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The Labovitz School of Business and Economics contributes to intellectual growth and development to enhance competence in business and management.

Labovitz School of Business and Economics (LSBE)

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The mission of the Labovitz School of Business and Economics is to contribute to the intellectual growth and development of individuals in order to enhance their competence in business and management. LSBE achieves this mission through teaching, research, and service activities. With a primary focus on teaching, the school offers a high-quality undergraduate program, primarily to students from Minnesota. Additionally, a part-time evening M.B.A. program is offered to regional practitioners. LSBE's secondary focus is on intellectual contributions, primarily through applied scholarship but also through basic research and instructional development. LSBE also provides community, professional, and institutional service and outreach, with an emphasis on community service and outreach and their interface with teaching and intellectual contributions.

The UMD Labovitz School of Business and Economics is accredited by AACSB International—the Association to Advance Collegiate Schools of Business International—at both the undergraduate and graduate level. Out of approximately 1,200 institutions in the United States offering graduate and undergraduate business degree programs (according to the U.S. Department of Education statistics), fewer than 400 have achieved AACSB accreditation. Some institutions outside the United States hold AACSB accreditation.

LSBE is organized into four instructional departments: Accounting, Economics, Finance and Management Information Sciences, and Management Studies. Other units within the school include The Bureau of Business and Economic Research, the Center for Economic Education, supported by the economics department, and the Center for Economic Development, which provides a range of research and economic development services for the region and the state. The Center for Economic Development, a joint program of the school, the

College of Science and Engineering, and the UMD Natural Resources Research Institute, includes the NRRI Business Group, and the Small Business Development Center.

The school offers two undergraduate professional degrees: the bachelor of accounting (B.Ac.) and bachelor of business administration (B.B.A.). The school also offers, through the Graduate School, a master of business administration (M.B.A.) degree.

The two baccalaureate degree programs prepare students for careers in accounting, business, management, or administration. In these programs, students acquire business perspectives and foundation knowledge, develop and enhance critical skills, and prepare to assume and maintain responsible positions in organizations. LSBE students are encouraged to take at least one year of college-level foreign language.

The Department of Economics offers a major in economics for the bachelor of arts (B.A.) degree conferred by the College of Liberal Arts. The B.A. program is for students who want a liberal education in economics or who plan to pursue graduate work.

The M.B.A. program offered through the Graduate School prepares students for management careers in business, government, and nonprofit organizations. See Graduate School section in this catalog or the *Graduate School Catalog* for information about this program.

In addition to major programs, the school provides minor programs approved for various degree programs offered by other collegiate units at UMD.

Admission

See Policies and Procedures section in this catalog.

Academic Standing

Good Academic Standing

The B.Ac. and B.B.A. programs require that each student, at the time of graduation, have a 2.00 minimum GPA in all work attempted, including residence and transfer work (*overall GPA*); all work taken in residence at the University of Minnesota, including work taken through Continuing Education (CE) (*transcript GPA*); and all work in accounting, business, and economics courses, regardless of where or when taken (*internal GPA*). Students who maintain or exceed this GPA in each of these categories are in good academic standing.

Probation

Any student failing to maintain the required 2.00 average in each of three above areas is considered to be on academic probation. Students on probation are strongly encouraged to talk with their adviser and advisers within the Student Affairs office to determine the appropriate course of action. If, at the end of a semester on academic probation, the grade-point averages are at or above 2.00, the student will be returned to good academic standing.

Dismissal

If, at the end of a semester on probation, a student fails to attain the minimum GPA required for good academic standing, that student is academically dismissed. Because some students have trouble adjusting to the standards of a university education, students who have attempted fewer than 20 credits (at UMD or elsewhere) are not academically dismissed if their *overall* and *transcript* GPAs are 1.80 or above. Students whose *internal* GPA is below 2.00 but whose *overall* and *transcript* GPAs are at or above the 2.00 minimum are academically dismissed only after 60 credits are attempted.

Dismissal decisions are made in the college office following fall and spring final examinations. Dismissed students are notified immediately and their registration for the next semester is canceled. Students failing to attain the minimum GPA yet making academic progress may be granted an additional semester of probation at the college's discretion.

Readmission

Dismissed students must present evidence of improved academic capability to the college to justify their readmission. Petition forms for readmission and information concerning academic standing are available in the LSBE Student Affairs Office, 21 Labovitz School of Business and Economics Building.

General Degree Requirements

Residence Requirement

Degree candidates must complete at least 30 degree credits at UMD. At least 20 of the last 30 degree credits immediately before graduation must have been taken at UMD. At least 50 percent of required business, accounting, and upper division economics credits must be taken at UMD.

Admission to Candidacy Requirements

During the second semester of the freshman year (12-20 credits completed), LSBE baccalaureate students must apply for candidacy for their degrees. To be eligible for candidacy, students must be in good academic standing (2.00 minimum overall, transcript, *and* internal GPAs), and have completed *all* premajor requirements for the B.Ac. or B.B.A. Students who do not qualify for admission to candidacy may not take LSBE upper division courses without the permission of the assistant to the dean for student affairs. Students who complete upper division work in accounting, business law, economics, finance and management information sciences, or management studies before being admitted to candidacy may be required to complete additional upper division work.

Graduation Plan

Normally during the second semester of the junior year, but at least two semesters preceding graduation (75-90 credits completed), LSBE candidates must file a graduation plan. After the faculty adviser approves and signs the plan, it is submitted to the LSBE Student Affairs Office. The plan provides a detailed description of a student's program as well as assurance that the program meets all degree requirements. Students are responsible for updating the graduation plan as necessary. Students who fail to file a graduation plan may not register again until the graduation plan is turned in.

Grading

All courses offered in LSBE are on either a mandatory A-F or mandatory S-N basis only. However, students in the school have the choice of optional A-F or S-N grading in some courses taken outside the school. Students in the school may not elect optional S-N grading in specific required courses within the lower division program of the school, or in upper division courses outside the school that are used to meet the requirements of a major for the B.B.A. degree. In addition, students should be aware of and comply with general limits on the use of the S-N grading option as stated in Policies and Procedures.

Honors, Scholarships, and Awards

College Honors

The Campus Assembly has established the policy that a maximum of 15 percent of the graduating class can graduate with college honors. In LSBE, the top 3 percent of the graduating class (with a

GPA of at least 3.80 in all coursework completed in residence at UMD) will be designated *summa cum laude*; the next 5 percent (with a GPA of at least 3.50 in all coursework completed in residence at UMD) will be designated *magna cum laude*; and the next 7 percent (with a GPA of at least 3.20 in all coursework completed in residence at UMD) will be designated *cum laude*.

