



KELLEY

School of
Business Undergraduate Program

Bloomington Campus

2000/02

Bulletin

INDIANA UNIVERSITY

Indiana University Bulletins

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Indiana University Bloomington

College of Arts and Sciences
Kelley School of Business¹
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School of Education¹
School of Health, Physical Education, and Recreation
School of Journalism
Division of Labor Studies
School of Law—Bloomington³
School of Library and Information Science
School of Music
School of Optometry
School of Public and Environmental Affairs³
University Division⁴
University Graduate School

*Indiana University–Purdue University Indianapolis

* School of Allied Health Sciences
* Kelley School of Business¹
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* School of Dentistry
School of Education¹
School of Engineering and Technology (Purdue University)
Herron School of Art
School of Journalism
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School of Liberal Arts
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* School of Nursing¹
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School of Science (Purdue University)
* School of Social Work
* University College
University Graduate School

Indiana University East (Richmond)

Indiana University–Purdue University Fort Wayne

Indiana University Kokomo

Indiana University Northwest (Gary)

Indiana University South Bend¹

Indiana University Southeast (New Albany)

¹Two bulletins are issued: graduate and undergraduate. Undergraduate information about the Schools of Business and Nursing at IUPUI is found in the IUPUI campus bulletin.

²Bulletins on the General Studies Degree Program and the Independent Study Program are available from this school.

³There are two Indiana University schools of law. Be sure to specify whether you want a bulletin of the Bloomington or Indianapolis school.

⁴Available only to admitted University Division students.

IUPUI produces one campus bulletin including information about all schools listed here. Schools marked with an asterisk () also produce separate bulletins.



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Indiana University is accredited by the North Central Association of Colleges and Schools (NCA) through the Commission on Institutions of Higher Education, 30 N. LaSalle Street, Suite 2400, Chicago, IL 60602-2504; 1-800-621-7440.

The Kelley School of Business is accredited by the American Assembly of Collegiate Schools of Business.

While every effort is made to provide accurate and current information, Indiana University reserves the right to change without notice statements in the bulletin series concerning rules, policies, fees, curricula, courses, or other matters.

Key to Course Codes

AFRO	Afro-American Studies
AMST	American Studies
ANTH	Anthropology
AST	Astronomy
BIOL	Biology
BUS	Business
CHEM	Chemistry
CMCL	Communication and Culture
CMLT	Comparative Literature
COAS	College of Arts and Sciences
CSCI	Computer Science
ECON	Economics
EDUC	Education
ENG	English
FINA	Fine Arts
HIST	History
HON	Honors
HPER	Health, Physical Education, and Recreation
HPSC	History and Philosophy of Science
JOUR	Journalism
MATH	Mathematics
MUS	Music
PHIL	Philosophy
PHYS	Physics
POLS	Political Science
PSY	Psychology
REL	Religious Studies
SLAV	Slavic Languages and Literature
SOC	Sociology
SPEA	Public and Environmental Affairs
THTR	Theatre and Drama

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Kelley School of Business

Mission of the School



Dean Dan Dalton

The Kelley School of Business provides a personally and professionally transforming experience for the global information age in an environment of innovation, diversity, and integrity.

This mission charges the Kelley School of Business to

- Enroll accomplished men and women of great promise, character, and leadership ability;
- Preserve our tradition of an innovative, relevant, and challenging curriculum;
- Integrate our curriculum across disciplines, with an immersion in enabling technologies and awareness of the global environment of business;
- Provide a strategic perspective to our students in which we focus on

- exploring complex problems, decision-making under uncertainty, taking responsibility, and leadership;
- Attract, develop, and retain outstanding faculty and professional staff who provide excellence in teaching, outreach, and rigorous research;
- Commit to diversity in all its dimensions;
- Foster a productive environment of learning, collaboration, and mutual respect among our students, faculty, staff, community, and corporate partners;
- Sustain and expand our national and international linkages with corporate and academic partners that provide productive synergies for the Kelley School of Business;
- Continue to facilitate career services and employment opportunities for our students;
- Nurture lifelong, sustained excellence in our students, facilitated by a nexus of corporate relationships and more than 70,000 alumni worldwide;
- Instill a spirit of innovation and entrepreneurship that embraces the opportunities to adapt and excel in an environment shaped by dynamic change.

Shared Values

Critical to the school's success is its distinctive culture. Certain key values and widely shared beliefs shape the essential character of the school and thereby become important criteria for basic decisions.

Quality Emphasis

The school seeks to meet its goals with distinction and to do so consistently. This principle requires insight into its areas of competence, the aspirations of the faculty and staff, and the availability of resources. The school's research and teaching activities emphasize this demand for quality as well.

Proactive Change

Change in any organization is driven ultimately by the long-term forces that shape the body of constituencies it was created to serve. Business organizations constantly undergo change; the rate may vary, but the environment is always dynamic. The school is committed not only to responding to change via research mix and curriculum emphases, but to anticipating basic changes as well.

Integrative Programs

The school attracts faculty who have a broad understanding of business enterprises and a capacity for configuring and interrelating business functions. This capacity is demonstrated in the school's academic programs, which emphasize the interdependence of business functions, provide a solid grounding in the liberal arts, and recognize the importance of breadth of understanding to overall organizational success.

Programmatic Approach to Education

The school strives to make the degree process a special experience for its students. Every effort undertaken contains a carefully planned and coordinated set of activities. The school's degree programs are more than just a set of requirements. Support activities such as admissions, overseas study opportunities, extracurricular activities, placement counseling, and faculty involvement in student activities provide additional value to course work.

Balance and Diversity

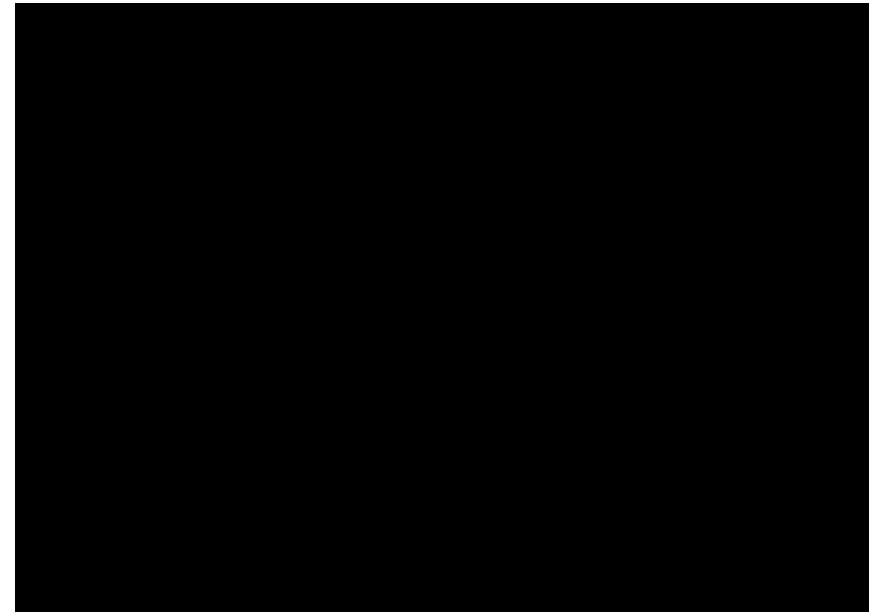
The school consciously seeks to achieve breadth in its curriculum, pedagogy, and faculty and student composition. Diversity of viewpoint and background is encouraged. Heterogeneity, in lieu of regimentation, is nurtured. The school recognizes the need to provide students and faculty with a rich, balanced context for the study of business and a learning environment that is conducive to the lively exchange of ideas and intellectual stimulation necessary for productive, independent scholarship. The issue of cultural diversity is increasingly being addressed in the courses at the undergraduate level.

Citizenship

Good citizenship is valued strongly in the school. Citizenship involves more than fulfilling formal academic requirements. It encompasses participation in multiple roles, a willingness to serve, and a commitment to perform activities that sustain the broader life of the school as an institution. Citizenship is manifested in both respect for individual rights and acknowledgment of individual responsibilities to the institution.

Collegiality

A spirit of collegiality is a hallmark of the school. It is grounded in the faculty's inherent respect for each other and for students as individuals. The goal is to maximize the development of the specific abilities and potential each student brings to the institution. The school's organizational matrix sustains this value through mutual trust and demonstrates it through adherence to the principle of faculty governance of the school.



Kelley School of Business, Tenth Street entrance

Services and Facilities

Academic Advising All undergraduate business students have the opportunity to work with academic advisors. The advisors have offices in the Kelley School of Business and are available to help students with course selection, general and special problems related to their business programs, and the selection of a concentration, such as accounting or finance. (See the section in this bulletin entitled "Business Concentrations" for a complete listing of concentrations.)

