



The University of New Mexico

*Catalog*

2009–2010

Edition

formal study teams. EMBA classes are limited to EMBA program participants.

The EMBA program sets its own all-inclusive fee each year to include tuition, books, parking, refreshments and complete administrative support. The only additional cost is for participation in the optional, international seminar and field study abroad. Payments are prorated over the (7) seven semesters of the program; student loans are available.

The EMBA program starts once each year in late June with a mandatory, two-day orientation. Applications are accepted year-round on a rolling admissions process. Candidates must have at least five years of significant work experience (managerial, supervisory, budgetary or project management) and hold an undergraduate degree in any field.

For consideration, applicants must submit the following: EMBA application form and fee, current resume, statement of purpose, official copies of all transcripts, official GMAT/ GRE score (taken within the last five years) and three letters of recommendation, including one from the sponsoring organization. Once all of these items have been received, an interview with the program director is scheduled prior to final review by the Anderson School's selection committee. The deadline for the EMBA program is April 1.

For more information, contact the Management Development Center, Anderson School of Management, MSC05 3090, 1 University of New Mexico, Albuquerque, New Mexico 87131-0001. Telephone: (505) 277-2525, FAX: (505) 277-0345. Email address: emba@mgt.unm.edu.

## Post-Masters Certificate in Management Program

The Post-Masters Certificate in Management Program offered by the Anderson School of Management provides holders of the M.B.A. or other management-related Masters degree from an AACSB-accredited institution an opportunity to further their professional management education through the regular graduate course offerings of the school.

The program consists of five courses (15 credit hours) to be selected by the student and approved by a faculty member at the time of admission. The courses must be completed within four years, and a 3.0 (B) average is required for the certificate.

Students must pursue a concentration in the areas listed below. Students must file a plan of study approved by the graduate advisor for their chosen concentration.

### Finance

Students must complete 15 hours from the following: MGMT 570, 571, 573, 574, 576, 577, 578, 579 or other courses approved by the finance graduate advisor.

### Information Assurance

Information Assurance students must complete five of the following courses: MGMT 544, 594, 636, 637, 639, 641, and 642. MGMT 594 and 639 sections must be topics related to information assurance. Multiple MGMT 594 and 639 sections may be taken as long as the topics vary.

### International Management

Students must complete MGMT 574, 583, 596, 597, and one other course approved by the international management graduate advisor.

### International Management in Latin America

Students must complete MGMT 524, 583, 595, 596, and one of the following courses: MGMT 548, 560, 574, and 597.

### Management Information Systems 15 hrs

One semester of programming, such as CS 152L or MGMT 330 or equivalent programming experience is a prerequisite for this concentration. Students must complete MGMT 634 and 637 and three of the following courses: MGMT 630,

631, 632, 635, 636, 639, or other courses approved by the concentration advisor.

### Management of Technology

Students must complete 5 courses (15 credit hours) selected from MGMT 512, 513, 514, 515, 516, 517, 518, 519, and other courses approved by the concentration advisor. Two of the five courses must be selected from MGMT 512, 513, 514 and 516.

### Marketing Management

Students must complete MGMT 580 and 581 and three of the following courses: MGMT 489, 523, 583, 584, 586, 587, 588, or other courses approved by the marketing graduate advisor.

### Operations Management

Students must complete five of the following courses: MGMT 521, 523, 525, 530, 532, 586, 588 or other courses approved by the operations management graduate advisor.

### Organizational Behavior/ Human Resources Management

Students must complete five of the following courses: MGMT 465\*, 466\*, 468\*, 469\*, 507, 560, 561, 562, 563, 565, 566, 567, 568, 569, or other courses approved by the organizational behavior/ human resources management graduate advisor.

### Policy and Planning

Students must complete five of the following courses: MGMT 411\*, 412\*, 413\*, 458, 495\*, 496\*, 505, 556, 557, 594, 653, 654, 651, 655, or other courses approved by the policy and planning graduate advisor.

Further information and application forms may be obtained from the Graduate Program Office of the Anderson School of Management.

## Management (MGMT)

### Prerequisites and Corequisites

First preference for enrollment in all upper-division Management courses will be given to students who have been admitted to the Anderson School.

Students not in Anderson will be accepted on a space available basis provided they **satisfy all prerequisites**. Students must have a transcript on file with the Undergraduate Advisement Center each semester that they take a restricted course. Students may take up to 9 hours of 300-level management classes prior to their admission to the Anderson School of Management. Certain exceptions for individuals possessing a Bachelor's degree and enrolled in Non-Degree status may be made for accounting courses only.

The Anderson School reserves the right to disenroll from a class any student who lacks proper prerequisites or who is enrolled in more than one section of the same course.

### 105. Business Co-op Work Phase. (0) Offered on a CR/NC basis only.

### 113. Management: An Introduction. (3)

Modern concepts of organizations and their management in a dynamic world. An overview of managerial activities within business and other organizations. {Fall}

### 158. Ethics in Organizations. (3)

Introduction to ethical issues in business, government, and nonprofit organizations and how to deal with those issues. Emphasis on ethical reasoning and cases of ethical and unethical behavior in management and the professions.

### 190. Special Topics in Management. (3 to a maximum of 6) Δ

Selected offering of management topics not represented in the regular curriculum.

**202. Principles of Financial Accounting. (3)**

An examination of the conceptual framework of accounting and the functions of accounting in a business-oriented society. Topics include valuation theory and its applications to assets and liabilities, concepts of business income, funds-flow analysis, problems of financial reporting.

**222. Introduction to Marketing. (3)**

A complete overview of the system for assessing customer needs, allocation of scarce resources to fulfill those needs, transmittal of market related information, completion of exchange processes and profit maximization in free markets. Emphasis on interdisciplinary tools for management, decision-making and developing marketing strategies in domestic and international market applications. (Credit not applicable toward B.B.A. degree.)

**290. Introduction to Business Statistics. (3)**

An overview of the use of statistics in business, descriptive statistics and numerical characteristics of data, introduction to probability, statistical inference including t-tests and regression, confidence intervals; application to business problems will be emphasized.

Prerequisite: MATH 180.

**300. Operations Management. (3)**

Survey of methods and models for the design, control, and improvement of service and manufacturing systems including project management, product/service design, process analysis, quality improvement, inventory control, capacity scheduling, and Just-In-Time (lean systems).

Prerequisite: STAT 145.

**303. Managerial Accounting. (3)**

Primary emphasis on the role of accounting in the processes of management decision-making for planning and control. Topics include: relevant cost analysis, standard costing and analysis of variances; budgeting and responsibility accounting, planned capital expenditures.