The GPAs necessary to achieve these honors are established on the basis of the record of the previous year's graduating class. To be eligible for honors, students must earn at least 30 credits at UMD. For more information, contact the LSBE Student Affairs Office.

Program Honors

Candidates for the bachelor of accounting and bachelor of business administration degrees are eligible for program honors separate from the college honors described above. Program honors are noted in the commencement catalog and by inclusion of the following notation on the student's transcript: Graduated With Distinction in Business and Economics.

To be eligible, degree candidates must earn a 3.30 GPA in all LSBE upper division courses.

Dean's List for Academic Excellence

Each semester, LSBE students are recognized for high academic achievement by being placed on the LSBE Dean's List for Academic Excellence. A memo is placed on the qualifying students' transcripts indicating this achievement. To be eligible for the LSBE Dean's List:

1. The student must be in residence in LSBE, and
2. The student must have earned a 3.50 semester GPA and
 - a. have completed all credits attempted in the semester,
 - b. have completed a minimum of 12 letter-graded credits in the semester, and
 - c. have no grades of "I," "F," or "N" for the semester.

Honorary Societies

Omicron Delta Epsilon—Eligibility requirements for this international honorary society in economics include junior or senior standing, at least 18 credits in economics with a GPA of 3.00 in these courses, and an overall GPA of 3.00.

Pi Gamma Mu—Eligibility requirements for this national honorary society in the social sciences include a 3.00 GPA in all social science courses, including accounting, finance and management information sciences, business law, management studies, and economics, and an overall GPA of 3.00.

Scholarships

Allan L. Apter Family Scholarship—For undergraduate LSBE students. Check with the LSBE Student Affairs Office for more details.

James and Lee Bujold Scholarship—A minimum of one \$500 scholarship available for a student in good standing in the UMD Labovitz School of Business and Economics with preference given to a female athlete.

Jim Davis Economics Scholarship—A \$750 scholarship awarded to an economics major. Economics faculty make the selection.

Department of Accounting Scholarship—A \$500 scholarship awarded to an accounting student with minimum accounting and overall GPAs of 3.50.

Fawzi G. Dimian Alumni Scholarship—One \$500 scholarship awarded to an accounting student with minimum accounting and overall GPAs of 3.50.

Duluth Chapter, Minnesota Society of Certified Public Accountants Accounting Scholarship—At least one \$500 scholarship awarded to an accounting student with a minimum accounting and overall GPA of 3.00 and an interest in public accounting.

Duluth Skyline Rotary Club Scholarship—A \$500 scholarship awarded to a full-time junior business administration student with a 3.00 minimum GPA, active involvement in extracurricular activities, leadership potential, and strong oral communication skills. Rotary Club members make the selection.

The First Street Gang—Geoff Spencer Commemorative Scholarship—A \$1000 scholarship awarded to a junior or senior accounting, business administration, or economics major with a 2.50 minimum cumulative GPA.

Honeywell Scholarship—A \$1,000 scholarship awarded to an accounting student with a 3.20 minimum overall GPA.

Charles House Scholarship—Up to three \$1000 scholarships awarded to accounting or finance students who are able to demonstrate the ability to make a significant contribution to the monetary obligations of their education.

Janet Jasper Accounting Scholarship—A \$1,000 scholarship awarded to an accounting student with minimum accounting GPA of 3.50 and overall GPA of 3.20.

Larson, Allen, Weishair Scholarship—A \$1,000 scholarship awarded to an accounting student with minimum accounting and overall GPA of 3.20.

McGladrey & Pullen, LLP Accounting Scholarship—A \$1,000 scholarship awarded to an accounting student with a 3.20 minimum accounting GPA.

Minnesota Society of C.P.A.s Accounting Scholarship—At least one \$1000 scholarship awarded to an accounting student with a minimum overall GPA of 3.00 and an interest in public accounting. The recipient must intend to sit for the C.P.A. exam and be a Minnesota resident.

Donald and Nancy Moline Scholarship—This scholarship in the Labovitz School of Business and Economics provides for at least two \$1500 scholarships.

LSBE Honors Scholarship—At least one \$750 honors scholarship awarded annually to a junior accounting, business administration, or economics major who has a 3.20 minimum cumulative GPA and demonstrates strong commitment to serving UMD and the community. At least two semesters at UMD and admission to candidacy (B.Ac. and B.B.A.) or completion of lower and upper division core courses (economics).

Mitchell and Elva Sill Scholarship—Up to twenty \$1,000 scholarships awarded annually to full-time accounting and business administration students.

Student-Parent Scholarship—A \$1000 scholarship, provided by an anonymous donor, awarded to an LSBE student who is also a parent. Given in memory of the donor's mother.

LSBE Susana Pelayo-Woodward Scholarship—A minimum of one \$500 scholarship available for an accounting, finance, or management information systems major in good standing in the Labovitz School of Business and Economics with a preference given to students with Hispanic/Latino/Chicana heritage and background and financial need.

L. J. Syck Scholarship—A \$1000 scholarship available for a full-time accounting student with a minimum GPA of 2.80. Preference given to a nontraditional student who has successfully completed Acct 3101.

The Charles F. and Selma J. Wuori Memorial Scholarship—One \$750 scholarship awarded annually to a junior accounting, business administration, or economics major who has a 3.20 minimum cumulative GPA and demonstrates strong commitment to serving UMD and the community. At least two semesters at UMD and admission to candidacy (B.Ac. and B.B.A.) or completion of lower and upper division core courses (economics).

Carolyn and Jerry Zanko Scholarship—A minimum of one \$1000 scholarship available for a student in good standing in the Labovitz School of Business and Economics with preference given to a first generation college student.

Copeland Buhl & Co., Scholarship—A \$1000 scholarship awarded to an accounting student with minimum accounting and overall GPAs at 3.20.

Ernst & Young Scholarship—A \$500 scholarship awarded to an accounting student with a major or minor in MIS or computer science and a minimum accounting and overall GPA of 3.50.

Virchow, Krause and Co., LLP—A \$1000 scholarship awarded to an accounting student with a minimum overall GPA of 3.00. Student must have an interest in pursuing a career in public accounting and be involved in community activities within or outside the University.

Several other scholarships are awarded on an annual basis contingent upon funding.

Awards

Award for Academic Excellence in Business Administration—This honor, which may carry with it a plaque and a one-year subscription to *The Wall Street Journal*, is presented annually to the most academically outstanding B.B.A. graduate.

Club Member of the Year Award—Each year, one to two LSBE students are recognized for the significant contributions they have made to their respective LSBE student organizations.

John A. Dettmann Memorial Award—Lake Superior Chapter of the Institute of Management Accountants (IMA)—Awarded annually to accounting juniors for outstanding scholastic achievement in the B.Ac. program. Award includes a student membership in the Institute of Management Accountants.