Placement

Director: C. Randall Powell, Ph.D. (*The Ohio State University, 1973*)

Senior Associate Director: R. Gordon Smith, M.A. (*University of Illinois, 1969*)

Associate Directors: Cecelia Coleman, B.S. (*University of Wisconsin, 1982*); Cynthia Rex, Ph.D. (*Indiana University, 1993*); Tom Tomasula, M.B.A. (*University of Michigan, 1995*); Scott Zanger, Ph.D. (*Indiana University, 1993*)

The Business Placement Office, located in Kelley School of Business P100, is a meeting ground for all Indiana University undergraduates seeking business careers and for business organizations wishing to employ college graduates. All seniors on the Bloomington campus who want to interview through the Business Placement Office must successfully complete the 2 credit hour business course X420 Business Career Planning and Placement during their senior year. For all seniors and alumni of the university interested in business careers, every effort is made to assist in the evaluation of personal career potentials, to determine where individual skills can be best used, and to help organize job campaigns. Each year several hundred companies send representatives to the Kelley School of Business to interview prospective graduates with business career aspirations. Other firms provide information regarding opportunities of interest to both students and alumni. The Business Placement Office coordinates the recruiting programs, makes information available regarding all job openings brought to its attention, and refers qualified students and interested alumni to companies that do not interview locally. Placement services are provided at those Indiana University campuses that have four-year programs.

The Business/School of Public and Environmental Affairs (SPEA) Library

Librarian: Michael Parrish, M.A.L.S. (*Indiana University, 1962*)

Associate Librarian: Nels Gunderson, M.L.S. (*Indiana University, 1977*)

The Business/SPEA Library has been a leader in the introduction of electronic access to information. Students enjoy the speed and convenience of information retrieval through the Internet and on-line systems that link index and abstract databases and provide full-text images and printouts.

Among the systems now available at the Business/SPEA Library are Dow Jones News/Retrieval, Business Dateline, Investext, ABI/Inform, CD/Corporate, Econlit, Global Access, Reuters, Lexis/Nexis, Bloomberg, RDS Big Suite, CDA, Prism, and Kalorama.

In addition to its electronic resources, the library has a collection of nearly 200,000 volumes, to which 8,000 new additions are made annually, and it subscribes to more than 1,000 journals.

Development of the Kelley School of Business

The beginning of business education at Indiana University dates back well over a century. The first Indiana University catalog, 1830-31, included political economy in the curriculum. From this first course, throughout the remainder of the century, there developed a Department of Political Economy, later referred to as the Department of Economics and Social Science. From early courses in these areas grew what is now referred to as the "core program" of study in the Kelley School of Business.

In 1902 several business courses were introduced and listed in the university catalog. A two-year "commercial course," preceded by two years of precommerce work in liberal arts, was established. In 1904 the first business catalog, referred to as the commercial course number, was published. These commerce courses constituted the last two years of a four-year course of study leading to a baccalaureate degree. The first two years were spent completing a precommerce requirement and included all the required courses of the liberal arts curriculum of that period.

Thus was established more than three-quarters of a century ago the pattern of building a program of professional education for business upon a liberal arts base—a pattern maintained throughout the years and currently emphasized in the education of the American businessman and businesswoman. In 1920 a separate School of Commerce and Finance was

organized. The school became a member of the American Assembly of Collegiate Schools of Business in 1921 and, in 1933, was renamed the School of Business Administration and placed under the direct control of its own faculty. In 1938 the title of the school was shortened to the School of Business.

The Junior Division (now the University Division) of the university was established for all first-year students in 1942. After that, enrollment in the School of Business did not include freshmen until 1995, when the Direct Freshman Admission Program began. (See page 10.) Graduate course work in business administration, first authorized in 1936, expanded rapidly after World War II. Programs for the degrees of Master of Business Administration and Doctor of Business Administration were instituted in 1947. In 1961 the designation of the area of study formerly referred to as the Graduate Division of the School of Business was changed to the Graduate School of Business. With the reorganization of the university in November 1974, the School of Business began operating at two campuses—Bloomington and Indianapolis.

Although business courses were offered as early as 1916 on the Indianapolis campus, a degree was not available there until the M.B.A. program was launched in 1962. The bachelor's degree in business became available at the Indianapolis campus following the 1969 merger of Indiana University with Purdue

University in the city. Beginning in 1969, a divisional structure emerged in Indianapolis with an assistant chairperson at its head. In 1969-70 complete undergraduate degree programs for four major areas in business, as well as three two-year certificate programs, were offered.

In 1997 E.W. Kelley, an undergraduate alumnus of the Indiana University School of Business, donated \$23 million to assist the school with its mission to be the premier business program in the nation. Because of the generosity of the gift, the IU School of Business was renamed in his honor to the Kelley School of Business.

Organization of the School

The school's resident faculty, composed of more than 170 members, is its basic governing body. The various programs and curricula, as well as all major policy considerations, are reviewed and approved periodically at meetings of the entire resident faculty. Administrative support for the school is provided by the Office of the Dean, by a chair in each of the school's seven academic departments, and by a chair of each of the academic programs. The Academic Council administers Kelley School of Business policy. The council is made up of those administrators mentioned above with the addition of two elected faculty representatives. Additionally, a number of committees appointed by the dean recommend to the faculty various



About 23,000 interviews are scheduled each year through the Business Placement Office.

academic and operating policies. At various times, these committees are also assigned specific administrative responsibilities.

The school's administration manages its programs on both the Bloomington and Indianapolis campuses. The Office of the Dean consists of the dean, the associate dean for academics, the associate dean for professional programs, and the associate dean for research and operations. Administrative support for instructional programs is provided by five organizational units: the School of Business Undergraduate Program Office (Bloomington and Indianapolis), the M.B.A. Office (Bloomington), the Office for the M.B.A./Career Integrated Program (Indianapolis), the Doctoral Program (Bloomington), and the Office of the Director of Kelley Executive Partners (Bloomington and Indianapolis). Assistance with admissions, student counseling and advising, and degree certification are provided by professional staff members assigned to each of these organizational units.

Student Organizations

The faculty of the Kelley School of Business recognizes that student organizations may contribute greatly to the programs of the school. Some of these organizations are honorary, recognizing outstanding performance. Of primary importance is Beta Gamma Sigma, the national honorary business fraternity. Other organizations enable students to develop their interests in various fields through extracurricular programs. Some of the organizations named below have active chapters on the Bloomington campus.

The faculty expects students to participate in the many extracurricular activities and events sponsored by undergraduate student organizations as a way of developing the leadership skills and professional maturity that cannot be taught in the classroom. The school supports its undergraduate organizations and strongly urges academically successful students to become active members of one or more of the following organizations.

Accounting Club The IU Accounting Club maintains a close relationship among Indiana accounting students, alumni, accounting faculty, and practicing accountants. Members provide numerous services to the community and university, including free income tax services, tutors in accounting subjects, audits of student organizations, and scholarships to accounting students. Members meet for discussions, panel presentations, and lectures by speakers from prominent businesses and accounting firms. Membership is open to all students.

AIESEC This club promotes internationalism, sending students abroad as well as bringing international students to the United States.

Alpha Iota Delta Alpha Iota Delta is the national honorary fraternity for students and faculty in the broadly defined decision sciences. Students who excel in their academic program in computer information systems, operations management, or closely aligned fields are invited to seek membership in this prestigious organization. The purposes of the organization are to confer distinction for academic excellence in the decision sciences; to promote the tools, concepts, and methodologies of the decision sciences; and to promote interest in the development of the decision sciences. Gamma Chapter was founded at Indiana University in 1992.

Beta Alpha Psi Graduate and undergraduate accounting majors of high scholastic standing who have demonstrated qualities of integrity and leadership are eligible for membership in the Beta Alpha Chapter of Beta Alpha Psi, the national professional accounting fraternity. The purposes of this fraternity are to instill a desire for continuing self-improvement, to foster high moral and ethical standards, to encourage and give recognition to scholastic and professional excellence, to cultivate a sense of responsibility and service, to promote the collegiate study of accounting, and to provide opportunities for association among its members and practicing accountants.

Beta Gamma Sigma Undergraduate membership in this national scholastic honorary business fraternity is restricted to the upper 7 percent, or fewer, of the senior class and the upper 5 percent, or fewer, of the junior class. Graduate students pursuing the M.B.A. degree are eligible for membership and may qualify for election. All successful doctoral degree candidates are eligible for membership if not previously admitted.

Computer Information Systems Club This association for computer information systems majors informs members of career opportunities through professional activities.

Delta Sigma Pi and Alpha Kappa Psi These national professional fraternities for students enrolled in schools of business foster the study of business in universities, encourage scholarship, promote closer affiliation between the business world and students, and further the development of high standards of business ethics.

Diversity in Business Membership is open to all Indiana University students. The purpose of the organization is to provide a support structure for business students with common

concerns and objectives. Professionals from the corporate sector are frequent guest speakers.

Finance Club This is an organization of undergraduate students interested in careers in finance. The program includes meetings with prominent people in banking, brokerage, investments, and other phases of finance, as well as trips to financial institutions in larger cities.

International Business Association Open to all students, the association addresses the international aspects of business enterprise. Representatives from multinational firms are frequent guests.

Marketing Club All students majoring in marketing are eligible to join this organization, which is affiliated with the American Marketing Association. Its objectives are to further the individual welfare of its members; to acquaint them with practical situations in marketing; to foster marketing research in advertising, retailing, and sales; and to promote fellowship among marketing students and faculty. Outside speakers frequently address the club.