Prerequisite: 202.

**306. Organizational Behavior and Diversity. (3)**

Emphasis on application of behavioral science theory and concepts. Focus on individual, interpersonal and group processes in a diverse work force.

Prerequisite: ENGL 102.

**307. Organization Change and Innovation. (3)**

Intensive examination of behavioral science research and theory as a basis for understanding, managing and changing organizations. Emphasis is on a comparative organizational approach, public or private, as a socio-technical system.

Prerequisite: 306.

**308. Ethical, Political and Social Environment. (3)**

The influence of environmental change on the structure and operation of the organization. Social, political, economic, ethical and technological systems are examined as they relate to each other and to the management of small- and large-scale organizations.

Prerequisite: ENGL 102.

**310. Legal Issues for Managers. (3)**

A general overview of the legal system and common legal principles. Emphasis on legal topics relevant to business such as contracts and torts. Explores sources of liability and presents strategies to minimize legal risk.

Prerequisite: ENGL 102.

**314. Professional Selling. (3)**

Professional aspects of the selling function in consumer and industrial markets and the role of selling in the economy. Emphasis on selling methods and applications for entrepreneurs. (Credit not applicable toward B.B.A. degree.)

Prerequisite: 222 or 322.

**322. Marketing Management. (3)**

A complete overview of the system for assessing customer needs, allocating scarce resources to fulfill those needs, transmittal of market related information, completion of exchange processes and profit maximization in free markets. Emphasis on interdisciplinary tools for management decision-

making and developing marketing strategies in domestic and international market applications.

Prerequisite: ENGL 102 and ECON 106.

**324. New Venture Strategies. (3)**

Examines strategies, both personal and commercial, for effectively embarking on new ventures. Focuses on phases of entrepreneurship occurring between generation of the initial new venture idea, up to and including the first commercial sale.

Prerequisite: ENGL 102 and ECON 106.

**326. Financial Management. (3)**

Principles and practices of funds management in private and public organizations. Sources and uses of short- and long-term funds, determination of capital requirements, obtaining capital, financial forecasting, lease or buy decisions, application of capital and cash budgeting techniques, choices involving risk.

Prerequisite: 202 and STAT 145 and MATH 180 and ECON 106 and CS 150.

**328. International Management. (3)**

Provides an understanding of international operations and of international institutions in the private, not-for-profit and public sectors and of their managerial and environmental problems. Analyzes the structure, functions and decision-making of international organizations.

Prerequisite: ECON 106.

**329. Data Management. (3)**

The management of data resources to support information systems in organizations. Logical database structures, applications and physical implementation of information systems using database management systems.

**330. Business Programming Fundamentals. (3)**

Introduction to object-oriented programming language syntax and semantics with application to functional business areas and computing problems. Intended for BBA students concentrating in management information systems.

**331. Business Application Programming. (3)**

Development of complex business application programs with object-oriented tools and techniques.

Prerequisite: 330. Pre- or corequisite: 329.

**336. Information Systems Security. (3)**

Overview of telecommunications and cryptography/security issues in information systems. Hands-on lab projects managing online systems and securing them against hacking techniques or known vulnerabilities.

**337. Survey of Computer Systems and Software. (3)**

An overview of hardware/software configurations as integrated systems. Acquisition, evaluation, selection and management of the computer resources. Emerging information system technologies, including office automation, data communications and networks.

**340. Financial Accounting I. (3)**

Financial reporting theory, applied financial accounting problems, contemporary financial accounting issues. The accounting cycle, asset valuation; revenue recognition; issues resulting from the corporate form of organization.

Prerequisite: 202.

**341. Financial Accounting II. (3)**

Continuation of 340. Problems relating to liabilities and equities; the analysis and interpretation of financial statements including the impact of income taxes and benefit plans.

Prerequisite: 340.

**342. Income Tax Accounting I. (3)**

Technical tax course primarily for accounting majors. Covers the Federal Income taxation of individuals, including capital gains and losses, accounting methods, income, deductions, Social Security, installment sales and alternative tax methods.

**343. Income Tax Accounting II. (3)**

Covers corporation, partnerships, estate and gift taxes, fiduciaries, tax planning and tax shelters.

**346. Cost Accounting. (3)**

Procedures involved in the development, presentation and interpretation of accounting information as an aid to management. Usefulness and limitations of accounting data in evaluating and controlling operations, collecting cost information; cost estimation and allocation; standard costs; budgeting; cost-value relationships.

Prerequisite: 303.

**348. Legal Concepts for Accountants. (3)**

Intensive examination of legal concepts underlying accounting theory and practice. Selected topics in uniform commercial code, debtor-creditor relationships, business associations, government regulation of business, property and professional and legal responsibility of accountants.

**362. Leadership Development. (3)**

Focuses on developing leadership skills and behaviors at multiple organizational levels. Includes self-assessment and peer assessment of leadership potential. Discusses how to develop peer potential and working in a dynamic, changing environment.

Prerequisite: 306.

**374. Simulation Modeling Using Excel®. (1)**

This course covers the use of spreadsheet models to perform simulation analysis. Topics include random variable generation, data tables and statistical analysis of simulation results. Applications are taken from finance, marketing and operations management.

Prerequisite: STAT 145.

**375. Optimization Using Excel®. (1)**

This course covers the use of spreadsheets to model and solve mathematical programming models. Topics include linear, integer, non-linear programming and sensitivity analysis. Applications are taken from finance, logistics and operations management.

Prerequisite: STAT 145.

**384. Professional Selling. (3)**

Professional aspects of the selling function in consumer and industrial markets and the role of selling in the economy. Emphasis on selling methods and applications for entrepreneurs. (Not applicable for credit toward Marketing Management Concentration.)

Prerequisite: 322.

**398. Career Management Skills. (1 credit hour for undergraduate students; graduate students may audit class with instructor permission)**

Develop career management skills to prepare for entrance into the professional job market. Emphasis on cover letters, resumes, interviewing skills, networking, organizing job search and salary negotiations.

**\*411. Travel and Tourism Management I. (3)**

Introductory overview of particular management skills needed and special managerial problems in hotels, restaurants, travel agencies, airline customer services, convention centers, tours, car rentals, vacation lodges and related recreation facilities.

Prerequisite: 202.

**\*412. Hotel and Restaurant Management. (3)**

Scope and importance, managerial organization, management functions and particular managerial problems of the hotel and restaurant industry. Special emphasis on economic, legal and technological environments of the industry, and their impacts on management.

Prerequisite: 411.