Economics Department Award for Excellence—Presented annually by the department's faculty to an economics major who has consistently demonstrated academic excellence. In recognition of this student's outstanding achievement, the department purchases the student's textbooks to be used in economics courses for one year.

FMIS Department Awards for Excellence—Presented annually by the department's faculty to students who have consistently demonstrated academic excellence in their fields of study. One award is given to a finance major, one to an MIS major.

R. S. Hancock Award for Excellence in Marketing—An award to one or more outstanding marketing majors. Selection based on grades and classroom performance in marketing courses.

Management Studies Department Award for Excellence—Presented annually by the department's faculty to one or more management majors (organizational management or human resource management) or marketing majors who have consistently demonstrated academic excellence. The department also presents awards for academic achievement and commitment to the profession in both organizational and human resource management each year.

LSBE Book Awards—Ten to fifteen books awarded annually to recognize newly admitted LSBE degree candidates who earned exceptionally high grades in their pre-business or pre-accounting programs. Each student receives a free textbook to be used in one fall semester upper division LSBE course.

Special Learning Opportunities

A number of special learning opportunities are available to students in LSBE. Internship experiences offer students an opportunity to apply knowledge and skills gained in the classroom to real problems of management and administration through work in sponsoring agencies. Some internships offer a salary and other compensation as well as the opportunity to earn credits through a supervised work experience. Students interested in internship experiences should contact either their faculty adviser or the director of business internships for more information.

The Center for Economic Education has as its primary mission the sponsorship of programs to increase the general level of economic literacy. The focus of the center's programs is on pre-service and in-service training for elementary teachers and for business education and social studies teachers at the secondary level.

The University-wide Undergraduate Research Opportunities Program (UROP) provides financial awards to undergraduates for research, scholarly, or creative projects undertaken in partnership with a faculty sponsor. UROP provides the student with the unique educational experience of collaborating with a faculty member on the design and implementation of a project. At the same time, faculty have an opportunity to work closely with students and receive valuable assistance with their own research.

The school's Center for Economic Development provides special learning opportunities for students through its technical assistance programs that serve the region's small business community. Often these opportunities are student internships.

The Small Business Institute Program, sponsored by the school's Center for Economic Development, also offers opportunities for students to become involved in applying knowledge and skills to practical problems. Each semester several student teams work directly with a business enterprise on managerial, marketing, or accounting problems.

Academic Programs

LSBE offers the following degree programs.

- Bachelor of accounting (B.Ac.)
- Bachelor of business administration (B.B.A.). Majors in finance, management, management information systems, and marketing. The management major offers options in human resource management and organizational management.

Majors and minors offered by LSBE, including degrees conferred by other UMD college units, include the following (**currently, students not in LSBE may only pursue minors in accounting, business administration, or economics**):

- Major in economics for the B.A. (CLA)
- Minor in accounting for non-LSBE students
- Minor in accounting for B.B.A. candidates
- Minor in business administration for non-LSBE students
- Minor in economics
- Minor in finance for non-LSBE students
- Minor in finance for B.Ac. and B.B.A. candidates
- Minor in management—human resources for non-LSBE students
- Minor in management—organizational management for non-LSBE students
- Minor in management information systems for non-LSBE students
- Minor in management—human resources for B.Ac. and B.B.A. candidates
- Minor in management—organizational management for B.Ac. and B.B.A. candidates
- Minor in management information systems for B.Ac. and B.B.A. candidates
- Minor in marketing for non-LSBE students
- Minor in marketing for B.Ac. and B.B.A. candidates

LSBE Freshman Orientation Program

New high school students entering LSBE must participate in SSP 1000—Introduction to College Learning, during their first semester. The purpose of the program is to improve the quality of students' lower division experience.

Degree Programs

Accounting

Rodger L. Brannan, *Associate Professor of Accounting*; Ehsan H. Feroz, *Professor of Accounting*; June F. Li, *Associate Professor of Accounting*; Jerry W. Lin, *Associate Professor of Accounting*; Alan C. Roline, *Associate Professor of Business Law* (department head); Karen E. Salmela, *Instructor of Accounting*; Randall K. Skalberg, *Assistant Professor of Taxation and Business Law*; Joon Sun Yang, *Assistant Professor of Accounting*

The work of the accountant is firmly established as an indispensable service in the world of business, government, and nonprofit organizations. Professionally trained accountants no longer don green eyeshades and merely “keep the books” of a business. Today’s accountant more often serves as a strategic business partner whose job is to develop key business intelligence that allows clients to analyze their processes, business issues, and business risks. Public accountants provide their clients with auditing as well as other “assurance” services; “forensic” accounting to help uncover fraud; information technology design, implementation, and auditing; business consulting; and tax advisory services. Accountants in private industry provide financial management and reporting services, internal auditing, management accounting and analysis, and tax planning. Many accountants serve as a company’s controller, treasurer, chief financial officer, or other executive officer. Accountants in government often are involved in performance auditing, financial reporting or auditing, compliance audits and/or investigative audits. Accountants in the nonprofit sector provide similar advisory services including financial budgeting and reporting, development of internal control systems, and tax services.

The growing globalization and complexity of modern business firms have increased the demand for accountants. Today’s accountant must have a high level of technical competence, but must also have good communication and analytical skills, as well as the ability to work with people. Employers are looking for individuals who have the ability to analyze and evaluate complex business problems and the interpersonal skills and maturity to make decisions in an increasingly client-focused environment. Success as an accountant requires motivation, a commitment to service, and skills in

communication and analysis. Also important are abilities to work well with others, to think abstractly, and to solve problems systematically. The expanding use of computers in business requires that the accountant be trained to use computer-based accounting and management information systems, to design and implement new systems, and to provide the expertise in internal control and auditing to review and audit both new and existing systems.

The primary professional certification in public accounting is the Certified Public Accountant (CPA). Most states, including both Minnesota and Wisconsin, require students to complete 150 semester hours of education to become a licensed CPA. All 150 hours may be taken at the undergraduate level or a combination of undergraduate and graduate level courses may be used to satisfy this requirement. At UMD, students can choose to:

- combine their B.Ac. degree with an M.B.A.;
- combine their B.Ac. degree with another major within LSBE;
- combine their B.Ac. degree with a minor from LSBE or another college, such as computer science, communications, or criminal justice, etc.;
- combine their B.Ac. degree with the additional undergraduate coursework in accounting, business, or other discipline such that the total equals or exceeds 150 hours. (Contact the Department of Accounting for additional information on 150-hour “tracks.”)