National Association of Business Economists This organization for business economists sponsors guest speakers and discussions of past and current economic issues with fellow students and faculty.

Rho Epsilon This professional real estate fraternity provides real estate administration students and others interested in the area with an opportunity to participate in a nationwide professional fraternity. The fraternity sponsors activities that foster closer working relations among students, faculty members, and business executives in this field.

Sigma Iota Epsilon This professional management fraternity is open to all majors. Members must have sophomore standing and a 3.3 minimum grade point average. The goal of the chapter is to enhance the educational experience and personal development of members.

Student Retail Association The mission of the Student Retail Association (SRA) is to encourage and heighten interest in and awareness of retailing career opportunities and how they apply to all business majors, and to counter any stereotypes students may have about retail. The SRA gives students the opportunity to examine the industry first-hand through application, presentations, and networking opportunities.

Toastmasters The goal of this organization is to provide a mutually supportive and positive learning environment in which every member has the opportunity to develop communication and leadership skills, which in turn promote self-confidence and personal growth. Members' communication skills are developed by engaging in a series of prepared speeches and impromptu activities at meetings. The club is open to all undergraduate students regardless of major.

Women in Business Membership is open to all women at Indiana University, both undergraduate and graduate, who have an interest in exploring business career possibilities and preparing for entry into the business world.

Opportunities, Awards, and Scholarships

Civic Leadership Development

Civic Leadership Development (CLD) provides opportunities for business undergraduates to participate in community service, learn the value of community involvement, and develop practices of good citizenship and leadership. The Kelley School of Business is dedicated to offering students a seamless education—one that begins with high-quality academics and flows naturally into experiences that enhance the curriculum. Students have the opportunity to gain valuable experience and recommendations. CLD prepares students as leaders and as citizens.

CLD offers many opportunities to work with nonprofit organizations. Participation ranges from short-term projects to mini-internships, to internship experiences. CLD also offers unique leadership opportunities as selected students assist with the administration of the program.

CLD includes Alternative Spring Break (ASB). Each spring students travel to designated communities to provide requested assistance. Services deal with a range of social issues and focus on a variety of tasks. Students gain new perspective as they meet and work with other business students in a new setting.

CLD was selected by the John Templeton Foundation for inclusion in *The Templeton Guide: Colleges that Encourage Character Development*.

Please visit the CLD Web site (www.kelley.iu.edu/civic) or contact the director, Helen Ingersoll, hingerso@indiana.edu.

Scholarships

Scholarships available through the Kelley School of Business are based on academic achievement and/or financial need. Eligible candidates must be certified as students in the Kelley School of Business. Ordinarily, a student transferring from another institution must complete at least one semester of full-time study at Indiana University in order to be considered for a scholarship. For further information, please contact the Undergraduate

Program Office in the Kelley School of Business or visit our Web site at www.kelley.iu.edu/ugradweb/.

Financial need is determined by the Office of Student Financial Assistance, Franklin Hall 208. To apply for most types of financial aid, students should complete a Free Application for Federal Student Aid (FAFSA), plus submit a Financial Aid Transcript (FAT) from any college or university previously attended. Information about these forms and about financial aid procedures is available by calling (812) 855-0321.

Dean's Honor List All undergraduate students in the Kelley School of Business with a semester grade point average of 3.5 or higher are recognized on the Dean's Honor List. Students whose names appear on the Dean's Honor List after either a semester or summer session are honored on Founders Day in the spring semester.

Academic Distinction Academic distinction for excellence in scholarship is awarded at Commencement to a limited number of students graduating in business with the degree Bachelor of Science. The number so honored will not exceed 10 percent of the graduating class in the school for that year. Graduates whose grade point averages are in the highest 1 percent and who complete at least 60 credits at Indiana University are graduated with "highest distinction"; those whose grade point averages are in the next highest 4 percent and who complete at least 60 credits at Indiana University are graduated with "high distinction"; and the remaining 5 percent who complete at least 60 credits at Indiana University are graduated with "distinction." Graduates receiving these honors have them so noted on their diplomas and in the Commencement program and are eligible to wear the cream and crimson *fourragère* at Commencement. Notations in the Commencement program are tentative pending completion of all course work. Students must complete their final semester with a grade point average sufficient to warrant the diploma and transcript notation of academic distinction.

Undergraduate Program

The Undergraduate Program of the Kelley School of Business provides opportunities for breadth of education as well as for a reasonable amount of specialization. As a member of the American Assembly of Collegiate Schools of Business, the school subscribes to the principle that a significant portion of a student's academic program should be in general-education subjects. The general-education aspects of the program are complemented by study in the basic areas of business and economics. The application of this principle promotes a balanced program of study while it enables a student with an interest in a professional area of business to specialize in that field.

In addition, all undergraduate programs include courses that ensure the development of a basic understanding of the principles and practices involved in the management of business firms in the dynamic economic, social, and political environment of the world today. Four interrelated, rigorous junior-level courses in marketing management, operations management, financial management, and strategic management, known collectively as the *integrative core*, are required of all business majors. (These courses are F301, J301, M301 and P301.)

Consideration is given also to basic trends that are likely to shape the pattern of the business world in the years ahead. The basic course X201 Technology is required of all business students. Beyond these basic requirements, students are given an opportunity to pursue studies from a wide variety of subject areas.

Honors courses are available to students with outstanding records. A number of internship and overseas study programs are also available to students with specialized professional interests.

To develop leadership skills and a sense of social responsibility, students are strongly encouraged to participate in one or more of the several hundred student organizations and clubs at Indiana University. Special emphasis is placed on volunteerism and the personal benefits derived from community service.

Upon attaining senior standing, students enjoy additional opportunities and privileges. Their range of elective courses is wider than at any other stage of the program. Special opportunities are provided for discussion and counsel with senior members of the faculty. Courses at the senior level ensure widespread participation by students in the solution of case studies, projects, and special problems drawn from the contemporary business scene. Also, seniors typically hold offices in professional

student organizations, which affords them exceptional extracurricular opportunities. The business courses X220 Career Perspectives and X420 Business Career Planning and Placement prepare students for selecting careers and for the transition to the world of business. These courses also help them to locate and select the employment opportunities that hold the greatest promise for them.

Objectives of the Program

Graduates of the Undergraduate Program of the Kelley School of Business at Indiana University should

- have a general knowledge and appreciation of human accomplishments in the physical sciences, arts, humanities, and social sciences;
- possess a broad-based knowledge of business and the business firm and the role each business plays in society;
- understand the national, international, political, social, and economic environment that affects a firm's operations;
- be able to articulate their thoughts orally and in writing and be computer literate;
- have a sensitivity to and appreciation of ethical issues;
- possess an appreciation of the opportunities and problems of managing complex organizations;
- have the skills and capability to work effectively with others in the completion of joint tasks;
- possess the ability to find and formulate problems, think analytically, and recommend solutions to problems;
- have the understanding and expertise needed to function effectively in an advanced technological environment.

In summary, the graduates of the Undergraduate Program of the Kelley School of Business should acquire an education that will serve them throughout their careers in business and not one that is targeted toward entry-level positions.

Admission Requirements

There are three categories of admission, defined as Direct Freshman Admission, Option I, and Option II. To be considered for either Option I or Option II admission, students must be admitted to Indiana University, and complete at least 26 credit hours of college-level work, including required admission courses. Application forms may be obtained through the Kelley School of Business Undergraduate Program World Wide Web site: <http://www.kelley.iu.edu/ugradweb>

Direct Freshman Admission

Select students may be offered the opportunity to enter the Kelley School of Business as freshmen. These students must have a minimum SAT score of 1300 or an ACT score of 30 and be in the top 10 percent of their high school graduating class. Offers of direct admission will be sent to students approximately one month after they are admitted to IU Bloomington. Students must have listed an intention to major in business on their applications for admission to IU to be considered for direct admission.

Option I Admission Criteria

To be considered for admission under Option I, students must meet the following requirements:

- Begin classes at any campus of Indiana University during the 1993 summer sessions or later.**
- Complete 26 credit hours of college course work that counts toward graduation.** This course work may be taken at Indiana University or at another accredited institution offering a comparable program. (Students with more than 26 credit hours who apply for admission to the Kelley School of Business *for the first time* may do so using the Option I admission criteria.)
- Complete the English composition requirement** (ENG W131 or equivalent). A grade of C or higher is required.
- Successfully complete at least three of the following courses:**
 - BUS K201 The Computer in Business¹
 - BUS X100 Introduction to Business (optional course for the business degree requirement)
 - MATH M118 Finite Mathematics
 - MATH M119 Brief Survey of Calculus I

For admission purposes, the three highest grades achieved in the courses listed above will be used to compute the applicant's admission grade point average. (If only three of the four courses are taken, the admission decision will be based upon the grades achieved in those three courses. A minimum grade of C is required in BUS K201.) Grades in prerequisites for the integrative core (including A100, A201, and A202) and general grade trends will also be evaluated in the admissions decision.
- Submit an application by the required deadline.** Application deadlines are April 1 for fall semester and November 1 for spring semester. (Grades for all course work required for fall admission must be recorded on the applicant's IUB transcript by July 10.)²

Each application is reviewed individually. Applicants will be evaluated initially on grades in both the prerequisite courses and their other classes. Additional factors include course work taken and grade trends. Admission to the Kelley School of Business is selective.

