportunity for select students to complete all requirements for the MBA degree in 22 months. The AMBA is designed to teach management concepts and skills to aspiring mid- and upper-level managers from the public, private, and not-for-profit sectors. The design of the program integrates representatives from many facets of the business world into a cohort whereby they may share their experiences and learn from one another.

The program emphasizes integrative learning, both horizontally and vertically, using analytical reasoning, critical thinking, and problem solving in functional areas and across the disciplines. Students select either a technical or general management track for elective course work. The introduction of the two-track system accommodates students with different interests and career paths.

The compressed schedule 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 22 months, with classes starting in the fall of the first year and finishing in the spring of the second year. Classes are generally scheduled on Thursday evenings and alternate Saturdays, making the program ideal for busy professionals. Program participants are provided premium services to remove the hassles of pursuing a graduate degree. Course registration, purchasing of textbooks, obtaining parking permits, and even catered meals are all included.

Courses are taught primarily by full-time Barney School of Business faculty who have tailored their traditional MBA courses for an experienced professional audience. Part-time faculty with recognized expertise in their fields and speakers with specialized knowledge supplement the AMBA experience. Class size is limited to facilitate close relationships between faculty and students and to support an active learning environment.

**Accelerated MBA Sample Course Sequence**

**Fall I**
- MBA 612 Accounting Concepts
- MBA 610 Managerial Statistics
- MBA 710 Leadership and Management

**Spring I**
- MBA 614 Economic Analysis for Managers
- MBA 616 Corporate Finance
- MBA 618 Marketing Management

**Winter I**
- Elective

**Fall II**
- MBA 730 Managing Customer Relationships and Experiences
- MBA 740 Business, Law, and Society
- MBA 750 Performance Analysis

**Winter II**
- Elective

**Spring II**
- MBA 760 The Global Business Environment
- MBA 810 Strategic Management
- Elective
Course Descriptions

A complete list of courses to be offered each semester is available in the Office of Academic Services in Auerbach 227.

Business Administration

BAR 510-511 Applied Financial Analysis and Investments [1.5-1.5] This course provides an applied financial analysis and investment opportunity for both undergraduate and graduate students. Students obtain hands-on experience in establishing, managing, and reporting on an actual investment fund set up with the University. Students review the overall economic operating environment, review selected industry trends, and understand the global/political impact of investment decisions. Topics include applying a risk-based approach to identify investment opportunities, conducting investment research and analysis, establishing performance benchmarks, selecting individual investments for acquisition, executing actual trades, reviewing investment results, and evaluating monthly and final portfolio performance. Students also examine the tax implications of investment decisions and the necessary oversight controls to comply with legal and regulatory requirements. Students must take both semesters of this course. Prerequisites: Fin 310 (grade of B or better) and permission of instructor, or MBA 616 (grade of B or better) and permission of instructor.

MBA 610 Managerial Statistics [3] This course provides the student with necessary skills and understanding of the role of quantitative methods in decision making. Topics include probability distributions, sampling, estimation and testing, regression and correlation, and time series and forecasting. Laboratory fee. Students without any prior course work in math and/or quant courses are required to take QNT 501 or test out before enrolling in this course.

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.

MBA 614 Economic Analysis for Managers [3] This course covers economic principles, analytical tools, and concepts applicable to managerial decision-making problems. The course exposes students to a wide range of business decisions to which economic theory can be fruitfully applied. Specific topics include supply and demand analysis, organization of the firm, incentive compensation, information problems and uncertainty, production and costs, market structure, pricing strategies and techniques, and the application of game theory to managerial decisions and negotiations. Corequisite: MBA 610.

MBA 616 Corporate Finance [3] This course introduces students to the basics of the corporate financial decision-making process. Topics include time value of money, discounted cashflow analysis, valuation of stocks and bonds, overview of financial statements and financial statement analysis, risk and return, equilibrium asset pricing, capital budgeting, cost of capital, and capital structure decisions. Prerequisites: MBA 610 and 612.

MBA 618 Marketing Management [3] This course 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 are analyzed to develop problem-solving and decision-making skills of course participants.

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 are covered. The topics are integrated using a systems approach to the operations of an organization. Corequisite: MBA 610 or equivalent.

MBA 710 Leadership and Management [3] Course focuses on knowledge and skills related to both leadership and management in the workplace. Content includes both organizational behavior and leadership theories. Students combine information from the academic literature with their own and their classmates’ experience to understand the importance of leadership and to develop their personal managerial and leadership skills. Prerequisites: Must be completed in the first or second semester of student’s program.
MBA 720 Innovation and Project Management [3] This two-part course focuses on how to manage innovation and projects within and between organizations. Students learn about the nature and diffusion of innovation, its competitive impact, how to foster innovation within and across organizations, and the protection of intellectual property. To prepare students for managing projects, this course covers major topic areas in project management, such as strategic overview, project initiation, selection, planning, organizing, control and closeout. Corequisites: MBA 614, 616, 618, and 620.