**\*413. Travel and Tourism Management II. (3)**

Scope and importance, managerial organization, marketing and particular problems of travel and tourism industry (excluding hotel and restaurant sector). Special emphasis on industry's economic, legal and technological environments, and their impacts on management.

Prerequisite: 411.

**420. Management in Latin America. (3)**

Analysis and diagnosis of Latin American environments as they offer opportunities and pose constraints in the performance of managerial responsibilities. Special emphasis is given to the Mexican environment and its relationship to the world.

**421. International Entrepreneurship. (3)**

Teaches the practical science and craft of international business operations, such as exports. The international business strategies of firms are analyzed through fundamental analysis and technical analysis using real cases.

**422. Seminar on Mexican Economy Markets. (3)**

A historical overview of developments in the Mexican economy with an emphasis on the causes and effects of repeated financial crises. An examination of recent economic and political events that present opportunities or risks for business in Mexico.

**426. Advanced Problems in Financial Management. (3)**

Planning, directing, controlling and financing current operations as well as long-term capital commitments. Internal versus external financing, programming techniques for managing working capital and debt structure. Development of a policy-making framework for sound decision-making under conditions of uncertainty and risk.

Prerequisite: 326.

**433. Management of Service Operations. (3)**

This course focuses on understanding the distinctive features of service delivery systems and presenting management techniques to address the unique challenges in the design and delivery of services.

Prerequisite: 300.

**434. Manufacturing Systems Management. (3)**

An introduction to the principles and techniques necessary for the efficient design and operation of production and inventory planning, scheduling and control systems.

Prerequisite: 300.

**437. System and Network Administration. (3)**

A detailed coverage of system administration in both centralized and distributed information systems. Installation, operation and maintenance of hardware and software resources. Technology and management of computer networks.

**439. Business Intelligence Technologies and Applications. [Management of Information Systems.] (3)**

Business intelligence technologies, tools, architectures, and methodologies for management support, decision-making and organizational performance analysis. Business intelligence applications used for strategic competitive advantage.

**440. Financial Accounting III. (3)**

Continuation of 340 and 341. Problems and theory related to advanced accounting topics including: partnership operation and liquidation, consolidated financial statements, bankruptcy and corporate reorganization, government entities, not-for-profit entities, and estates and trusts.

Pre- or corequisite: 341.

**443. Auditing. (3)**

Auditing principles and procedures; preliminary considerations, planning the audit program, classes of audits, audit reports, professional ethics and legal responsibility; case problems.

Pre- or corequisite: 341.

**444. Accounting for Not-for-Profit Organizations. (3)**

Theory and practice of accounting in not-for-profit organizations: municipalities, federal government, public schools, universities and health organizations. Special topics considered will be fund accounting, zero-based budgeting, financial audits and operations auditing.

Pre- or corequisite: 340.

**449. Accounting Information Systems. (3)**

An examination of the relationship between computer-based management information systems and accounting. Applications of MIS techniques in the design and operation of accounting systems.

Prerequisite: 340.

**450. Computer-Based Information Systems. (3)**

Course presents foundation concepts in Management Information Systems (MIS). Students apply and integrate MIS concepts with those from other management disciplines to analyze, evaluate and present management cases. A variety of software is used.

Prerequisite: 300 and 303 and 306 and 322.

**451-452. Problems. (1-3, 1-3 to a maximum of 6) Δ**

Special permission of the advisor and of the Dean of the Anderson School of Management required. Arrangements must be made with individual instructor before enrolling for Problems. A maximum of 6 hours of Problems courses is acceptable for credit toward the B.B.A. degree.

**455. Washington Campus for Undergraduate Students. (3)**

One week intensive on "Business Leadership in Washington: The Political Marketplace" in summer on site and enrollment in 1st 8-week fall session for research project. Limited enrollment; special application required. Additional fees for travel and cost of program. Restriction: permission of instructor.

**457. Diversity in Organizations. (3)**

Addresses the changing nature of modern organizations in their employee composition. Focuses on all dimensions of diversity and how to harness the potential of a diverse workforce to reach organizational goals.

Prerequisite: 306.

**458. [\*458.] Managerial Ethics. (3)**

An issues- and problems-oriented course in applied management ethics. How to reason ethically about management problems and choices. Focus is on the crises of conscience and the everyday conflicts of role and obligation that characterize our professional lives.

Prerequisite: 308.

**459. Information Analysis. (3)**

Information system analysis and system design in organizations. Topics include application development strategies, information system life cycle, requirements determination, analysis and specification.

**461. System Development Project. (3)**

Integrative case or field study in the analysis, design, implementation and evaluation of an information system. Individual or team application development.

Prerequisite: 329. Pre- or corequisite: 331.

**462. Management of Quality. (3)**

Traditional variation control and reduction approaches are introduced, as well as techniques to control and reduce human error. Emphasis is placed on understanding management approaches that drive process improvement.

Prerequisite: 300.

**463. [\*463] Employment Law. (3)**

A survey of statutes and case studies of common, statutory and administrative law. Emphasis on modern employment legislation and related court and administrative decisions representing all aspects of employment law.

Prerequisite: 306 and 310.

**464. Human Resources Theory and Practice. (3)**

Behavioral theories and applications in HR. HR planning, job analysis and design, recruitment, selection, performance management, training and development, employee involvement, compensation, labor relations, occupational health and safety.

Prerequisite: 306.

**\*465. Labor Relations. (3)**

Background and practice of Labor Relations from unionization through collective bargaining to grievance administration and arbitration. Theory and case analysis emphasizing employment problems, management prerogatives and collective bargaining issues.

Prerequisite: 306.

**\*466. Training and Development. (3)**

Examines 1) theories of human development and their relationships to workforce and managerial development, and 2) reviews theories and provides practice in design, delivery and evaluation of training programs for private and public sector organizations and management.

Prerequisite: 306.

**\*468. Compensation and Benefits. (3)**

Focus on theory and practice of compensation and benefit systems in modern organizations. Reviews alternative approaches and emphasizes experience-based learning.

Prerequisite: 306.

**\*469. American Indian Business and Management. (3)**

Examines the theory and practice of managing American Indian organizations as well as legal and indigenous planning aspects.

Prerequisite: 306.

**470. Financial Markets and Institutions. (3)**

Analysis of markets for mortgage, state and local, corporate and Federal debt; flow of funds and their influence on credit conditions, lending, investment and liquidity policies. Behavior of term structure and risk structure of interest rates. Study of alternative regulatory and structural frameworks of the financial markets.

Prerequisite: 326.

**471. Investment Analysis and Management. (3)**

Theory and techniques basic to control of investment risks and optimization of investment returns. Security market operations, portfolio theory, profitability analysis, planning and management of investment programs, timing of securities transactions.