Option II Admission Criteria

Students who enrolled at any Indiana University campus prior to summer 1993 or who have been denied admission based upon Option I admission criteria are eligible to apply according to the following criteria:

- Complete 56 credit hours of college course work that counts toward graduation.** This course work may be taken at Indiana University or at another accredited institution offering a comparable program.
- Successfully complete the following nine prerequisite courses:**
 - BUS A100 Basic Accounting Skills
 - BUS A201-A202 Introduction to Financial Accounting and Introduction to Accounting II
 - BUS L201 Legal Environment of Business
 - ECON E201 Introduction to Microeconomics and E202 Introduction to Macroeconomics
 - ECON E370 Introduction to Statistical Theory in Economics and Business
 - MATH M118 Finite Mathematics
 - MATH M119 Brief Survey of Calculus I
- Complete the following five skills courses with a grade of C or above in each course:**
 - ENG W131 Elementary Composition (or equivalent)
 - BUS K201 The Computer in Business¹
 - BUS X201 Technology
 - BUS X204 Business Communications¹
 - CMCL C121 Public Speaking
- Successfully complete BUS X220 Career Perspectives.**
- File an application by April 1 for fall admission or November 1 for spring admission.**

Applicants applying under Option II will be evaluated primarily upon the grade point average achieved in the nine prerequisite courses listed in section 2 above. Other factors include recent grade trends and overall academic performance.

¹ No course substitutions are permitted for BUS K201 or X204 (X206 for accounting majors).

² These dates are firm.

Computer Recommendations

The Kelley School of Business does not currently require undergraduate students to have a computer. However, a number of undergraduate programs within the school are moving toward the use of networked (wired/plug-in) classrooms over the next 3-4 years. Additionally, all undergraduate residence halls are wired for network connectivity, so a computer is a wise investment that will prove to be invaluable at IU. Those who plan to purchase a new computer need to consider whether a desktop or notebook computer will meet their needs. Notebook computers are extremely portable and may even allow individuals to connect to the IU network in various academic buildings, however, this kind of convenience comes at a significantly higher price. Notebook computers typically cost around \$2,200 - \$3,000. The same level of technology in a desktop system will run about \$1,200 - \$1,700. The Kelley School of Business encourages undergraduate students to consider purchasing a decent desktop system for no more than \$1,700.

The majority of faculty, students, and staff in the Kelley School of Business use computers that are IBM compatible. For that reason, we recommend purchasing an IBM compatible computer. Students interested in using an Apple/Macintosh computer should plan on being self-sufficient for software and printing.

For general advice regarding the purchase of a computer, contact the University Information Technology Services (UITS) Support Center at 812-855-6789 or send e-mail to ucshelp@indiana.edu. The UITS Support Center is in the Indiana Memorial Union room M084 and is open M-F, 9am - 6pm. Additionally, if you have questions specific to the Kelley School of Business computing environment, please contact Jim Anderson in Technology Services (BU131) at 812-855-4247 or send e-mail to jbanders@indiana.edu.

You can find our latest recommendations on new computer purchases or information on ordering notebook computers from our school-approved vendor on our website (www.kelley.iu.edu/ugrad).

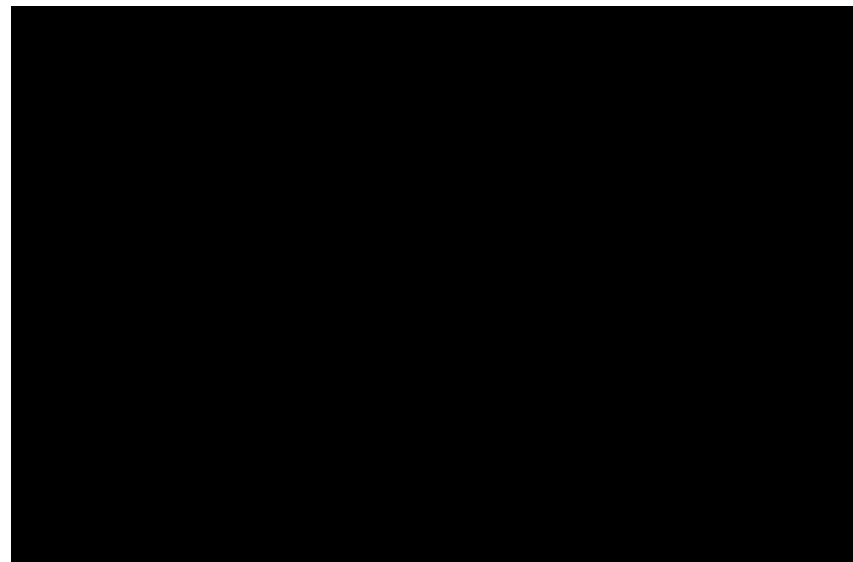


Photo by Joe Myers

The Business/SPEA Library offers students comfortable study space as well as the latest books, periodicals, and computer research resources.

Policies Governing the Undergraduate Program

Transfer Students

Students wishing to transfer to the Kelley School of Business should have a clear understanding of our business policies and expectations, so that they can make well-informed decisions regarding their education. Our goal is to ensure that students who do decide to transfer plan well and have adequate preparation for success in our programs.

Transfer students must apply and be admitted to Indiana University and enroll through the University Division for at least their first semester on campus. Transfer students are eligible to apply for business admission after they have completed a minimum of one semester on the Bloomington campus and all business admission courses. Strong academic performance during the first semester(s) on the Bloomington campus is a significant factor in admission decisions for transfer students. Transfer students are not guaranteed the availability of needed courses during their first semester.

Transfer students need to understand that changing schools during the course of an undergraduate program often requires an additional one, two, or more semesters of course work. Students transferring during the first four semesters are less likely to need as much additional time as those transferring during the last four semesters. Therefore, we do not recommend transfer after the first four semesters of undergraduate work.

The Kelley School of Business offers a curriculum that challenges students to master key concepts in the business field and to enhance their skills in using these concepts to confront current-day issues. Faculty and staff devote much time and effort providing a high-quality education, and students must respond with a similar commitment to be successful in our programs. Students interested in a transfer should carefully consider this as part of their transfer decision.

Transfer of Credit

Transfers from Other Colleges and Universities

Acceptance of credit from other institutions will be determined by the Indiana University Office of Admissions. The applicability of credit toward degree requirements in the Kelley School of Business will be determined by the school.

- Credits in business course, at the lower-division level (freshman, 100; sophomore, 200) that are accepted for transfer are usually accepted for specific course equivalency.

- Courses in upper-division business subjects (junior, 300; senior, 400) may not be taken outside the Bloomington campus. If an upper-division business course was taken before enrolling in the Kelley School of Business, it will be considered for review only if taken at a four-year institution that is accredited by the American Assembly of Collegiate Schools of Business (AACSB). If the institution is not accredited, credit in upper-division courses accepted for transfer will be accepted as undistributed credit that counts toward electives.
- Upper-division business courses taken in the freshman or sophomore year at four-year institutions will be accepted as undistributed credit.

Students appealing for transfer credit for upper-division courses must submit an *Appeal Petition* to the Undergraduate Program Office—with syllabi, course text information, and contact hours attached—within 30 days of the beginning of their first semester on campus. Results of the appeal may take two to three months. Business courses taken elsewhere, after a student has enrolled at IUB, will not be accepted.

The total number of credits accepted for transfer from a four-year institution is limited to a maximum of 90 credit hours. Course grades from other institutions are not transferred; only credit hours earned in a course are recorded. Evaluation of credit is completed after a student is admitted to the university.

Transfers from Junior and Community Colleges

The total number of credits accepted for transfer from a junior college or a community college is limited to a maximum of 60 credit hours.

Upper-division business courses taken at two-year institutions will be accepted as undistributed credit and will count only as business electives.

Transfers from Other Indiana University Campuses

The Kelley School of Business wants students interested in transferring to Bloomington from other IU campuses to have a clear understanding of Kelley School of Business policies and expectations, so that they can make well-informed decisions regarding transfer. We want to ensure that transfer students plan well and have adequate preparation for success in our programs.

Students who wish to transfer to the Kelley School of Business at Bloomington from another IU campus are required to meet the same admission requirements to the school as students from other institutions. Students

transferring from another IU campus must complete an Inter-Campus Transfer Request and enroll through the University Division for their first semester on the Bloomington campus. Inter-Campus Transfer students are eligible to apply for admission to business after they have completed at least one Bloomington semester and all of their business admission courses. Strong academic performance during the first Bloomington semester(s) is a significant factor in Inter-Campus transfer admission decisions.

The residential nature of the Bloomington campus makes the academic culture on this campus different from that of most other IU campuses. The Bloomington Kelley School of Business has traditional programs with high faculty expectations, stringent curricular rigor, and a competitive student body. The flexibility of academic demands and scheduling found on many IU urban campuses is not present on the Bloomington campus. Students considering a transfer to IUB should take this issue into consideration. Even when course titles and course numbers are the same, there may be great differences in both the content and the rigor of courses taken on other campuses. Since transferring late in an academic program disrupts the continuity of an educational program, we do not recommend transfer after four semesters.