MBA 730 Managing Customer Relationships and Experiences [3] This course focuses on building relationships between an organization and its customers. Students explore methods of identifying customer needs, expectations, and satisfaction, as well as determination of lifetime customer value to develop target customer priorities. Distinction is made between customer relationships management (CRM) as a strategy versus CRM programs and tools. Customer experiences as they relate to overall customer/organization relationship are stressed. Prerequisite: MBA 610, 618, or equivalent. Corequisites: MBA 614, 616, and 620.

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 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 614, 616, and 620.

MBA 745 Cases in Business Ethics [3] This course offers an advanced study and analysis of ethical concerns in business. By studying the writings of the leading scholars and examining contemporary real cases and issues in business ethics, students will learn how to integrate business and managerial decisions with social and moral considerations. Specific topics include theories of ethics; cases in corporate social responsibility; ethical issues and cases in investment, in marketing, in the environment, in employment, and in global business. Prerequisites: MBA Core Courses and MBA 740, or permission of the instructor.

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.

MBA 760 The Global Business Environment [3] This course explores the complexities, conflicts, and opportunities facing firms operating in a global environment. Students improve decision-making skills by considering the impact of cultural, legal, political, ethical, economic, financial, and organizational environments on global business. Prerequisites: MBA 614, 616, 618, and 620.

MBA 810 Strategic Management [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 formally present both individual and team projects. Prerequisites: MBA 710, 720, 730, 740, and 750.

MBA 985 Internship in Business [3] Students can apply theory to practice through work experience with profit and not-for-profit organizations. Students work under the supervision of a faculty member. Prerequisites: Completion of MBA core courses, or equivalent, and 9 additional graduate credits as well as permission of instructor.

Accounting

AC 615 Financial Statement Analysis and Valuation [3] The course outlines a framework for business analysis using financial statement. This framework is useful for security analysts and loan officers, as well as corporate management. A brief review of accrual accounting, accounting standards and financial reports is included. Students learn how to assess the quality of reported earnings. The course ends using valuation techniques to predict a firm’s stock price. The course is not open to MSAT students who take AC 715. Prerequisite: MBA 750.
AC 621 Accounting and Financial Reporting
[4] An intensive study of the theory and practice of financial reporting. Emphasis is placed on the generally accepted accounting principles leading to the dissemination of information through the financial statements. Topics include methods of asset valuation and classification, liability recognition, income recognition, and measurement of equity. The ramifications of accounting method choice and earnings management on financial statement informativeness are considered. This course may not be used for credit in the MSAT program; however, it provides prerequisites for the MSAT. MBA students may take it as an elective toward their degree. Prerequisites: AC 210 and 211, or MBA 612; or equivalent.

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.

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 is broad-based across all of the business disciplines. Prerequisite: MBA 612 or equivalent.

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. Prerequisite: MBA 616 or equivalent.

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 325 or MBA 720, or equivalent.


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 healthcare and other not-for-profit and public-sector organizations. Case studies and problem materials are required. Prerequisite: MBA 612 or equivalent.

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 724 Fraud Examination [3] This course provides an overview of the methods and analysis used to detect and prevent fraud. The focus is on forensic accounting and fraud investigation techniques, the legal elements of fraud, the expense of fraud, and ethics. Prerequisite: AC 430 or equivalent.
AC 725 Ethics for Accounting Professionals [3] An understanding of general ethical theory is basic to the understanding of ethical issues. This course introduces the student to the study of ethics, applies that study as an interdisciplinary business topic, then extends to the application of ethics in the accounting profession. The course addresses the major issues in business ethics, as well as the predominant positions on and arguments concerning these issues. Particular attention is given to the AICPA Code of Professional Conduct and to federal legislation. Prerequisite: AC 430 or equivalent.

AC 748 Seminar in Managerial Accounting Control Systems [3] An intensive study and discussion of the underlying assumptions and theories upon which management accounting control systems are implemented and operated. These systems include the policies, procedures, and information-gathering technology used to plan, monitor, and control firm performance. Prerequisites: AC 322 and AC 621, or equivalents.

AC 749 Seminar in Financial Reporting [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 MSAT degree. Prerequisite: AC 321 or AC 621 or equivalent, and final year of MSAT program.

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.

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) are also covered. Prerequisite: AC 425 or equivalent.

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.