Prerequisite: 326.

**473. Commercial Banking. (3)**

Emphasizes coordinated asset and liability management of the individual bank. Frequent use will be made of cases to develop major aspects of bank management under changing monetary conditions and competitive forces. Primary emphasis is placed on the analysis of bank financial performance, obtaining funds, investment and loan policies and capital requirements.

Prerequisite: 326.

**\*474. International Financial Management. (3)**

Application of concepts of managerial finance in the international setting. Reviews and develops as background the financing of international trade and balance of payments problems, including currency hedging in the money and foreign exchange markets. Cases are used to study financial decision problems of working capital management, capital budgeting and providing of funds for international corporate operations with emphasis on Latin America.

Prerequisite: 326 or 526.

**476. Derivatives (Futures and Options). (3)**

Teaches the practical science and art of analysis of derivative (financial) assets, such as forwards, options and futures, and securities with embedded options, for purposes of investment, hedging and speculation. Emphasizes valuation methods, including various binomial and trinomial models and on hedging strategies. Derivative securities are analyzed using various data sources and software.

Prerequisite: 326.

**479. Applied Investment Management (3 to a maximum of 6) Δ**

Active management of funds allocated by numerous institutional investors. Encompasses investment policy statement (portfolio objectives, constraints, benchmarks, reports), performance evaluation/attribution, analysis (economic, industry, company), valuation, recommendations, portfolio rebalancing, trade execution, ethics of money management.

Prerequisite: 471. Restriction: permission of instructor.

**480. Buyer Behavior. (3)**

Interdisciplinary analysis of buyer behavior through review of theories, explanatory and predictive models, empirical studies and consumer research methodologies. Emphasis on model building and marketing strategy formulation.  
Prerequisite: 322.

**481. Marketing Research I. (3)**

Research methodologies and techniques as an aid to management decision-making and marketing strategy formulation. Emphasis on design of measurement instruments, sampling, collection and analysis of data.  
Prerequisite: 322 and 480.

**483. International Marketing. (3)**

Analysis of foreign marketing opportunities. Develops familiarity with concepts, terminology, decision-making criteria, use of marketing intelligence, constraints on marketing planning and marketing strategy formulation.  
Prerequisite: 322.

**484. Sales Management. (3)**

Focuses on industrial purchasing behavior and the systems required to satisfy the needs of commercial buyers. Emphasis on management of the corporate field sales force.  
Prerequisite: 322.

**485. Retailing Management. (3)**

Management of the retail level of the distribution system. Emphasis on management decision making. Project orientation.  
Prerequisite: 322.

**486. Logistics Systems Management. (3)**

Management of the logistics channel including the manufacturing, wholesale and retail levels and related logistics activities. Focus on structural and functional analysis, design and evaluation of logistics systems.  
Prerequisite: 300 and 322.

**487. Promotion Management. (3)**

Analysis of personal and non-personal forms of marketing communications in both industrial and consumer markets. Emphasis of promotion as a marketing mix strategy, budgeting and media analysis, and incorporating research in the development of promotional strategies.  
Prerequisite: 322 and 480. Pre- or corequisite: 481.

**488. Materials & Supply Chain Management. (3)**

Management of the supply, manufacturing and distribution network as a part of the buying and selling process in an industrial or commercial marketing context in both the private and public sectors.  
Prerequisite: 300 and 322.

**\*489. Marketing of Services. (3)**

Integration of traditional marketing management thought into strategic and analytical processes for adoption and implementation by service organizations and individuals in both the private and public sectors of the economy. Project orientation.  
Prerequisite: 322.

**490, 493. Special Topics in Management. (1-3, no limit; 3) Δ**

Selected offerings of management topics not represented in the regular curriculum.  
{Offered upon demand}

**492. Negotiation Strategies. (3)**

This course addresses negotiation problems that are faced by entrepreneurs and managers of small and large businesses. Through a combination of case studies, lectures and actual practice in negotiating, students learn to negotiate effectively.

**\*495. Managing and Operating Small, Growing Businesses. (3)**

Examines principles and knowledge required for efficiently and effectively operating and managing small, growing businesses faced with resource constraints. Semester-long field cases of real businesses are the focus of study.  
Prerequisite: ENGL 102 and ECON 106.

**\*496. Seminar in Entrepreneurial Financing. (3)**

Focuses on the processes and knowledge utilized during the acquisition of debt and equity for growing businesses. Specific entrepreneurial financing processes, techniques and methodologies are covered.  
Prerequisite: ENGL 102 and ECON 106.

**498. Strategic Management. (3)**

Emphasizes the functions of top management. Case studies offer the student an opportunity to develop a habit of administrative thinking as company-wide objectives and policies are formulated and consistent plans and programs are carried into action. Enrollment normally limited to students in final semester of B.B.A. Program.  
Prerequisite: 300 and 303 and 306 and 308 and 310 and 322 and 326 and 328.

**Graduate-Level Courses**

**500. Quantitative Analysis I. (3)**

Mathematical foundations for the quantitative analysis of problems of organizations. Linear systems, matrix algebra and introduction to differential and integral calculus. Applications to management and administrative situations.  
*Note: students scoring less than 25 on the quantitative portion of the GMAT are strongly urged to pursue additional background work in mathematics (MATH 121 recommended) before enrolling for credit in 500.* This course may not be applied toward M.B.A. degree requirements.

**501. Statistical Analysis for Management Decisions. (3)**

Apply inferential statistics, using numerical and graphical summaries of data, to make informed business decisions. Tools include spreadsheet applications to analyze real world decision making situations.

**502. Accounting and Management Information Systems I. (3)**

Accounting concepts and procedures used in preparation of corporate financial statements: balance sheet, income statement, statement of cash flows. Measurement of reporting choices within Generally Accepted Accounting Principles. Foundations of corporate financial statement analysis.

**503. Managerial/Cost Accounting. (3)**

Study use of accounting data in managing businesses by applying techniques for product costing, planning, control, and performance evaluation. Topics include: CVP analysis; variable, absorption, job, activity-based and standard costing; budgeting; responsibility accounting; capital budgeting.  
Pre- or corequisite: 502.

**504. Microeconomics for Managers. (3)**

This is a course in microeconomics, which is the study of individual decision making in a world in which wants exceed the available resources.

**505. Macroeconomics for Managers. (3)**

This course is intended to provide the student with a theoretical and applied knowledge of macroeconomics, money and banking, and international economics.  
Prerequisite: 504.

**506. Organizational Behavior and Diversity. (3)**

Intensive examination of behavioral science research and theory as a basis for understanding, managing and changing organizations. The course emphasizes effective management with diverse individuals.