Other types of professional certifications for accountants in private industry do not require 150 hours of education. The Certified Management Accountant (CMA) certificate is issued by the Institute of Management Accounting. The Certified Internal Auditor (CIA) certificate is issued by the Institute of Internal Auditors. The B.Ac. degree program also serves as basic preparation for both the CMA and CIA examinations.

A number of active learning opportunities are available to students in UMD’s accounting program. Acct 3196—Internship in Accounting allows students to apply knowledge and skills gained in the classroom to real world accounting problems through work experience in sponsoring businesses. Most internships offer a salary as well as the opportunity to earn credits through a supervised work experience. Another opportunity, Acct 3096—Volunteer Income Tax Assistance, gives students a general understanding of the U.S. individual income tax system, while providing a valuable service learning experience by assisting low-income clientele with tax planning and compliance.

Bachelor of Accounting B.Ac.

The bachelor of accounting (B.Ac.) program provides the core competencies in both accounting and general business that are necessary for a successful accounting career. The program includes study in the following: financial accounting and accounting theory; management accounting; accounting information and computer systems; financial, operational, and information systems audit; and taxation. This accounting curriculum is combined with a foundation in the functional areas of business law, finance, information systems, marketing, operations, and management as well as a broad general education, including the areas of the behavioral sciences, the humanities, English, communication, the arts, mathematics, and statistics.

Admission Requirements

During the second semester of the freshman year (12-20 credits completed), LSBE baccalaureate students must apply for candidacy for their degrees. To be eligible for candidacy, a student must be in good academic standing (overall, transcript, and internal GPAs must be 2.00 or higher), and have completed all pre-major requirements for the bachelor of accounting or bachelor of business administration degree. *Students who do not qualify for admission to candidacy may not take LSBE upper division courses without the permission of the assistant to the dean for student affairs. Students who complete upper division work in accounting, business law, economics, finance and management information sciences, or management studies before being admitted to candidacy may be required to complete additional upper division work.*

Degree Requirements

Requirements for the B.Ac. degree (120 credits) include:

- Liberal education requirements
- At least one course each for the international perspective requirement and the cultural diversity requirement must be taken within the liberal education requirements.
- Compliance with the general regulations governing granting of degrees.
- Strict limitations on use of correspondence courses. See LSBE Student Affairs.
- Completion of at least 30 degree credits at UMD. At least 20 of the last 30-degree credits immediately before graduation must be taken at UMD.

- At least 50 percent of the required accounting, business, and upper division economics credits must be taken at UMD.
- Students pursuing more than one degree must complete requirements for both degrees.
- Students choosing to pursue a double major, or a major and a minor, within the school will likely exceed 120 total degree credits.

Lower Division (60 cr)

Liberal Education Program Requirements (35 cr)

See the Liberal Education Program section of this catalog for specific guidelines and a complete list of approved courses, including Comp 1120—College Writing. LSBE students are encouraged to take at least one year of college-level foreign language.

Pre-major Requirements

Acct 2001—Principles of Financial Accounting (3)

Acct 2002—Principles of Managerial Accounting (3)

BLaw 2001*—The Legal Environment (3)

Comm 1112*—Public Speaking

or Comm 1222*—Interpersonal Communication (3)

or Foreign language courses (see Student Affairs staff for approved courses)

Econ 1022*—Principles of Economics: Macro (3)

Econ 1023*—Principles of Economics: Micro (3)

Econ 2030—Applied Statistics for Business and Economics (3)

FMIS 1201—Introduction to Business Information Systems (3)

Math 1160*—Finite Mathematics and Introduction to Calculus (5)

or Math 1296—Calculus I (5)

Psy 1003*—General Psychology (4)

SSP 1000*—Introduction to College Learning (1)

* Courses that may be used to fulfill UMD liberal education program requirements.

**Not required for transfer students or for students who change colleges into LSBE.

Electives

Additional non-LSBE courses to bring total to 60 pre-candidacy credits. (Non-LSBE statistics courses cannot be used to fulfill elective requirements.)

Upper Division (60 cr)

Communication Skills Requirement (3 cr)

Comp 3121—Advanced Writing: Business and Organizations

Accounting-Business Law Core (27 cr)

Acct 3101—Intermediate Accounting I (3)

Acct 3102—Intermediate Accounting II (3)

Acct 3110—Accounting Information Systems (3)

Acct 3151—Business Taxation (3)

Acct 3201—Cost Accounting (3)

Acct 4160—Auditing (3)

BLaw 3001—Law and Ethics for Financial Professionals (3)

Accounting electives (two courses) (6 cr)

LSBE Core (24 cr)

- FMIS 3141—Business Communications (3)
- FMIS 3201—Management Information Systems
or MgtS 3801—Human Resource Management (3)
- FMIS 3301—Production and Operations Management (3)
- FMIS 3601—Corporation Finance (3)
- MgtS 3401—Organizational Behavior and Management (3)
- MgtS 3701—Principles of Marketing (3)
- MgtS 4481—Strategic Management (3)
- Upper division economics elective (3 cr)

Supporting Courses (6 cr)

1. International Requirement—Any course from the list of upper division courses approved for the major or minor in international studies for the B.A. degree (must be outside of LSBE if International Accounting is not used as an accounting elective).
2. Upper division non-LSBE electives to bring total to 60 credits.

Accounting Minor Requirements

The minor in accounting is valuable to students who want to understand the accounting process and its applications in modern society. The minor offers training for entry into positions in government, industry, and social service organizations that require an understanding of accounting but not the depth provided by the B.Ac. degree program.

While completing this minor, no more than 25 percent (30 credits) of total credits required for a degree may be drawn from the courses offered by LSBE or recognized by the school as equivalent transfer courses. Economics courses are excluded from these calculations.

Students must apply for admission to the minor before completing Econ 2030—Applied Statistics for Business and Economics, or an equivalent non-LSBE statistics course, and are admitted after completing the pre-minor requirements and after earning a minimum of 50 credits. Admission to the minor is based on the same GPA requirements as admission to candidacy for LSBE baccalaureate degrees. Applications are available in 21 Labovitz School of Business and Economics Building.

Accounting Minor for Non-LSBE Students

Currently, only the business administration minor (on page 70), the economics minor (on page 66), and the accounting minor (below) are available to non-LSBE students.

Pre-Minor Core (15-22 cr)

- Acct 2001—Principles of Financial Accounting (3)
- Acct 2002—Principles of Managerial Accounting (3)
- Econ 1003*—Economics and Society (3)
or Econ 1022*—Principles of Economics: Macro (3)
and Econ 1023*—Principles of Economics: Micro (3)

- Econ 2030—Applied Statistics for Business and Economics (3)
or equivalent statistics course (3)
- FMIS 1201—Introduction to Business Information Systems (3)
or CS 1011*—Introduction to Computers and Software (3)

Required Courses (9 cr)

- Acct 3101—Intermediate Accounting I (3)
- Acct 3110—Accounting Information Systems (3)
- LSBE 1101*—The Business Environment (3)

Electives (6 cr)

Select two courses:

- Acct 3102—Intermediate Accounting II (3)
- Acct 3151—Business Taxation (3)
- Acct 3201—Cost Accounting (3)

* Courses that may be used to fulfill UMD liberal education program requirements.