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 is devoted to use of investments in creating assets for educational funding, retirement, and estate planning, including the use of insurance for asset protection. Prerequisite: AC 425 or equivalent.

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.

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: AC 425 or equivalent.

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 787 Federal Tax Elections [3] This course reviews 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: AC 425 and graduate standing.

AC 789 Seminar in Taxation [3] Supervised research of approved topics in the field of tax policy, and the preparation of a formal and oral report suitable for publication. Prerequisites: AC 760, AC 783, and 6 additional graduate credit hours in taxation.

AC 980 Independent Study in Accounting Taxation [1–3] Topics and projects selected by student and participating faculty member. Study requires the student to survey current literature and conduct research in a specialized area of interest. Prerequisite: Permission of instructor and department chair.

AC 985 Internship in Accounting [3] Students apply theory to practice through accounting work experience with CPA firms and other organizations, both profit and not-for-profit. Students 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.

Business Law

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. Prerequisites: MBA 614, 616, 618, and 620; or equivalents; or permission of instructor.

BL 664 Law of Real Estate Interests [3] This course is intended to provide nonlawyers with a general understanding of real property law and how it comes into play in their personal lives.

Economics

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 501 Introduction to Managerial Statistics [1.5] This course provides students with the necessary quantitative skills for a foundation in business. Topics include a review of basic mathematics relevant to business, including basic algebra and applications of linear and non-linear relationships, optimization, descriptive statistics, random variables, general probability distributions, and the binomial distribution. Credits earned in this course are not applied to graduate programs. Prerequisite: Graduate standing. Laboratory fee.

QNT 720 Business Forecasting [3] The course presents the techniques used to prepare forecasts and to facilitate long-term planning by the firm. Emphasis is on the application of techniques used by management for decision making. Case studies are discussed to provide students with the necessary links between theory and practice. Topics include review of statistical techniques; data sources; and 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.

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.
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.

FIN 632 Portfolio Management [3] This course introduces 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 derivative securities, and portfolio insurance techniques. Prerequisite: MBA 610 and MBA 616. (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 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.

FIN 662 Financial Institutions and Markets [3] This course introduces students to the structure, function, and activities of the various domestic as well as international financial institutions and markets. Topics include depository institutions and the role of the Federal Reserve System, insurance companies, securities and investment banking firms, mutual and hedge funds, interest rate risk, market risk, credit risk, and techniques used by financial institutions to manage those risks. Recent regulatory changes pertaining to various financial institutions are also discussed. Prerequisite: MBA 616.

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 involve teamwork. Emphasis is given to incorporating multidisciplinary, multi-objective input into a comprehensive risk management plan for sample firms.

FIN 668 Mergers and Acquisitions [3] An analysis of mergers, acquisitions, and other restructuring activities. Topics include the M&A process, corporate takeover market, M&A valuation techniques, analysis and valuation of privately held companies, financing M&A transactions and divestitures. Analysis of cases and computer applications are used. Prerequisite: MBA 616.

FIN 684 Entrepreneurial Finance [3] An examination of financial issues and problems encountered by small businesses. Case studies and lectures are 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 prepare team presentations of cases and a comprehensive business plan. Assignments include empirical articles dealing with current topics in small-business finance. Extensive use of computer spreadsheet programs required. Prerequisite: MBA 616.

FIN 725 Derivative Securities [3] This course provides an understanding of the nature, application, and valuation of derivative securities. The role of commodities and financial futures contracts is studied in managing costs and revenues of a business enterprise. Relevant applications of financial options contracts are examined in monitoring the firm’s asset value and earnings. Various uses of swap contracts are examined for their impacts on optimizing the cost of financing for a corporation. Course coverage also extends to insurance of institutional
funds management, risk management, and investment portfolio hedging. Various strategies using futures, options, and swap contracts are utilized. Valuation of derivative securities is also considered. Prerequisite: MBA 610, or MBA 616, or equivalents.

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.

Insurance


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 involve teamwork. Emphasis is given to incorporating multidisciplinary, multi-objective input into a comprehensive risk management plan for sample firms.

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

International Business

IB 610 Regional International Business Studies [3] An in-depth study of the conflicts, constraints, and opportunities facing firms operating in a specific international region. The course provides students with the opportunity to undertake an intensive analysis of operating a global business in a specific region of the world. Course may include a study abroad component. Course may be repeated for credit if focused on a different region of the world. Prerequisite: Permission of instructor.

IB 710 Global Aspects of Management [3] This course introduces students to the global aspects of management. It covers the cultural, governmental, and societal impact on management decisions, with emphasis on global and local forces, individual country customs, and impact of membership in regional trade and governmental institutions. The course is held at host schools outside the United States. Prerequisite: permission of instructor.

Management

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.

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.

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.