**507. Organizational Behavior and Theory Seminar. (3)**

Further examination of organizations drawing upon behavioral science research and theory. Alternative theories of organizations are discussed.  
Prerequisite: 506.

**508. Ethical, Social, Political and Legal Environment. (3)**

Influence of the external environment on management decisions and organizational welfare and how organizations affect the external environment and society. Examination of impacts of ethical, social, political, legal and technological systems and trends on management and how managers can deal with external issues.

**510. Introduction to Information Processing. (3)**

Managing MIS resources, services and strategies to support organizational productivity, effectiveness and efficiency. Case studies highlight MIS fundamentals and stress integration and interdependence of MIS with other functions in an organization.

**511. Technology Commercialization and the Global Environment. (3)**

Fundamentals of technology commercialization and international management are covered along with the interconnectivity of the two topics. The course will cover the nature of international competitive markets and how technology commercialization impacts these markets.

**512. Strategic Management of Technology. (3)**

Concepts of technology-based strategy, industrial policy, competitiveness, technological strategy tools and the effect of technology on organizational structure and processes. Lessons learned from successful technology-based companies and their application of strategic principles.  
Prerequisite: 511. Restriction: permission of instructor.

**513. Technological Forecasting and Assessment. (3)**

Methods used in forecasting broad scientific and technological advances and assessing their applicability in the commercial world, with stress upon the broad macro-level economic issues such as competition, positioning of technology in the market and further research to apply the innovation to commercially viable products.  
Prerequisite: 511.

**514. Technological Entrepreneurship. (3)**

A clinical experience in the development of a new firm to exploit a significant technological innovation. Student teams work with inventors/entrepreneurs, faculty, and external resources to establish new companies. {Offered upon demand}  
Prerequisite: 511.

**515. Innovative Product Development. (3)**

Topics covered include innovation diffusion models, consumer needs models, marketing mix and organizational mechanisms such as Venture teams.  
Prerequisite: 511.

**516. Entrepreneurial Finance in High Technology. (3)**

Theory as contributed to the study of strategic alliances by numerous disciplines including economics, finance, business policy, strategic management and law. Includes the development of an original case study of one technology-based strategic alliance. Permission of the instructor required.  
Prerequisite: 511.

**517. E-commerce: Business Models and Technology. (3)**

The business models used to create Internet companies as well as the effect the Internet had on the success and failure of companies in many different business areas are examined. The economic issues related to the technology are covered in terms of their effect on the many industries using it.  
Prerequisite: 511.

**518. Technology Management and Economic Development. (3)**

The development of new technology-based companies as well as the creation of cluster supports the increase in job and wealth creation in the region. Other factors such as education, taxation, infrastructure, technology development and entrepreneurial support are studied for their effect on technology entrepreneurship and contribution to economic development.  
Prerequisite: 511.

**519. Project in Technology Commercialization. (3)**

An environment for application of tools and techniques of technology management that offers real problems of managing a technology-based product. Considers effects of practical constraints upon the analysis, design and process, and focuses student's capabilities on the solution of a practical problem and presentation of the solution.  
Prerequisite: 511.

**520. Operations Management. (3)**

A managerial level examination of operations strategy with emphasis on application of quantitative models as guides to managerial decision making. Includes project management, product and service design, Just-In-Time (lean systems), mass customization, and systems thinking.  
Prerequisite: 501.

**521. Manufacturing Systems Management. (3)**

An introduction to the principles and techniques necessary for the efficient design and operation of production and inventory planning, scheduling and control systems. Topics include master planning, capacity management, inventory control, production activity control, JIT, MRP and synchronous manufacturing.  
Prerequisite: 300 or 520.

**522. Marketing Management. (3)**

Analysis of the marketing effort and decision-making process in private, not-for-profit and public institutions. Normative models for decision-making in different marketing situations. Analytical tools available for appraising, diagnosing, organizing, planning and implementing market plans. Analysis of economic, social and political forces leading to change in the market place. Development of concepts useful in evaluating marketing situations, including those in the international setting.

**523. Service Operations Management. (3)**

This course focuses on developing strategic insight into the distinctive features of service delivery systems and developing and critiquing management techniques to address the unique challenges in the design and delivery of services.  
Prerequisite: 300 or 520.

**524. Seminar on Mexican Economy Markets. (3)**

A historical overview of developments in the Mexican economy with an emphasis on the causes and effects of repeated financial crises. An examination of recent economic and political events that present opportunities or risks for business in Mexico.

**525. Management of Quality. (3)**

The strategic issues and management approaches surrounding quality improvement are discussed and critiqued. Tools for traditional variation control and reduction, as well as techniques to control and reduce human error, are also covered.  
Prerequisite: 300 or 520.

**526. Financial Management. (3)**

The finance function and its relation to other functions of a firm. Topics include: analysis and budgeting of funds, management of current assets, financing short-term and intermediate-term needs, planning long-term debt policy and capital structure, capital costs and budgeting, dividend policy, valuation, mergers and acquisition.  
Prerequisite: 501 and 502.

**530. System Perspectives. (3)**

Learn how to be a systems thinker and apply systems philosophy to managing organizations. Use the Theory of Constraints, its five-step focusing process and its set of logic-based thinking process tools to manage continuous improvement.  
Pre- or corequisite: 300 or 520.

**532. Simulation. (3)**

(Also offered as CS \*452.) Study of a variety of simulation methods as an aid to managerial decisions involving both micro- and macro-systems. Problems and projects require active computer programming of simulations.  
Pre- or corequisite: 300 or 520.

**540. Financial Accounting I. (3)**

Financial reporting theory, applied financial accounting problems, contemporary financial accounting issues. The accounting cycle, asset valuation; revenue recognition; issues resulting from the corporate form of organization.  
Prerequisite: 202 or 502.

**541. Financial Accounting II. (3)**

The application of advanced accounting principles to practical cases and accounting problems.  
Prerequisite: 340 or 540.

**542. Seminar in Personal Tax Planning. (3)**

Technical tax course primarily for accounting majors. Covers the Federal Income taxation of individuals, including capital gains and losses, accounting methods, income, deductions, Social Security, installment sales and alternative tax methods. Prerequisite: 202 or 502.

**543. Seminar in Business Tax Planning. (3)**

Continuation of 542. Covers corporation, partnerships, estate and gift taxes, fiduciaries, tax planning and tax shelters. Prerequisite: 202 or 502.