Accounting Minor for B.B.A. Candidates (12 cr)

Required Courses (6 cr)

- Acct 3101—Intermediate Accounting I (3)
- Acct 3110—Accounting Information Systems (3)

Electives (6 cr)

Select two courses:

- Acct 3102—Intermediate Accounting II (3)
- Acct 3151—Business Taxation (3)
- Acct 3201—Cost Accounting (3)

Economics

Professors: Curt L. Anderson, Richard W. Lichty, Jerrold M. Peterson, Raymond L. Raab, Donald N. Steinnes; *Associate Professor:* A. Maureen O'Brien (department head)

B.A.—CLA

Economics is the study of social, business, and individual decision making and the goals, incentives, institutions, and constraints affecting those decisions. The Department of Economics curriculum combines the classical liberal arts and modern quantitative approaches.

The B.A. prepares students for careers in business and government, the study of law, and graduate work in economics, management, public policy, and related fields. Business careers requiring the analytical training of an economist include banking, management, insurance, marketing research, and securities trading. Economists who work for government agencies assess economic conditions in the United States and abroad and predict the economic impact of specific changes in legislation or public policy. Government careers include those in foreign and intelligence service, regulatory agencies, and international trade.

Honors Requirements

The department honors program recognizes majors who demonstrate outstanding academic performance. Department honors are noted in the commencement bulletin and by the following notation on the student's transcript: Graduated With Distinction in Economics.

To be eligible, degree candidates must earn a 3.20 GPA overall. In addition, candidates must earn a 3.20 GPA in all economics courses.

Degree Requirements

Requirements for the B.A. in economics (120 credits) include:

- Liberal education requirements
- Advanced writing requirement: 3xxx composition course (3 credits) *or* FMIS 3141—Business Communications (3)
- Major requirements (44 credits)
- Requirements for a minor (or another major) in a discipline outside economics. The department strongly encourages majors to select a discipline that complements their chosen career path or builds on their analytical training. Suggested minors include political science, sociology, a foreign language, computer science, mathematics, and any business related field.
- Elective credits to total 120 credits

The department faculty welcomes and encourages student interaction with other students and the faculty through activities such as UROP (Undergraduate Research Opportunities Program) projects, ODE (Omicron Delta Epsilon honorary society for economics), Economics Club, and other activities and events.

Lower Division

Econ 1022*—Principles of Economics: Macro (3)
 Econ 1023*—Principles of Economics: Micro (3)
 Econ 2030—Applied Statistics for Business and Economics (3)

Upper Division

Econ 3022—Macroeconomic Analysis (3)
 Econ 3023—Microeconomic Analysis (3)
 Econ 3030—Economic Research Methodology
or Econ 4213—Mathematical Economics (3)
 Econ 3031*—History of Economic Thought
or Econ 3036*—Radical Economics (3)
 Economics electives at 3xxx or above (15 cr)

Required Courses From Other Programs

Acct 2005*—Survey of Accounting (3) (or equivalent)
 Math 1160*—Finite Mathematics and Introduction to Calculus (5)

* Courses that may be used to fulfill UMD liberal education program requirements.

Electives

Electives in economics courses 3xxx or above (15 cr). By approval, one course numbered 3xxx or above related to but outside of economics may be applied toward the major. No more than 6 credits of any combination of internship, independent study, or courses outside economics can be used for upper division electives. Completion of the upper division core is required before taking an internship. An overall GPA of 2.80 is required for an internship and/or independent study.

Economics Minor

The minor provides a basic overview of economics for students interested in a complementary discipline.

Requirements (21 cr)

Lower Division

Econ 1022*—Principles of Economics: Macro (3)
 Econ 1023*—Principles of Economics: Micro (3)
 Econ 2030—Applied Statistics for Business and Economics (3)

Upper Division

Econ 3022—Macroeconomic Analysis
or Econ 3023—Microeconomic Analysis
or Econ 3512—Managerial Economics (3)
 Economics electives at 3xxx or above (9 cr)

Finance and Management Information Sciences

Joseph K. Artim, *Instructor and Director Financial Markets Program*; Manjeet Dhatt, *Associate Professor of Finance*; Nik R. Hassan, *Assistant Professor of Management Information Systems*; Duane A. Kaas, *Associate Professor and Director of Business Internships*; Seung C. Lee, *Assistant Professor of Management Information Systems*; Dahui Li, *Assistant Professor of Management Information Systems*; R. J. Lievano, *Professor of Management Science*; Patricia A. Merrier, *Professor of Business Communications* (department head); Henry B. Person, *Associate Professor of Operations Management*; Shee Q. Wong, *Professor of Finance*

The finance and management information sciences faculty provides academic support for and shares a commitment to excellence in the B.Ac., B.B.A., and M.B.A. degrees. FMIS courses focus on solid preparation for finance careers such as investment portfolio management, banking, and corporate finance and for management careers in fields such as design and implementation of computerized information systems, and production management and control in businesses and public organizations. See specific degree requirements under the Business Administration section on the following page.

Management Studies

Praveen Aggarwal, *Associate Professor of Marketing*; Geoffrey G. Bell, *Assistant Professor of Management*; Stephen B. Castleberry, *Professor of Marketing*; Jannifer David, *Assistant Professor of Human Resource Management*; Sanjay Goel, *Assistant Professor of Strategic Management*; Kjell R. Knudsen, *Associate Professor of Strategic Management and Administrative Behavior*; John Kratz, *Instructor of Marketing*; John W. Newstrom, *Professor of Management and Human Resource Management*; Jon L. Pierce, *Professor of Organization and Management*; Linda Rochford, *Associate Professor of Marketing*; Stephen A. Rubinfeld, *Professor of Human Resource Management*; Rajiv Vaidyanathan, *Associate Professor of Marketing (M.B.A. director)*

The management studies faculty provides academic support for the B.Ac., B.B.A., and M.B.A. degrees that focus on three domains: human resource management, marketing, and organizational management. The programs and courses view management as a generic process applicable to careers in business, government, and public or social service organizations, and relevant at various levels. Courses stimulate students to integrate environmental factors with internal resources (human, technological, and capital) through an emphasis on strategic plans and programs.

Bachelor of Business Administration B.B.A.