Students who expect to earn the bachelor's degree in business from IU's Bloomington campus must complete the last 30 credit hours of the degree program in Bloomington. The integrative core BUS F301, J301, M301, and P301 must be taken on the Bloomington campus or the Indianapolis campus to ensure integration.

Other 300- and 400-level business courses may not be transferred from IU campuses without approval of the IUB Business Undergraduate Program Office.

Credit for Independent Study by Correspondence The Kelley School of Business does not recommend any academic work be taken through independent study. The school will accept a maximum of two courses (6 credit hours) by correspondence study to count toward the degree requirements. However, because of their basic importance in the degree program, business courses may *not* be taken by correspondence study to satisfy admission or degree requirements or as business electives. In addition, the following non-business courses (or their equivalents) may not be taken by correspondence study for admission or degree purposes: MATH M118, M119; ECON E201, E202, E370; CMCL C121; or courses used to fulfill a business concentration requirement.

NOTE: All correspondence courses taken in the final semester to fulfill degree requirements must be completed three weeks prior to the end of a regular semester.

Credit by Self-Acquired Competency The Kelley School of Business does not award academic credit on the basis of self-acquired competency. However, the school will give examinations for credit in specific courses if the chairperson of the department offering the course believes that a student's experience gives the student a reasonable chance of passing the examination. To be eligible to take a credit examination, the student must be regularly enrolled at Indiana University.

The school will *not* accept the transfer of credit for business course work from other institutions if the credit was awarded on the basis of self-acquired competency.

For non-business courses, the school will accept credit for *specific* courses awarded on the basis of self-acquired competency by other baccalaureate degree-granting units of Indiana University and by other institutions accredited by the North Central Association of Colleges or comparable regional associations.

The Kelley School of Business will not accept general (nonspecific) self-acquired competency credit awarded by any other division/school of Indiana University or by other institutions.

Grading System

The official grading system of the university and the equivalent grade point values are as follows:

A+ or A.....	4.0	C.....	2.0
A-.....	3.7	C-.....	1.7
B+.....	3.3	D+.....	1.3
B.....	3.0	D.....	1.0
B-.....	2.7	D-.....	0.7
C+.....	2.3	F.....	0.0

No grade points are assigned for the following grade symbols: I (incomplete), NC (no credit), NR (no report filed by instructor), P (passing), R (deferred), S (satisfactory), W (withdrawn).

Grade Point Average The cumulative grade point average (GPA) is computed by dividing the total number of grade points earned by the total number of credit hours completed in which grades of A through F are earned.

The GPA is based only upon course work taken at Indiana University. Credit earned at another institution may be applied toward degree requirements, but the grades earned at other institutions will not be calculated in the Indiana University cumulative grade point average.

FX Policy The Kelley School of Business will calculate FX grades as F's for internal purposes

and degree requirements. This calculation will apply to admission, graduation, and all categories of academic standing. A student may use the FX option (retake a failed course) for purposes of the university transcript as stated in the *Schedule of Classes*. Petitions for the approval of FX grades are available at the information window of the Undergraduate Program Office in the Kelley School of Business.

Audit The Kelley School of Business does not allow students to audit business courses.

Pass/Fail Option Students in the Kelley School of Business may elect to take a maximum of *two* courses under the Pass/Fail option in an academic year. The procedure and deadline for declaring this option may be found in the *Schedule of Classes*. Special regulations affecting the Pass/Fail option for Kelley School of Business students are as follows:

1. Only one course each semester or one course for an entire summer may be taken under the Pass/Fail option.
2. Kelley School of Business students may *not* take any *business* course Pass/Fail. In addition, the Pass/Fail option may *not* be used for any course that satisfies an admission or a general-education requirement or the student's concentration requirement.
3. A grade of P is not counted in the grade point average; a grade of F is included. Grades of P cannot be changed to any other letter grade.

Incompleted Courses A temporary grade of Incomplete (I) on the transcript indicates that the course work completed is satisfactory but that the entire course has not been completed. A grade of I may be assigned only if the student is not in attendance during the last 25 percent of an academic term and the instructor has reason to believe that the absence was beyond the student's control. Otherwise, the instructor shall assign a grade of F.

It is the instructor's responsibility to specify the work to be done to remove the I grade and the period of time allowed for completion. Incomplete grades will be automatically changed to F's after one calendar year unless the course instructor has submitted a grade earlier. The instructor, however, may require the I to be removed in a period of less than one year. Upon satisfactory completion of the work within the time allowed, the I will be removed and the earned grade recorded. In special circumstances, the director of the Undergraduate Program may authorize that a grade of I be changed to a grade of W (withdrawn). **A student who has received a grade of Incomplete should not register for the course a second time, but should arrange**

with the instructor to have the I grade changed to a letter grade upon completion of requirements.

R Grade The R grade (deferred grade) on the final report indicates the nature of the course is such that the work of the student can be evaluated only after two or more terms. Courses in which an R grade is assigned will be announced as deferred grade courses in the *Schedule of Classes*.

Withdrawals The grade of W (withdrawn) is given automatically to the student who withdraws from courses during the first seven weeks of a regular semester or during the first three weeks of a summer session. For those courses only meeting eight weeks, please refer to the *Schedule of Classes*. The grade will be recorded on the date of withdrawal. The deadline for withdrawal from courses with an automatic grade of W may be found in the *Schedule of Classes*.

In general, no withdrawals are permitted after the deadline. Exceptions to this policy are made only for urgent reasons related to extended illness or equivalent distress. The desire to avoid a low grade is not an acceptable reason for withdrawal from a course.

In order to withdraw from a course after the automatic withdrawal period, Kelley School of Business students must complete a petition form and submit it to the Petitions Committee through the Undergraduate Program Office in the Kelley School of Business. Non-business students enrolled in business courses must petition their own school. Students must provide written documentation supporting the petition. The Petitions Committee will give the instructor of the course the opportunity to comment on the petition. A *minimum* of 10 days is required for the Petitions Committee to determine approval or disapproval of a petition. If the petition is approved, the student will be assigned an automatic grade of W. If the petition is not approved, the student has two options: (1) remain in the course and receive whatever grade is earned, or (2) withdraw from the course with a grade of F regardless of the student's current grade in the course.

A student may *not* withdraw from individual courses during the last three weeks of a regular semester or the last two weeks of summer session. Only withdrawal from all courses will be permitted during this period. In the case of withdrawal from all subjects, a student must be passing the course(s) on the date of withdrawal to qualify for a grade of W. In any course that the student is failing on the date of withdrawal, the grade assigned will be F.

Students who withdraw from *all* courses during a semester (withdrawal from the

university) must contact the Office of Student Advocates, Franklin Hall 206, to complete the withdrawal process.

Scholastic Standards

Minimum Grades The Kelley School of Business requires a grade of C or higher in all Integrative Core prerequisite courses. A grade of C is also required in *each* of the four courses that comprise the Integrative Core. Many concentrations within the school also have minimum grade requirements. Please see a business advisor for current minimum grade requirements.

Students may repeat each course *once* to achieve the required grade. If after the second attempt the grade of C is not met, the student must see a business advisor to repeat the course again.

General Scholarship Rule Any student who does not possess the necessary preliminary training or who lacks other qualifications may be required by the Committee on Admissions and Probation to enroll in such courses as the committee may designate or to take other corrective action. The committee may review a student's records at any time and take whatever action seems necessary for the student's best interest or for the best interest of the school.

Upon the recommendation of the General Probation Committee, and with the approval of the dean of the Kelley School of Business, any student whose work is unsatisfactory or whose conduct is unethical may be dismissed from the Kelley School of Business.

Academic Standing A student is considered to be in good standing when his or her grade point average is 2.0 (C) or higher for the last semester's course work and when his or her cumulative grade point average is at least 2.0.

Probation A student is on *general academic probation* following any full-time enrollment period in which he or she fails to attain a minimum grade point average of 2.0 (C). A student is on *critical probation* and may be subject to restricted enrollment or dismissal whenever his or her cumulative grade point average falls below 2.0 or has been below 2.0 in three full-time enrollment periods.

Dismissal At the discretion of the General Probation Committee, students may be dismissed from the Kelley School of Business if their cumulative grade point average falls below 2.0 (C) or if a student fails to meet the terms of his or her probation contract.

Readmission The Committee on Admissions and Probation considers petitions from students who have been dismissed. In such cases, petitions must be submitted at least *30 days* prior to the semester or summer session in which the student wishes to be readmitted.

Academic Misconduct Indiana University and the Kelley School of Business expect students to

follow the fundamental principles of academic integrity in the pursuit of learning. Academic integrity requires that students take credit only for ideas and efforts that are their own. Violation of these principles is considered an act of misconduct.

Academic misconduct is defined in the *Code of Student Rights, Responsibilities, and Conduct*. The penalties and procedures that apply when academic misconduct occurs are stated in the code. The policy on academic misconduct is also printed each semester in the *Schedule of Classes*.

The Kelley School of Business strictly follows the guidelines stated in the *Code of Student Rights, Responsibilities, and Conduct*. In addition, the school may also consider it appropriate to remove the student from the course involved and to assign a grade of F.