**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 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: MBA 710 or equivalent.

**MGT 725 Training in Organizations [3]** This course is a guide in the assessment, design, delivery, and evaluation of training programs in business and industry. Practical emphasis is on the development of a training program, including needs assessments and supportive evaluation instruments, program instructional design, and delivery and facilitation of the program. Topics include adult learning theory, the use of instructional material, the role training plays in organizations, and facilitation skills. Emphasis is also on the impact such activities have on the organization and the individual employee. Students learn about the potential for information technologies—such as computer-based training, the Internet, and electronic performance systems—on training program delivery and program administration. Prerequisites: MGT 701 and MBA 710, or permission of instructor.

**MGT 730 Human Resource Management [3]** This course examines the human resources (HR) function in organizations. Administrative, ethical, global, legal, strategic, and technological components of HR are presented through readings, cases, and exercises. This course is designed for students who are not employed in the HR field but want to increase their understanding of the HR function. Prerequisite: MBA 710 or permission of instructor.

**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.

**MGT 745 Managing Organizational Crises [3]** Events and their interpretations can harm the people, financial condition, and reputations of organizations. Crises usually entail (1) an unfolding sequence of events and their interpretations by affected stakeholders, leading to (2) the decisive moment, or turning point, when it is decided what change is required. Both scholars and practitioners try to observe, measure, and understand the dynamics of organizational crises—those in the making and those under way. Significant attention is paid to the study of values, preferences, and interests of all stakeholders embedded in strategic organizational decision making and oral, written, and visual forms of communication before, during, and after the crisis. The course uses lecture, discussion, student presentations, and case studies. Prerequisite: MBA 710 or permission of instructor.

**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 760 Supply Chain Management [3]** Supply chain management involves the cross-functional integration of business processes across the entire value stream of business activities. The course focuses on the supply chain strategy. Topics address integration points among strategic initiatives, such as e-commerce, enterprise resource planning, strategic sourcing, operations, and corporate strategy. Some of the tools used for optimization and decision making include flow charts, value stream mapping, and make/buy analysis. Case studies and term projects help students to visualize how supply chain management works and can be a source of competitive advantage. Prerequisite: MBA 620 or equivalent.

**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)

MKT 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 710 or permission of instructor.

MGT 991 Special Topics in Management [3] Seminar in selected areas of management/adминистation, 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 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 650 International Marketing [3] Examines specific marketing management issues that arise when entering overseas markets and when conducting marketing operations on an international or global, as compared to a domestic, scale. The course emphasizes the challenges of identifying and evaluating market opportunities abroad; developing marketing strategies adapted to specific national, regional, or global needs, cultures, and constraints; and coordinating strategies in world markets. Stress is on strategic issues of global marketing. Prerequisites: MBA 610, 614, and 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.

MKT 664 Industrial Marketing [3] Studies the workings of business-to-business, government, and institutional marketing. Presentation of contemporary research and analysis of industrial marketing, including industrial marketing research, buyer characteristics, selling of industrial products, and marketing communication strategies. Prerequisite: MBA 618.

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.

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 710 Services Marketing [3] This course provides students with the theory and practice of services marketing. Services now dominate the U.S. economy; therefore, it is necessary to learn and apply quality and service strategies to achieve a competitive advantage. This course focuses on the challenges of managing services in organizations that deliver pure service (banks, professional services, hotels, education, etc.) and those that use service as a differentiation strategy (manufacturers of technology, automotive, consumer packaged goods, etc.). The Internet is examined as a channel for the delivery of quality services in a cost-effective manner. Prerequisite: MBA 618 or permission of instructor.

MKT 715 International Services Marketing
This course provides students with the theory and practice of international services marketing. Services now dominate global markets; therefore, it is necessary to learn and apply quality
and service strategies to achieve a competitive advantage. The course focuses on the challenges of managing services in organizations that deliver pure service (banks, professional services, hotels, education, etc.) and those that use service as a differentiation strategy (manufacturers of technology, automotive, consumer packaged goods, etc.) in a variety of global settings. The Internet is examined as a channel for the delivery of quality services in a cost-effective manner. Class is held at partner universities outside of the United States. Prerequisites: MBA 618 and permission of instructor.

**MKT 755 Market and Competitive Intelligence** [3] Regardless of size or industry, companies require a keen awareness of their market environment to gain the competitive edge. Understanding the needs, goals, and objectives of customers, suppliers, and competitors, as well as being able to identify emerging technology developments and political and regulatory issues, is critical for success in today’s dynamic business environment. This course focuses on the tools necessary for companies to effectively collect, process, and analyze these market forces in an ethical manner. Prerequisite: MBA 618 or permission of instructor.

**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.