This professionally oriented program emphasizes the competencies required for management careers in business, government, public, or social service organizations. The program prepares students for entering careers with management responsibility by providing a breadth and depth of knowledge about organizations, management fundamentals, techniques, processes, and skills, combined with a foundation in the functional areas of accounting, business law, finance, information systems, marketing, operations, and human resource management.

The B.B.A. offers a broad educational experience while preparing students for a variety of technical and management careers. With about one-half of the required coursework from nonbusiness disciplines, emphasis is on the development of a strong liberal arts education that provides a foundation for the required and elective professional courses. The program's core curriculum focuses on the fundamental administrative and functional skills demanded of leaders in today's public and private organizations. Students are permitted sufficient latitude in choosing electives appropriate to their particular professional objectives in finance, human resource management, organizational management, management information systems, or marketing.

In addition to classroom-based courses, students may participate in internship programs where classroom learning may be applied during professional experience as an employee of a public agency or private business. Students also may participate in management field studies programs, which offer the opportunity to use knowledge and skills to identify, analyze, and solve problems confronting small businesses. Both programs provide practical tests of vocational interests and valuable work experience.

Bachelor of Business Administration Degree Requirements

Requirements for the B.B.A. (120 credits) include:

- Liberal education requirements
- At least one course satisfying the international perspective requirement and the cultural diversity requirement must be taken within the liberal education requirements.
- Compliance with the general regulations governing granting of degrees.
- Strict limitation on use of correspondence courses. See LSBE Student Affairs.
- Completion of at least 30 degree credits at UMD. At least 20 of the last 30-degree credits immediately before graduation must be taken at UMD.
- At least 50 percent of required business, accounting and upper division economics credits must be taken at UMD.
- Students pursuing more than one degree must complete requirements for both degrees.
- Students choosing to pursue a double major, or a major and a minor, within the school will likely exceed 120 total degree credits.

Lower Division (60 cr)

Liberal Education Program Requirements (35 cr)

See the Liberal Education Program section in this catalog for each category's title, specific guidelines, and a complete list of approved courses, including Comp 1120—College Writing. LSBE students are encouraged to take at least one year of college-level foreign language.

Pre-major Requirements

Acct 2001—Principles of Financial Accounting (3)

Acct 2002—Principles of Managerial Accounting (3)

BLaw 2001*—The Legal Environment (3)

Comm 1112*—Public Speaking

or Comm 1222*—Interpersonal Communication (3)

or Foreign language courses (see Student Affairs staff for approved courses)

Econ 1022*—Principles of Economics: Macro (3)

Econ 1023*—Principles of Economics: Micro (3)

Econ 2030—Applied Statistics for Business and Economics (3)

FMS 1201—Introduction to Business Information Systems (3)

Math 1160*—Finite Mathematics and Introduction to Calculus (5)

or Math 1296*—Calculus I (5)

Psy 1003*—General Psychology (4)

SSP 1000—Introduction to College Learning (1) (Not required for transfer students or for students who change colleges into LSBE)

* Courses that may be used to fulfill UMD liberal education program requirements.

Electives

Additional non-LSBE courses to bring total to 60 pre-candidacy credits. (Non-LSBE statistics courses cannot be used to fulfill elective requirements.)

Upper Division (60 cr)

Communication Skills Requirement (3 cr)

Comp 3121—Advanced Writing: Business and Organizations

or FMIS 3141—Business Communications (3)

LSBE Core (21 cr)

FMIS 3201—Management Information Systems (3)

FMIS 3301—Production and Operations Management (3)

FMIS 3601—Corporation Finance (3)

MgtS 3401—Organizational Behavior and Management (3)

MgtS 3701—Principles of Marketing (3)

MgtS 3801—Human Resource Management (3)

MgtS 4481—Strategic Management (3)

Supporting Courses (15 cr)

(Non-LSBE statistics courses cannot be used to fulfill these requirements)

1. Upper division electives in economics
2. International Requirement—Any course from the list of upper division courses approved for the major or minor in international studies for the B.A. degree or Acct 4505—International Accounting or IntB 3201—International Business.
3. Upper division non-LSBE electives to bring total to 15 credits

Major (21 cr)

See requirements below.

Finance

The finance major is designed for students pursuing careers in corporate financial management, investment and portfolio management, and management of financial institutions.

Group A (9 cr), required:

FMIS 3612—Managerial Finance (3)

FMIS 3644—Investment Fundamentals (3)

FMIS 3647—Financial Markets and Institutions (3)

Group B (9 cr), select three courses:

Acct 3619—Analysis of Financial Statements (3)

FMIS 3641—Entrepreneurial Finance (3)

FMIS 3649—International Finance (3)

FMIS 3651—Working Capital Management (3)

FMIS 3695—Finance Special Topics (Various Titles to be Assigned) (3-6)

FMIS 4615—Futures and Options (3)

FMIS 4617—Management of Financial Institutions (3)

FMIS 4695—Finance Special Topics (Various Titles to be Assigned) (3-6)

Group C (3 cr), select one course:

FMIS 3397—LSBE Internship (3)

Any 3xxx or 4xxx LSBE course (3)

Financial Markets Program

LSBE students, or economics majors with a finance minor, may wish to apply for the financial markets program where classroom instruction is combined with independent laboratory activities to prepare seniors for careers in the financial services industry. The program is centered upon four foundational elements: academic studies, the January term practicum in Duluth and the Twin Cities, financial markets laboratory work, and management of the “Bulldog” Investment Fund. The program requires a full academic year (two semesters) for completion of all of its components.

Juniors who have a strong interest in the financial services industry, and who have completed or are currently registered for FMIS 3601—Corporation Finance, are encouraged to speak with the program director prior to registration for spring semester. An initial informational meeting or review of program opportunities helps interested students determine whether or not to pursue formal application and the appropriate prerequisite courses.

During spring semester, the application and selection process involves a thorough review of each candidate’s application and academic performance as well as a formal interview. Selected candidates are required to make a commitment to the full academic year program including the January term and all of its components.

Required Courses (15 cr)

Acct 3619—Analysis of Financial Statements (3)

FMIS 3644—Investment Fundamentals (3)

FMIS 4616—Security Analysis (3)

FMIS 4620—Portfolio Theory and Analysis (3)

FMIS 4624—Applied Portfolio Management (3)

Classes in this program can be used to meet some of the finance major or minor requirements; however, completing only the financial markets program courses does not satisfy all major or minor requirements. All other required courses listed for the finance major or minor must also be completed.