Prerequisites for Business Courses

Prerequisites for business courses are enforced at the point of registration. Students must have on their IU transcript or be currently enrolled in the prerequisites exactly as printed in the *Schedule of Classes*. Otherwise, students should consult with an advisor before registration in order to obtain a prerequisite waiver for the course in which they want to enroll.

Honor Code The Indiana University Kelley School of Business Honor Code provides an opportunity for students to actively shape their future behaviors, values, and lifestyles. This student-written code proclaims a commitment to ethical principles and fair academic competition and unifies students by a set of values that holds honesty and integrity in the highest regard. The Kelley School of Business Student Ethics Committee works with faculty and students to ensure that the standards of the honor code are upheld.

Academic Regulations

Class Standing Class standing is determined by the total number of credit hours completed for graduation. The following credit hours are required: senior, 86 or more; junior, 56-85; sophomore, 26-55; freshman, fewer than 26.

Semester Load A typical academic load is 12 to 17 credit hours per semester, with the average load being 15 credit hours. Students who expect to carry more than 17 credit hours a semester should have a cumulative grade point average of 3.0 (B) or higher or have attained a grade point average of 3.0 (B) during the previous full semester.

Addition of Classes No course may be added after the first two weeks of a full semester or the first week of a summer session unless the instructor of the class recommends that an exception be made to this policy and there is seating room according to the fire code.

Business Courses Numbered 300-499 Enrollment in business courses numbered 300-

499 is limited to the following students:

1. Kelley School of Business students.
2. Non-business students who are planning to complete a minor in business or a Business Foundations Certificate.
3. Non-Kelley School of Business students who are registered for degree programs requiring specific business courses (such programs include apparel merchandising and interior design, health administration, journalism, sports marketing and management, and telecommunications). Enrollment will be permitted only in *required* business courses. Prerequisites must be fulfilled for admission to business courses.
4. Other students with specific permission of the department offering the course (departments may choose to declare certain courses as "open enrollment" courses).

The Integrative Core Experience Students who expect to earn the Bachelor of Science in Business from the Bloomington campus must complete the courses in the business integrative core (BUS J301, F301, M301, and P301) on the Bloomington or Indianapolis campus.

The Integrative Core

During their junior year, Kelley School of Business students enroll in the Integrative Core semester, which is designed to make students aware of the extensive interdependence of business functions. The Integrative Core program consists of four 300-level Business courses in Finance, Marketing, Operations, and Strategic Management (F301, M301, P301 and J301). Each course must be completed with a C or higher. Students attend each of these classes and work in teams throughout the semester on projects requiring the application of skills from each of these areas. The semester culminates in a comprehensive case study exercise.

To be eligible for this junior-level experience, students must successfully complete 15 prerequisite courses: W131, C121, X204, K201, X201, A100, A201, A202, L201, E201, E202, E370, M118, M119, and X220 (**all with a grade of C or higher**). Students must also complete an **I-Core Certification Application** the semester before registering for the Integrative Core. Applications are available at www.kelley.iu.edu/ugradweb/. Applications are open from September 15 to October 15 for students registering for spring I-Core. Applications for both summer and fall I-Core open February 15 and close March 15.

The Integrative Core courses must be taken concurrently on the Bloomington or Indianapolis campuses in order to meet Kelley School of Business degree requirements. Students with questions regarding I-Core should meet with an academic advisor in the Kelley School of Business.

X420 Business Career Planning and Placement

All students in the Kelley School of Business are required to register with the Business Placement Office. In order to use the facilities of the Business Placement Office, students must enroll in BUS X420 Business Career Planning and Placement (2 cr.). Students in the Kelley School of Business are **required** to satisfactorily complete the course, even if they choose not to use the placement services of the Business Placement Office. Students in other schools or divisions of the university must have senior standing to enroll in BUS X420.

Physical Education Courses A maximum of 4 credit hours of physical education courses (HPER courses with the prefix "E") may be applied toward the 124 credit hour total required for graduation.

ROTC Courses Indiana University grants academic credit for ROTC courses offered by the Departments of Aerospace Studies and Military Science. Credits earned for ROTC courses will be counted toward the degree requirements as elective credits.

Graduation

Senior Residence Requirement Students who expect to receive the B.S. degree in business from Indiana University Bloomington must complete the last 30 credit hours of course work toward the degree program on the Bloomington campus.

Degree Applications Candidates for the B.S. degree in business must submit an application with the recorder's office in the Kelley School of Business. Applications are available on the Kelley School of Business World Wide Web site (www.kelley.iu.edu/ugradweb/). Application deadlines are October 1 for December graduation, November 1 for May graduation, and February 1 for June or August graduation. Failure to file by the deadline may delay the official date of graduation.

Credits for all course work, except that of the current semester, must be recorded on the candidate's Indiana University transcript at least one month prior to the date of graduation.

Statute of Limitations Candidates for the B.S. degree in business have the right to complete the degree requirements specified by the bulletin in effect at the time they entered Indiana University, provided: (1) the required courses are available and (2) no more than eight calendar years have elapsed since the date of entry.

In the event that the required courses are not available or that more than eight years have elapsed, students must apply to the Undergraduate Program Office in the Kelley School of Business to have their programs updated to meet the degree requirements currently in effect.

Bachelor of Science in Business

Degree Requirements

To be awarded the Bachelor of Science in Business degree, students must take the following steps:

1. Complete a minimum of 124 credit hours. Of this number, at least 48 credit hours must be in business and economics courses; a minimum of 62 credit hours must be in courses other than business and economics.
2. Complete the specific degree requirements of the Kelley School of Business as listed below.
3. Complete the last 30 credit hours of the degree program at Indiana University Bloomington.
NOTE: With prior written approval, students may take a maximum of 6 non-business credit hours of the final 30 credit hours at another IU campus, at another institution of higher education, or by correspondence study through the Indiana University Independent Study Program. To request approval, students must complete a petition form, available from the Undergraduate Program Office in the Kelley School of Business, and then submit the form to the Petitions Committee through the Undergraduate Program Office.
4. All 300- and 400-level business courses must be taken on the Bloomington campus. Any exceptions must be approved by the director of the Undergraduate Program. This requirement applies to the core curriculum and business courses listed for each curricular concentration.
5. Be in good academic standing with a minimum cumulative grade point average of 2.0 (C) in all course work taken at Indiana University. In addition, *all* business courses must be completed with a minimum cumulative grade point average of 2.0 (C). Grades of A, B, C, D, F, and FX are included in the cumulative grade point average.
6. File a degree application at www.kelley.iu.edu/ugradweb/ by the required deadline. Students who expect to graduate in December should file a degree application before October 1. Students whose intended graduation date is May should file a degree application before November 1, and those students with an intended graduation date of June or August should file an application before February 1.

Students in the Kelley School of Business are responsible for understanding and for meeting the degree requirements. Approval for any

exceptions or modifications in the degree requirements must be *in writing* and may be granted only by the director of the Undergraduate Program.

Students who would like assistance in planning an academic program or clarification of degree requirements may consult an academic advisor in the Kelley School of Business.

Course Requirements

The course work required for the B.S. degree in business consists essentially of three parts:

- General-Education Core Courses
- Basic Business and Economics Requirements
- Business Concentrations

General-Education Core Courses

(62 credit hours)

Kelley School of Business majors must complete 62 credit hours of general-education core courses outside of business and economics course work.¹

I. Communications (8-9 credit hours)

ENG W131 Elementary Composition or an approved English composition option (2-3 cr.)²

CMCL C121 Public Speaking (3 cr.)³
BUS X204 Business Communications (3 cr.)
(For accounting majors, Bus X206 Listening Dynamics in Business (2 cr.) is *required* rather than X204.)

(A minimum grade of C is required in all courses taken to fulfill the communications requirement.)

¹ For accreditation purposes, the Kelley School of Business is prohibited from allowing economics courses to count in the social sciences component of the general-education core courses.

² The following substitutions have been approved for ENG W131 (3 cr.): AFRO A141-A142 (4-4 cr.); ENG L141-L142 (4-4 cr.); ENG W110 (3 cr.); ENG W170 (3 cr.); or two semesters of ENG W143 (1-1 cr.) combined with any two of the following courses: CMLT C145 (3 cr.), CMLT C146 (3 cr.), SLAV R145 (3 cr.), SLAV R146 (3 cr.). When two-course sequences are listed, both must be taken to fulfill the requirement. Credit is not given for both A141 and L141, or for both A142 and L142. Credit is not given for both W110 and W131, or for both W110 and W143.

³ Communication and Culture C130, C223, C228, or C225, or Theatre T115 or T120 may be substituted for C121.

II. Mathematics (6 credit hours)

MATH M118 Finite Mathematics (3 cr.)¹
 MATH M119 Brief Survey of Calculus I (3 cr.)
 or MATH M211 Calculus I (4 cr.)²

(A minimum grade of C is required in all courses used to fulfill the mathematics requirement.)

III. International Dimension Requirement (at least 6 credit hours required)

The international dimension requirement may be fulfilled in any one of the following four ways.