**544. Assurance Services. (3)**

An examination of assurance processes involved in developing knowledge bases to support decision makers. The course will include auditing techniques and emerging issues such as ElderCare, Performance View, SysTrust and WebTrust will be explored. Prerequisite: 340 or 540. Corequisite: 541.

**545. Seminar in Accounting Theory and Its Development. (3)**

The study of accounting literature with emphasis on the development and current state of accounting theory. Topics include early history, formal statements of principles, relation of economics and accounting and current controversial issues. Prerequisite: 540.

**546. Financial Accounting III. (3)**

The advanced study of problems and theory related to advanced accounting topics including partnership operation and liquidation, consolidated financial statements, bankruptcy and corporate reorganization, government entities, not-for-profit entities, and estates and trusts. Prerequisite: 340 or 540. Corequisite: 541.

**547. Tax Research, Procedure, Compliance and Practice. (3)**

Practical problems encountered in a tax practice emphasizing tax research and preparation necessary for resolving disputes with the IRS. Procedures and compliance requirements for initial filing of return to Appellate Conference with IRS will be covered. Prerequisite: 542 or 543 or 342 or 343.

**548. Seminar in International Accounting. (3)**

International diversity in accounting theory and practice. Institutional, economic and cultural contexts of these differences. Locating differences within framework highlighting their importance for financial and managerial decision making. Developments harmonizing international accounting practice. Prerequisite: 202 or 502.

**549. Accounting Information and Control Systems. (3)**

An examination of the relationship between computer-based management information systems and accounting applications for management control and financial reporting for complex organizations. Pre- or corequisite: 540 or Prerequisite: 340.

**550. Professional Accounting. (3)**

Professional Responsibility and concerns of auditors, tax practitioners, management consultants, and internal professionals. Structure of the profession, issues of ethics and responsibility, legal environment and future of the profession. Prerequisite: 340 or 540.

**551–552. Problems. (1-3 to a maximum of 6, 1-3 to a maximum of 6) Δ**

**556. Starting New Business. (3)**

This covers general topics and skills for embarking upon successful new enterprises either within large corporations or new independent companies. (Students interested in starting new technological ventures should consider MGMT 514, *Technological Entrepreneurship*.)

**557. Entrepreneurial Internship. (3)**

Entrepreneurial internship supervises field projects, on a one-on-one basis, with practicing entrepreneurs. Entrepreneurial projects are accepted, as well as projects pertaining to the student's own business. Classes meet weekly.

**559. Law for Accountants. (3)**

An intensive examination of legal concepts underlying accounting theory and practice, selected topic in contracts, uniform commercial code, debtor-creditor relationships, business associations, government regulation of business property and professional and legal responsibility of accountants. Prerequisite: 540.

**560. Seminar in Cross-Cultural Organizational Behavior. (3)**

Comparative study of public and private organizations in the U.S.A., Asia and in selected European and Latin American countries. Emphasis on the influence of cultural and political factors on the management of human resources. Prerequisite: 506.

**561. Interpersonal and Team Dynamics. (3)**

Exploration of the boundaries, strategic variables and substance of interpersonal relations. Particular emphasis upon effective communication strategies, and team building and maintenance. Prerequisite: 506.

**562. Organizational Change and Development. (3)**

The course focuses on planned change to improve an organization's problem-solving and renewal processes, particularly through a more effective and collaborative management of organization culture. Prerequisite: 506.

**564. [563.] Human Resources Management: Theory and Applications I. (3)**

Human Resources Management is designed to relate theory and concepts of the management of human resources to the personnel practices that occur in the organizational environment. Prerequisite: 506.

**565. Internship in Organizational Behavior and Human Resources. (3)**

Students will be assigned to an organization where they will work on a project under the direction of a supervisor. Faculty provides oversight of individual field experience with classroom debriefings and follow-up.

**566. Diversity in Human Relations Lab. (3)**

A series of intensive experiences to develop self-awareness and diagnostic ability in interpersonal, group, organizational and community behavior. Special emphasis on the management of diverse groups in organizations. Prerequisite: 506.

**567. Women in Management. (3)**

This course examines the changing role of women in the work force, especially in management. Focus is on the economic, political and sociocultural environment affecting managerial women.

**568. Creative Leadership and Innovating Organizations. (3)**

This is a developmental seminar, constantly changing. Together we will seek to actively explore the dimensions of creative, transformational leaders and innovative learning organizations. Prerequisite: 506.

**569. Negotiation Strategies. (3)**

This course addresses the theory and practice of negotiations. Through a combination of case studies, lectures and actual practice in negotiating, students learn to negotiate effectively.

**570. Analysis of the Financial System. (3)**

Analysis of the financial system—capital markets, financial instruments and institutions, and regulatory agencies—in which both financial and nonfinancial firms operate. The demand for, and supply of, credit and capital. Study of the mechanisms of monetary adjustment and interest rate determination. The role of liquidity in risk management.  
Prerequisite: 526.

**571. Security Analysis and Investment Management. (3)**

The theory and techniques of optimization of investment return subject to control on investment risk. Topics include development of valuation models, analysis of securities and security market operation, survey of information availabilities and requirements, the role of participants in trading activities, theories of market behavior and price movements, portfolio programming and the implications of diversification for risk and return.  
Prerequisite: 526.

**573. Seminar in Management of Financial Institutions. (3)**

Principles of the financial management of financial institutions emphasizing commercial banks. Analytical tools are developed for managing capital, liquidity, asset and liability structure and the extension of credit. Features computerized bank management simulation game, cases and selected readings.  
Prerequisite: 526.

**574. Seminar in International Financial Management. (3)**

International flows of funds, balance of payments adjustment mechanism, role of international reserves, international financial institutions, corporate financial planning for foreign operations, including analysis of sources and uses of corporate funds abroad.  
Prerequisite: 526.

**576. Seminar in Futures and Options. (3)**

Descriptive characteristics, fundamental valuation theory and trading strategies involved in futures and options markets.  
Prerequisite: 526.

**577. Applications in Business Finance. (3)**

Analytical and planning techniques in managerial finance. Computer-based case applications of financial forecasting, credit analysis, capital budgeting, lease analysis, capital structure planning, firm valuation, firm failure resolution, mergers and acquisitions, derivatives and hedging.

**578. Fixed Income Securities. (3)**

This course provides an integrated, self-contained analysis of the pricing of fixed income securities, which account for over one-half of the market value of all outstanding securities, and their derivatives.  
Prerequisite: 526.

**579. Applied Investment Management (3 to a maximum of 6) <sup>Δ</sup>**

Active management of funds allocated by numerous institutional investors. Encompasses investment policy statement (portfolio objectives, constraints, benchmarks, reports), performance evaluation/attribution, analysis (economic, industry, company), valuation, recommendations, portfolio rebalancing, trade execution, ethics of money management.  
Prerequisite: 571. Restriction: permission of instructor.