Management—Human Resource Management

The work of the human resource management (HRM) professional encompasses a broad range of activities affecting the relationship between an organization and its employees—its human resources. HRM involves strategic functions such as organizational planning and human resource policy making, and diverse activities that involve designing and implementing policies and selecting, developing, evaluating, and rewarding a workforce. Typical HRM activities include equal employment opportunity, the study and design of jobs, employee benefit programs, union-management relations, counseling, and the development of work systems that are consistent with the prevailing organizational philosophy.

Group A (12 cr), select four courses:

Econ 3821—Labor Economics: Theory and Issues (3)

MgtS 4421—Managing Change (3)

MgtS 4821—Staffing Work Organizations (3)

MgtS 4831—Compensation Systems (3)

MgtS 4841—Training and Development (3)

MgtS 4851—Unions and Collective Bargaining (3)

Group B (6 cr), select two courses from different categories:

1. Select human resources-oriented courses from other disciplines (department head consent required)
2. Additional course from Group A
3. Upper division management electives:
 - MgtS 4411—Organizational Studies (3)
 - MgtS 4431—Leadership (3)
 - MgtS 4461—Business and Society (3)
 - MgtS 4471—Interpersonal Relations (3)
 - MgtS 4474—International Management (3)
 - MgtS 4495—Special Topics: (Various Titles to be Assigned) (1-3)
4. Active Learning:
 - MgtS 3397—LSBE Internship (3)
 - or MgtS 3997—Management of Community Projects (1-3)
 - or MgtS 4496—Management Field Studies (3)

Group C (3 cr):

- MgtS 4881—Human Resource Issues and Trends (3)

Management—Organizational Management

Managers play a critical role as businesses try to compete effectively in an increasingly complex global marketplace. The manager facilitates the work of others to accomplish goals that might not be achieved by a single individual. To do this, one needs to know about the environment surrounding the organization, the roles that managers can take, and the techniques that effectively guide employees. The curriculum allows students to become familiar with different types of organizations and their members. Among the many topics covered are organizational environments, groups and teams at work, leadership, and employee empowerment. Organizations are complex systems composed of finance, accounting, human resources, marketing, and operations functions, and students are given the opportunities to learn more about these areas.

Group A (15 cr), select five courses:

- MgtS 3397—LSBE Internship (3)
- or MgtS 3997—Management of Community Projects (1-3)
- or MgtS 4496—Management Field Studies (3)
- MgtS 4411—Organizational Studies (3)
- MgtS 4421—Managing Change (3)
- MgtS 4431—Leadership (3)
- MgtS 4451—Management Inquiry (3)
- MgtS 4461—Business and Society (3)
- MgtS 4471—Interpersonal Relations (3)
- MgtS 4472—Entrepreneurship (3)
- MgtS 4473—Management of Innovation and Technology (3)
- MgtS 4474—International Management (3)
- MgtS 4495—Special Topics: (Various Titles to be Assigned) (1-3)

Group B (6 cr), two courses:

1. Additional courses from Group A
2. Selected organization-oriented course from other disciplines (department head consent required)

3. Upper division electives in accounting, business law, finance, human resources, management information sciences, or marketing
4. Econ 3410—International Economics and Finance or Econ 3512—Managerial Economics

Management Information Systems

The management information systems (MIS) program prepares students for entry into careers in business computing. The major gives students both the in-depth technical skills needed to design, implement, support, and manage information systems as well as the breadth of knowledge in all business functional areas needed to produce and manage integrative, technology-based solutions to business/organizational problems.

Note: CS 1121—Introduction to Programming in Visual BASIC (3) is required before admission to the MIS major.

Group A (9 cr), required:

- FMIS 3222—System Analysis and Design (3)
- FMIS 3421—Database Management and Design (3)
- FMIS 4225—Advanced Applications Development (3)

Group B (12 cr), electives:

- FMIS 3224—Telecommunications (3)
- FMIS 3228—Electronic Commerce (3)
- FMIS 3295—MIS Special Topics: (Various Titles to be Assigned) (3-6)
- FMIS 3397—LSBE Internship (3)
- FMIS 3411—Distributed Computing Principles (3)
- FMIS 4222—Trends and Issues in Information Systems (3)
- FMIS 4295—MIS Special Topics: (Various Titles to be Assigned) (3-6)

Supporting Course:

- CS 2121—Introduction to Programming in Java (3)

Marketing

Marketing is about facilitating exchanges. For an organization to be successful, it must understand the customer and the customer's needs. An organization seeks to meet these needs in a competitive environment by developing a marketing mix of product/service, price, promotion, and distribution that will satisfy the customer's and organization's objectives. Marketing occurs between organizations (business-to-business marketing) between organizations and consumers (consumer marketing), globally (international marketing), between profit and not-for-profit organizations, and even between individuals. Many careers are available in marketing, including marketing research, selling and sales management, advertising, promotion and public relations, and international marketing.

Group A (9 cr), required:

- MgtS 3711—Marketing Research (3)
- MgtS 4731—Consumer Behavior (3)
- MgtS 4781—Marketing Management and Strategy (3)

Group B (12 cr), select four courses:

- MgtS 3397—LSBE Internship (3)
- MgtS 3741—Fundamentals of Selling (3)
- MgtS 3781—International Marketing (3)
- MgtS 4795—Marketing Special Topics: (Various Titles to be Assigned) (1-3)

MgtS 4711—Business-to-Business Marketing (3)

MgtS 4721—Advertising and Marketing Communications (3)

MgtS 4741—Developing and Marketing New Products (3)

Business Administration Minors for Non-LSBE Students (27-30 cr)

Currently, only the business administration minor (below) and accounting minor (on page 65) are available to non-LSBE students. Please consult LSBE about the availability of other minors below.

The business administration minors provide supplemental business education for students seeking degrees in programs other than business or accounting.

While completing this minor, no more than 25 percent (30 credits) of total credits required for a degree may be drawn from the courses offered by LSBE or recognized by the school as equivalent transfer courses. Economics courses are excluded from these calculations.

Students must apply for admission to a business minor before completing Econ 2030—Applied Statistics for Business and Economics and are admitted after completing pre-minor requirements and after earning a minimum of 50 credits. Admission to the minor is based on the same GPA requirements as admission to candidacy for LSBE baccalaureate degrees. Applications are available in 21 Labovitz School of Business and Economics Building.

Pre-Minor Core (12-15 cr)

Acct 2001—Principles of Financial Accounting (3)

or Acct 2005*—Survey of Accounting (3)

Econ 1003*—Economics and Society (3)

or Econ 1022*—Principles of Economics: Macro (3)

and Econ 1023*—Principles of Economics: Micro (3)

Econ 2030—Applied Statistics for Business and Economics (3)

or equivalent statistics course (3)

FMIS 1201—Introduction to Business Information Systems (3)

or CS 1011*—Introduction to Computers and Software (3)

Program Minors (select one)

Business Administration

Electives (15 cr)

FMIS 3201—Management Information Systems (3)

FMIS 3301—Production and Operations Management (3)
(must meet prerequisite)

FMIS 3601—Corporation Finance (3)

MgtS 3401—Organizational Behavior and Management (3)

MgtS 3701—Principles of Marketing (3)

MgtS 3801—Human Resource Management (3)

Finance

Please consult LSBE about the availability of this minor.