- Language**
6 credit hours of a language at the 200 level or above.
- International Business and Economics**
Two courses selected from the following list:
 Business D301 The International Business Environment
 Business D302 International Business: Operations of International Enterprises
 Business L411 International Business Law
 Business F494 International Finance
 Business G494 Public Policy and the International Economy
 Business M401 International Marketing
 Economics E303 Survey of International Economics
 Economics E331 International Trade
 Economics E332 International Monetary Economics
 Economics E337 Economic Development
 Economics E386 Soviet-Type Economies in Transition
- Approved Overseas Programs**
Participation in any approved overseas program of Indiana University (minimum 6 cr.) will fulfill this requirement. Please see a business advisor.
- Area Studies**
Selection of two approved courses (6 cr.) from one of the following area studies programs.
 - African studies
 - Central Eurasian studies
 - East Asian studies
 - Latin American and Caribbean studies
 - Near Eastern studies
 - Russian and East European studies
 - West European studies

NOTE: International students studying in the Kelley School of Business should see a business advisor to obtain a waiver for the International Dimension Requirement.

¹ Approved substitutions for this course are MATH D116 (3 cr.) and D117 (3 cr.) (both are required to meet the requirement), MATH S118 (3 cr.), MATH M301 (3 cr.), MATH M303 (3 cr.), MATH M360 (3 cr.), or MATH S303 (3 cr.).

² Approved substitutions for these courses are MATH M213 (4 cr.) or COAS J113 (3 cr.).

IV. General-Education Requirement (27 credit hours)

Students may choose *ONE* of two alternatives—the nonspecialization general-education option or *ONE* field specialization—to complete a required 27 hour component of the general-education core courses.

Nonspecialization General-Education Option

Complete a total of 27 credit hours of general-education course work distributed in the following way:

- Fifteen (15) credit hours of course work offered by the College of Arts and Sciences in *one* of the areas listed below with a minimum of 6 credit hours at the 300/400 level (with the exception of Natural and Mathematical Sciences, which requires 6 credit hours at the 200 level or higher):
 - Arts and Humanities
 - Social and Historical Studies³
 - Natural and Mathematical Sciences⁴
- Six (6) credit hours in each of the other two College of Arts and Sciences areas not selected for the 15 credit hour requirement.

Note: For the nonspecialization general-education option, students may use one course for each area chosen from the following: COAS TOPICS courses E103, E104, E105, S103, S104, and S105, and Intensive Freshmen Seminar courses.

Field Specialization Option

Students may complete *one* of the field specializations listed below by taking any courses from the departments or schools within the chosen field. At least 6 of the 27 required credit hours must be at the 300/400 level for all but the science and technology field, which requires at least 6 credit hours at the 200 level or above.

- Communication**
 - Journalism
 - Telecommunications
 - English
 - Communication and culture
 - Speech and hearing sciences
 - Physics (P105 and P106 only)
- Environmental**
 - Biology
 - Chemistry
 - Geological sciences
 - Public and environmental affairs
 - Physics (P120, P201, P202, P211, and P310 only)
- International⁵**
 - African studies
 - Central Eurasian studies

³ Excluding economics course work.

⁴ Students may only count computer courses from other schools as general education courses if they have obtained *prior* approval from a Kelley School of Business academic advisor or the Petitions Committee.

⁵ Foreign language courses will also count in this area but cannot double count for the international dimension requirement or the international studies concentration.

- Classical studies (language courses)
- East Asian studies
- French/Italian
- Germanic studies
- India studies
- Jewish studies
- Latin American and Caribbean studies
- Near Eastern studies
- Russian and East European studies
- Spanish/Portuguese
- West European studies

4. Not-for-Profit

- Fine arts
- Jewish studies
- Music
- Philosophy
- Public and environmental affairs
- Religious studies
- Social work
- Theatre

5. Science and Technology⁶

- Astronomy
- Biology
- Chemistry
- Computer science
- Geological sciences
- History and philosophy of science
- Mathematics
- Medical science
- Physics

Note: If the subject of a COAS TOPICS course or freshman seminar (such as an Intensive Freshman Seminar) is within the realm of a department listed for a field specialization, students can discuss with a Kelley School of Business advisor the possibility of having it counted toward the field specialization. The applicability of courses to fulfill the field specialization requirements are subject to the approval of the Undergraduate Program.

V. General-Education Electives

Students may choose courses from throughout the university, excluding Kelley School of Business and Department of Economics courses, to complete the 62 credit hour general-education requirement. The number of credit hours each student will take in this category will depend on how other components of the general-education requirement are met.

General Education Special Opportunities

Freshman Seminars

Freshman Seminars are 3 credit hour courses taught by full-time faculty with a maximum enrollment of 20 freshmen. They are content-oriented and normally include a writing component.

⁶ Students may only count computer courses from other schools as general education courses if they have obtained *prior* approval from a Kelley School of Business academic advisor or the Petitions Committee.

If the subject of a freshman seminar is within the realm of a department listed under a field specialization option, the seminar may count toward the field specialization requirement. For nonspecialization, one freshman seminar course may be counted in each area. See a Kelley School of Business advisor to determine how specific freshman seminars may apply to the nonspecialization or field specialization requirements.

COAS TOPICS Courses

The Kelley School of Business will use the number definitions established by the College of Arts and Sciences for TOPICS courses as follows:

COAS E103 TOPICS in Arts and Humanities
 COAS E104 TOPICS in Social and Historical Studies

COAS E105 TOPICS in Natural and Mathematical Sciences

Students may apply one COAS TOPICS course per area to the nonspecialization or field specialization requirements. Additional TOPICS courses taken will be counted as elective credit.

COAS Honors

The College of Arts and Sciences has designated the numbers shown below as honors courses. Students may apply any honors course with the following course prefix and number to the nonspecialization or field specialization program; however, only one course will count toward fulfilling requirements.

HON H211 Ideas in Human Experience—Ancient (Arts and Humanities)

HON H212 Ideas in Human Experience—Modern (Social and Historical Studies)

HON H203 Interdepartmental Colloquia (Arts and Humanities)

HON H204 Interdepartmental Colloquia (Social and Historical Studies)

HON H205 Interdepartmental Colloquia (Natural and Mathematical Sciences)

Basic Business and Economics Requirements

All courses must be completed with a C or higher.

BUS A100 Business Accounting Skills (1 cr.)

BUS A201-A202 Introduction to Financial Accounting and Introduction to Accounting II (3-3 cr.)

BUS K201 The Computer in Business (3 cr.)

BUS L201 Legal Environment of Business (3 cr.)

BUS X201 Technology (3 cr.)

BUS X220 Career Perspectives (2 cr.)

ECON E201 Introduction to Microeconomics (3 cr.)

ECON E202 Introduction to Macroeconomics (3 cr.)

ECON E370 Statistical Analysis in Economics and Business (3 cr.)¹

Junior and Senior Year:

Integrative Core

(must be completed with a C or higher)

BUS F301 Financial Management (3 cr.)

BUS J301 Strategic Management (3 cr.)

BUS M301 Introduction to Marketing

Management (3 cr.)

BUS P301 Operations Management (3 cr.)

Other courses

BUS Z302 Managing and Behavior in

Organizations (3 cr.)

BUS G302 Business Strategy for a Global

Environment (2 cr.)

BUS X420 Business Career Planning and

Placement (2 cr.)

Business Concentrations and Departments

In addition to fulfilling the general-education core courses requirements and the basic business economics requirements previously listed, students in the Kelley School of Business select one or more of the following concentrations, listed below under their home departments.

Accounting and Information Systems

Accounting

Computer Information Systems

Business Economics and Public Policy

Economic Consulting Track

Public Policy Analysis Track

Business Law

Legal Studies

Finance

Finance Track

Real Estate Track

Management

Entrepreneurship

International Studies²

Management

Management of Not-for-Profit

Organizations

Marketing

Marketing

Marketing—Distribution Management

Operations and Decision Technologies

Business Process Management

Production/Operations Management

Students who would like assistance in selecting a business concentration may consult a Kelley School of Business academic advisor or a faculty member.

Concentration requirements are subject to change during the two years covered by this

bulletin. It is the student's responsibility to stay informed of concentration changes by seeing a business academic advisor on a regular basis. The Academic Advising Office is located on the second floor of the Kelley School of Business.

Department of Accounting and Information Systems

Please see a business advisor for current minimum grade requirements.

Accounting

The Bachelor of Science (B.S.) in accounting curriculum prepares students for careers in auditing, corporate accounting, management consulting, government and not-for-profit organizations, and taxation. It equips the prospective business executive with tools for intelligent analysis, planning, control, and decision making. Graduates of this program are among the leaders of the profession and the worldwide business community. The accounting curriculum also provides an excellent foundation for the student who wants to pursue graduate work in business, public administration, or law. Because this curriculum is highly structured—most of the courses must be taken in a certain order—interested students should select this major as soon as possible in order to graduate within four years.

Internships in business or government are available on a selective basis during the fall, spring, and summer terms. Fall is an ideal time to apply for an accounting internship, as the majority of public accounting internships are spring-semester positions. The Business Placement Office can provide further information about internships. The Kelley School of Business does not award academic credit for internships.