**580. Buyer Behavior. (3)**

Study in behavior of consumer/buyers as decision makers through review of theories, models and research findings. Applications to marketing management strategy formulation.  
Prerequisite: 322 or 522.

**581. Research for Marketing Management. (3)**

Study of research and information requirements for decision making and strategic planning in marketing. Emphasis on concepts, skills and knowledge needed by executives for evaluation research proposals and using research findings in developing marketing plans.  
Prerequisite: 501 and (322 or 522).

**583. International Marketing Management. (3)**

Analysis of marketing opportunities abroad and major constraints and information needs in international marketing planning. Management of development and implementation of marketing mixes in different cultures and nations. Some special emphasis on Latin America.  
Prerequisite: 322 or 522.

**584. Sales Management. (3)**

Critical examination of sales force management concepts and their implementation and application from a decision-making perspective. Encompasses the formulation, evaluation and control of a strategic sales program.  
Prerequisite: 322 or 522.

**586. Strategic Logistics Management. (3)**

Management of logistics processes from both theoretical and applied viewpoints. Includes coverage of order processing, inventory management, transportation, warehousing and location. Special emphasis placed on measuring logistics value and financial control of logistics.  
Prerequisite: (300 or 520) and (322 or 520).

**587. Marketing Communications Management. (3)**

Analysis of market communications, including market, audience and individual behavior. Discussion and analysis of promotional strategy and budgeting, media analysis and evaluation.  
Prerequisite: 322 or 522.

**588. Supply Chain Strategy. (3)**

Develop an understanding of the strategic importance of the supply chain design, planning and operation. Coverage of analytical tools necessary to solve supply chain problems and key drivers of supply chain performance.  
Prerequisite: (300 or 520) and (322 or 520).

**590. Corporate Taxation. (3)**

Tax planning for the creation, operation, liquidation and restructuring of regular and subchapter S corporations, including equity and other compensation planning and planning for distributions and redemptions.  
Prerequisite: (342 or 343) or (542 or 543).

**591. Estate and Gift Taxation. (3)**

Tax planning to minimize transfers taxes, including the gift and the estate tax, using marital and other family transfers, valuation issues for transfer tax purposes and methods of transferring ownership within the family.  
Prerequisite: (342 or 343) or (542 or 543).

**592. Partnership and LLC Taxation. (3)**

Tax planning for partnerships and limited liability companies, including entity classification and formation, sales and exchanges of partnership interests, liquidating and non-liquidating distributions and compensation paid to owners.  
Prerequisite: (342 or 343) or (542 or 543).

**593. Real Estate Taxation. (3)**

Tax planning for the acquisition, development, operation and disposition of real estate, including entity choice, financing, taxable and tax-free sales and exchanges, limitations on losses and installment sales.  
Prerequisite: (342 or 343) or (542 or 543).

**594. Special Topics in Management. (3)**

Selected offerings in management covering topics not represented in the regular curriculum.

**595. Management in Latin America. (3)**

Analysis and diagnosis of Latin American environments as they offer opportunities and pose constraints in the performance of managerial responsibilities. Special emphasis is given to the Mexican environment and its relationship to the world. {Offered upon demand}

**596. International Entrepreneurship. (3)**

Teaches the practical science and craft of international business operations, such as exports. The international business strategies of firms are analyzed through fundamental analysis and technical analysis using real cases.

**597. International Strategy. (3)**

Different organizational and cultural settings acting as constraints upon management efficiency and the transferability of managerial skills will be studied. Some special emphasis on Latin America.

Prerequisite: 511 and (548 or 574 or 583).

**598. Strategic Management. (3)**

This course presents the principles for strategic management through case analysis. Cases are analyzed by drawing upon principles learned in other functional areas and then applying strategic principles to the case.

**604. [509.] Legal Topics in Management. (3)**

Contemporary legal topics relevant to an ever-changing environment.

**626. Financial Management for Accountants. (3)**

Focuses on budgeting of funds, management of current assets, working capital management, capital structure, dividend policy, valuation, mergers and acquisition.

Prerequisite: 340 or 540. Restriction: M.A.C.C.T. Faculty Advisor permission.

**630. Management of Information Systems. (3)**

This course covers issues in managing information systems as corporate resources. Topics include strategic planning for information resources, organization of the information function, management of MIS enhancement, and/or development projects and trends in information technology. It stresses integration of information management with other functions within the firm.

**631. Information System Project Management. (3)**

Managing information system development and procurement projects. Topics include planning, organizational and political environment, personnel, scheduling, budget, tracking, and automated project management tools.

**632. Web Application Development. (3)**

Developing Web- and Internet-based information system applications. Topics include analysis, design, programming, tools and techniques. Not intended for students who have completed MGMT 461.

Prerequisite: 330 or CS 152L. Restriction: permission of instructor.

**634. Information Systems Analysis and Design. (3)**

Fundamentals of object-oriented systems analysis and design. Emphasis is on performing object-oriented modeling, using Unified Modeling language (UML), to define the requirements and design of information systems.

Prerequisite: 330 or CS 152L. Restriction: permission of instructor.

**635. Decision Support and Business Intelligence Systems. [Decision Support Systems.] (3)**

A conceptual understanding of the key technical and managerial issues and the trends in the effective design, development, use, and evaluation of intelligent decision-support systems (DSS) and business intelligence (BI) systems in business organizations.

**636. Information Systems Security. (3)**

Overview of telecommunications and cryptography/security issues in information systems. Hands-on lab projects managing online systems and securing them against hacking techniques or known vulnerabilities.

**637. Database Management Systems. (3)**

Introduction to the concepts and methods of database development and management in an MIS, Logical data organization, physical implementation and operational requirements. Review and discussion of commercial database management systems.

Prerequisite: 330 or CS 152L. Restriction: permission of instructor.

**639. Advanced Topics in Management Information Systems. (3, no limit) Δ**

Selected offerings in management information systems not represented in the regular curriculum.

**640. Accounting for Not-for-Profit Organizations. (3)**

Theory and practice of accounting in not-for-profit organizations; municipalities, federal government, public schools, universities and health organizations. Special topics considered will be fund accounting, zero-based budgeting, financial audits and operations auditing.

Prerequisite: 340 or 540.

**641. Forensic Accounting. (3)**

Techniques and perspectives in the field of financial investigation: concepts of law; process of evidence, sources of information and differences between criminal and civil fraud investigations focus on accounting, banking and financial record keeping.