Finance minors are encouraged to complete Acct 2001, Econ 1022, and Econ 1023 as pre-minor core prerequisites.

Group A (12 cr), required:

FMIS 3601—Corporation Finance (3)

FMIS 3644—Investment Fundamentals (3)

FMIS 3647—Financial Markets and Institutions (3)

LSBE 1101*—The Business Environment (3)

Group B (3 cr), electives:

FMIS 3612—Managerial Finance (3)

FMIS 3641—Entrepreneurial Finance (3)

FMIS 3649—International Finance (3)

FMIS 3651—Working Capital Management (3)

Management—Human Resources

Please consult LSBE about the availability of this minor.

Group A (6 cr), required:

LSBE 1101*—The Business Environment (3)

MgtS 3801—Human Resource Management (3)

Group B (9 cr), electives:

MgtS 3401—Organizational Behavior and Management (3)

MgtS 4821—Staffing Work Organizations (3)

MgtS 4831—Compensation Systems (3)

MgtS 4841—Training and Development (3)

MgtS 4851—Unions and Collective Bargaining (3)

Management—Organizational Management

Please consult LSBE about the availability of this minor.

Group A (6 cr), required:

LSBE 1101*—The Business Environment (3)

MgtS 3401—Organizational Behavior and Management (3)

Group B (9 cr), electives, select three courses (at least one from each set):

Micro Organizational Behavior

MgtS 4431—Leadership (3)

MgtS 4471—Interpersonal Relations (3)

Macro Organizational Behavior

MgtS 4411—Organizational Studies (3)

MgtS 4461—Business and Society (3)

Management Information Systems

Please consult LSBE about the availability of this minor.

Note: CS 1121—Introduction to Programming in Visual BASIC (3) is required before admission to the MIS minor.

Group A (12 cr), required:

FMIS 3201—Management Information Systems (3)

FMIS 3421—Database Management and Design (3)

FMIS 3222—Systems Analysis and Design (3)

LSBE 1101*—The Business Environment (3)

Group B (3 cr), electives:

FMIS 3224—Telecommunications (3)

FMIS 3228—Electronic Commerce (3)

FMIS 3411—Distributed Computing Principles (3)

Marketing

Please consult LSBE about the availability of this minor.

Group A (6 cr), required:

LSBE 1101*—The Business Environment (3)

MgtS 3701—Principles of Marketing (3)

Group B (9 cr), electives:

MgtS 3711—Marketing Research (3)

MgtS 3741—Fundamentals of Selling (3)

MgtS 3781—International Marketing (3)

MgtS 4711—Business-to-Business Marketing (3)

MgtS 4731—Consumer Behavior (3)

Business Administration Minors for B.Ac./B.B.A. Candidates

B.Ac./B.B.A. candidates may wish to supplement their major coursework by completing a program-specific minor. (The general business administration minor (above), composed of the LSBE core, is not available to LSBE students.) Forms for declaring the minor are available in 21 Labovitz School of Business and Economics Building and may be submitted with the Application for Candidacy or any time after formal admission to a degree program.

Select one option

Finance (12 cr)

Required (9 cr):

FMIS 3601—Corporation Finance (3)

FMIS 3644—Investment Fundamentals (3)

FMIS 3647—Financial Markets and Institutions (3)

Electives (3 cr), select one course:

Acct 3619—Analysis of Financial Statements (3)

FMIS 3612—Managerial Finance (3)

FMIS 3641—Entrepreneurial Finance (3)

FMIS 3649—International Finance (3)

FMIS 3651—Working Capital Management (3)

FMIS 4615—Futures and Options (3)

FMIS 4617—Management of Financial Institutions (3)

Management—Human Resources (12 cr)

Required prerequisite:

MgtS 3801—Human Resource Management (3)

Electives (9 cr), select three courses:

MgtS 4821—Staffing Work Organizations (3)

MgtS 4831—Compensation Systems (3)

MgtS 4841—Training and Development (3)

MgtS 4851—Unions and Collective Bargaining (3)

MgtS 4881—Human Resource Issues and Trends (3)

MgtS 4895—Special Topics: (Various Titles to be Assigned) (1-3)

No more than one from the following:

MgtS 4431—Leadership

or MgtS 4471—Interpersonal Relations (3)

or MgtS 4474—International Management (3)

Management—Organizational Management (12)

Required prerequisite:

MgtS 3401—Organizational Behavior and Management (3)

Electives (9 cr), select three courses (at least one from each set):

Micro Organizational Behavior

MgtS 4431—Leadership (3)

MgtS 4471—Interpersonal Relations (3)

MgtS 4495—Special Topics: (Various Titles to be Assigned) (1-3)

Macro Organizational Behavior

MgtS 4411—Organizational Studies (3)

MgtS 4421—Managing Change (3)

MgtS 4461—Business and Society (3)

MgtS 4472—Entrepreneurship (3)

MgtS 4473—Management of Innovation and Technology (3)

MgtS 4474—International Management (3)

MgtS 4495—Special Topics: (Various Titles to be Assigned) (1-3)

Management Information Systems (12 cr)

Note: CS 1121*—Introduction to Programming in Visual BASIC (3) or CS 1511*—Computer Science I (5) is required before admission to the program.

Required prerequisites (9-10 cr):

FMIS 3201—Management Information Systems (3)

FMIS 3421—Database Management and Design (3)

or CS 4611—Database Management Systems (4)

FMIS 3222—System Analysis and Design (3)

Elective (3 cr):

FMIS 3224—Telecommunications (3)

FMIS 3228—Electronic Commerce (3)

FMIS 3411—Distributed Computing Principles (3)

Marketing (12 cr)

Required prerequisite:

MgtS 3701—Principles of Marketing (3)

Electives (9 cr), select three courses:

MgtS 3711—Marketing Research (3)

MgtS 3741—Fundamentals of Selling (3)

MgtS 3781—International Marketing (3)

MgtS 4711—Business-to-Business Marketing (3)

MgtS 4721—Advertising and Marketing Communications (3)

MgtS 4731—Consumer Behavior (3)

MgtS 4741—Developing and Marketing New Products (3)

MgtS 4781—Marketing Management and Strategy (3) (must meet prerequisites)

MgtS 4795—Marketing Special Topics: (Various Titles to be Assigned) (1-3)