**642. Fraud Examination. (3)**

This course provides an overview of the methodology of fraud examination which involves obtaining documentary evidence, interviewing witnesses and potential suspects, writing reports and testifying to findings. Also covers procedures to detect and deter fraud.

Prerequisite: 540.

**650. Competitive Analysis. (3)**

Examination of the major theoretical approaches to the analysis of macro-organizational issues, specifically the interplay between the organizations and its market, political, and social environments.

**651. [554.] Regulation and Social Control of Business.**

[Public Control of Business Seminar.] (3)

Government legislation and regulation of business activities in the U.S., including government controls of prices, regulation of public utilities, public ownership, economic planning and social regulation of environmental quality health and safety, etc.

Prerequisite: 504 and 508.

**652. Public Affairs and Public Relations. (3)**

Examination of principles and practices of public affairs and public relations to develop expertise in communication with the public and participating in public policy.

Prerequisite: 508.

**653. [558.] Environmental Sustainability and Business.**

[Seminar in Corporation and Society.] (3, no limit) Δ

Intensive study of environmental responsibilities and effective strategies for environmental protection by corporations and other organizations. Topics range from current challenges to address environmental issues to innovative works of advanced thinkers about the natural environment.

Recommended prerequisite: 508.

**654. [509.] Legal Topics in Management. (3)**

Contemporary legal topics relevant to an ever-changing environment.

**655. [555.] Washington Campus Program. (3)**

One week intensive "Washington-Stage: A Primer on the Public Policy Process for M.B.A. Students." Three sessions offered (spring break, late May and late June). Limited enrollment; special application required. Additional fees for travel and cost of the program. 508 recommended.

**657. Nonprofit Management. (3)**

Introduction to the challenges of managing a nonprofit organization with a special emphasis on creativity and social entrepreneurship.

**658. Managerial Ethics. (3)**

This seminar will help managers and other professionals identify the ethical dimensions of issues and dilemmas they face, and provide processes and tools to create more ethical organizations.

Prerequisite: 508.

## Management 700-level classes restricted to EMBA students

### 700. Management Perspectives. (1)

Establishes the conceptual foundation of the EMBA program. Prepares students to function effectively in a collaborative learning environment and as members of productive work teams. Includes individual assessment of management/ personality profile to gain insights into leadership and communication styles. **Offered on a CR/NC basis only.**

### 701. Statistical Analysis for Management Decisions. (3)

The practical applications of statistics and the analysis of data to make meaningful organizational decisions. Topics include probability, sampling, confidence intervals, hypothesis testing, regression analysis, and quality improvement.

### 702. Financial Accounting. (3)

Accounting concepts and procedures used to prepare corporate financial statements: Balance Sheet, Income Statement and Statement of Cash Flows. Reporting choices within Generally Accepted Accounting Principles in deriving performance measures and the analysis and interpretation of financial data.

### 703. Managerial Accounting. (3)

The derivation and use of accounting information to manage strategic and operational choices, determine pricing and profitability, control costs and evaluate performance. Spreadsheets are used to solve managerial accounting problems and to make sound business decisions.

### 704. Economics for Managers. (3)

A survey of both microeconomics, the study of individual and organizational decision-making, and macroeconomics, which investigates national and international concerns. Economic theory will be complemented by practical applications and discussions of current policy issues affecting business.

### 706. Organizational Behavior and Diversity. (3)

Draws on behavioral science research and theory as a basis for understanding, managing and changing organizations. Through experiential learning, examines individual and group behavior; communication, power and politics; conflict resolution and negotiation; and motivating and managing a diverse workforce.

### 707. Executive Leadership. (2)

Further grounding in organizational behavior issues, with a special emphasis on assessing leadership competencies and changing corporate cultures. Includes self-assessments, analyses of leading companies, skill building strategies and direct application of material to individual work settings.

### 708. Ethical, Social, Political and Legal Environment. (3)

Examines the roles and responsibilities of business, relationships with stakeholders, key legal concepts and ethical decision-making processes by individual managers. Blends theory and application for more effective responses to the external environment, including political and social interests.

### 711. Management of Technology and Innovation. (3)

Employs a multi-disciplinary approach to understanding how to maximize competitive advantage through technological innovation. Provides the concepts and tools needed to manage effectively in changing technological environments.

### 712. Business Communications. (3)

The elements of written and oral business communication. Addresses grammar, rhetoric, style, audience analysis, format, presentation and delivery. Effective communication strategies for professional settings are defined through various assignments including memos, proposals and individual/group presentations.

### 720. Operations Management. (3)

Survey of use of decision-making methods and models in the management and control of manufacturing, distribution, and service operating systems. Utilizes readings, problem solving, and projects to understand and apply concepts.

### 722. Marketing Management. (3)

Overview of concepts and theories related to consumer behavior/segmentation, marketing research, competitive positioning, marketing information systems, distribution, pricing, promotional considerations and relationship marketing. Focuses on products and services, and the creation of an actual marketing plan.

### 726. Financial Management. (3)

Examines the role of finance in management including working capital management, the pricing of capital, the valuation of real assets and financial securities, and the sources of capital and their costs.

### 728. Global Business Environment. (2)

Strategies for entering new international markets and managing international operations. Discussion of cultural differences, regional economic integration, and emerging markets, with special emphasis on implications for New Mexico's economy and the border with Mexico.

### 751. Practicum. (3)

Second-year students choose one of the following options: 1) participation in international seminar including study trip abroad; 2) attendance at "Washington Campus" and follow-on research paper; 3) enrollment in approved M.B.A. elective; or 4) completion of independent research project.

### 755. Washington Campus for EMBA Students. (3)

Enrollment in executive or EMBA session on site at Washington Campus. Significant research project on topic related to business-government relations or current public policy issue. Additional fees for travel and cost of the program. Restriction: must be admitted to the Executive MBA program.

### 794. Special Topics. (2 to a maximum of 4) Δ

Two, 2-hour electives offered during the second year, based on current business issues and student interest.

### 798. Strategic Management. (3)

The application of strategic management concepts, principles and techniques through case analyses. Draws upon professional experience and concepts learned in other functional areas to develop a general management perspective and the ability to impact organizational direction and performance.

## The Ph.D. Program

The Ph.D. in Business and Administrative Sciences is authorized and offered in the various areas of management. General requirements for the Ph.D. degree are specified in earlier pages of this catalog. The Anderson School of Management is not currently accepting applications to the Ph.D. program. Further information may be obtained by writing to the Graduate Program Office of the Anderson School of Management.

### 699. Dissertation. (3-12)

**Offered on a CR/NC basis only.**