Accounting graduates who meet the requirements of the State Board of Public Accountancy of Indiana are eligible to sit for the Uniform CPA Examination in Indiana. Those who wish to engage in public accounting practice in Indiana as certified public accountants should familiarize themselves with the rules and regulations issued by the Indiana State Board of Public Accountancy, 912 State Office Building, Indianapolis, IN 46204. Beginning in the year 2000, most states (including Indiana) began requiring accounting professionals who wish to be licensed as certified public accountants to have completed 150 semester hours of education. The Department of Accounting and Information Systems has two graduate programs for those individuals who wish to fulfill the education requirements necessary to sit for the CPA examination (described below). Students planning to practice outside Indiana should consult the CPA board in their

intended state of residence. Call 1-800-CPA-EXAM for additional information.

Concentration Requirements

Freshman Year: BUS A100.

Sophomore Year: BUS A201-A202, and X206.

Junior Year: BUS A311, A325/X301,

A329/X302, and S302.

Senior Year: BUS A312, A424 and either A422, or A437. Students must also elect a 9 credit hour supporting concentration in a business discipline other than accounting; information systems is recommended.

Accounting Graduate Programs The Master of Business Administration in Accounting (M.B.A./Acc.) program is designed for those students who seek an accelerated path into the business world. It provides an opportunity for some Kelley School of Business students to earn both B.S. and M.B.A. degrees in five years. Admission to the program is on a competitive basis during the junior year or later. The M.B.A. in Accounting is intended to develop leaders in the business community through accelerated preparation for the accounting and consulting professions. Students who follow this path focus on the development of professional and personal skills and attitudes, as well as on more comprehensive professional and business knowledge. Students interested in applying for this program should visit the Accounting Graduate Programs Office during their sophomore year or early in their junior year.

The Master of Professional Accountancy (M.P.A.) program is for students who already hold a B.S. or B.A. in any discipline. Students who hold undergraduate degrees in accounting can complete this program in one academic year; others will need a full calendar year. The program is designed to prepare promising students for active participation in the business community through corporate or public accounting entry points. Students who follow this path will focus on the development of professional and personal skills and attitudes, as well as technical accounting and business knowledge.

For further information on either one of the programs, please contact the Accounting Graduate Programs Office in Business 426, phone (812) 855-7200, e-mail acctgrad@indiana.edu, or visit the Web site at www.kelley.iu.edu/aggp.

Computer Information Systems

The Bachelor of Science (B.S.) in computer information systems curriculum prepares students for careers in the broadly defined computer information systems field as it applies to business. Most program graduates

begin their careers as systems analysts, programmer/analysts, or consultants, but an increasing number of information systems graduates are likely to be employed as computer liaisons in the traditional functional areas of accounting, finance, marketing, or production. Demand for information systems graduates is expected to remain high for the foreseeable future, with average starting salaries likely to be the highest among all concentrations available in the Kelley School of Business. Opportunities in the information systems area are superb for students with an interest in computers, a high level of analytical ability, and a desire to work on challenging problems in a business environment. Strong demand exists both in corporations and in management consulting organizations.

In addition to the courses required for all business students, students pursuing a concentration in computer information systems must take eight business courses. These include S205 Visual Programming and one other programming course, either S210 Business Programming Using COBOL, or S215 Business Programming Using C and C++; S302 Management Information Systems; S305 Business Telecommunications; S307 Data Management; S310 Systems Analysis and Design; and two 400-level courses chosen from S405, S410, S415, S417, S420, and S434. Because this curriculum is highly structured—most of the courses must be taken in a certain order—interested students should select this concentration as soon as possible in order to graduate within four years.

Concentration Requirements

Freshman Year: BUS K201 and MATH M118-M119.

Sophomore Year: BUS S205 and either S210 or S215.

Junior Year: BUS S302, S305, and S307.

Senior Year: S310 and choose two of the following: S405, S410, S415, S417, S420, or S435.

Department of Business Economics and Public Policy

Please see a business advisor for current minimum grade requirements.

Business Economics and Public Policy

Business economics is playing an increasingly important role in managerial decision making in the United States and in international settings. Consequently, job opportunities have expanded. Firms are particularly interested in the fields of policy analysis, applied economics, and forecasting. Enterprises have also become increasingly influenced by governmental rules, regulations, and policies. Specifically regulated industries, such as public utilities, have a need for individuals

¹ Approved to substitute for ECON E370 are MATH K310 (3 cr.), MATH M365 (3 cr.), MATH M366 (3 cr.), or PSY K310 (3 cr.).

² May be selected as a second concentration only.

qualified to deal with the economic and administrative problems that they encounter as they face increased competition and government scrutiny. The undergraduate concentration in business economics and public policy provides students with training in the application of micro- and macroeconomics to problems of business decision making, the effect of governmental policies on the business environment, and forecasting techniques.

The concentration is especially useful for students who wish to pursue business or government careers that are related to the fields of applied economics, economic development, regulation, policy analysis, and forecasting. Students intending to pursue graduate programs in law, business, public administration, or economics will find that a business economics and public policy concentration serves as an excellent foundation.

The department offerings include courses in managerial economics, forecasting, international economics and policy, business conditions analysis, public policy, urban economics, game theory, and business and economic history.

Economic Consulting Track

To be a successful manager or economic consultant, one must master three types of skills: diagnostic (ask the right questions), analytical (be mathematical and logical), and communication (write and speak not only well, but logically). Tools and thinking processes, rather than specialized industry knowledge, are the essential assets that enable the consultant to cope with a vast array of challenges. The range of problems is virtually infinite: antitrust, industry regulation, damage analyses, economic and financial modeling, intellectual property valuation, environmental economics, and public policy, to name a few.

Concentration Requirements

G300, G303, G345, G350, G400, G406, and G490

Public Policy Analysis Track

This track is aimed at students who want a liberal arts concentration to prepare for graduate or professional school or to prepare for a public-sector position.

Concentration Requirements

G300, G303, G330, G345, G350, and G494

Department of Business Law

Please see a business advisor for current minimum grade requirements.

Legal Studies

The business law department's course offerings acquaint students with what is probably the most important external factor affecting business operations: the law. They provide an

understanding of the nature, functions, and practical operations of the legal system. They also provide considerable information about the most important substantive legal rules restricting—and facilitating—business operations. Finally, they help develop both critical reasoning skills and an appreciation of the social, ethical, and economic forces that help make the law what it is.

Concentration Requirements

Sophomore, Junior, and Senior Years: Bus L201 and L470; three courses from Bus L100, L250, L303, L315, L350, L406, L408, L409, L411, L412, L420, and M429; and one additional course from the above list or from Bus D301, G330, G406, N300, J404, X405, Z404; Jour J300; SPEA V450; and POLS Y304.¹

Department of Finance

Please see a business advisor for current minimum grade requirements.

The finance concentration prepares students for a broad range of careers. Within the finance concentration are two “tracks” to choose from—finance and real estate. Students progressing on a four-year schedule generally need to choose between these tracks before registering for senior-year courses.

All students in the finance concentration program take a common core of five courses—BUS A311, A312, A324, F303, and F305. A311, A312, and A324 provide the kind of solid foundation in financial accounting that employers demand. F303 and F305 provide a rigorous treatment of the core concepts of the finance concentration and serve as foundations for all 400-level finance electives.

Virtually all jobs in finance require the use of spreadsheet software. A common theme of the finance concentration is developing applied spreadsheet skills for financial modeling—something that employers want graduates to have. Several courses (F301, F303, and F409) have individual projects in which each student constructs financial models using spreadsheet software.

Finance Track

The finance track prepares students for careers in corporate finance, commercial banking, savings and credit institutions, investment analysis, and the selling of financial instruments and services. The curriculum emphasizes finance electives that provide advanced knowledge and skills in the areas of corporate finance (F402 and F307), investments (F335, F420 and F421), banking and financial intermediation (F446), and international finance (F494).

¹ Students must receive approval from the Department of Business Law to count a course on law and public policy not listed here as the additional course.

Concentration Requirements

Required Courses: BUS A311, A312, A324, F303, and F305.

Elective Hours: BUS A327, A329 or A420 and four courses from BUS F307, F335, F402, F420, F421, F446, F470, F494, and G345.

Real Estate Track

The real estate track prepares students for careers in corporate real estate, investment analysis, appraising, financing, mortgage banking, property management, and residential and commercial properties marketing. The curriculum emphasizes analytic techniques applicable to real estate (R305), appraisal methods (R440), and the decision-making process for acquiring, financing, and managing income-producing properties (R443). Real estate represents a substantial portion of the nation's wealth and is an important component of the investment portfolios of many individual investors and financial institutions.

Concentration Requirements

Required Courses: BUS A311, F303, F420 or F446, L408, R305, R440, and R443.

Elective Hours: Three (3) credit hours from BUS A312, A324, A327, A329, F402, F420, F421, F446, F494, and L408.

Exceptions for accounting/finance double majors:

Accounting/finance double majors may count one advanced accounting course as an elective finance course. In other words, double majors may pick two out of eight finance electives and count one advanced accounting course rather than pick three out of eight finance electives.

Accounting/finance double majors may take A325/X301 Intermediate Managerial Accounting 1 (3 cr./1 cr.)—a course tailored for accounting students—rather than A324 (1.5 cr.) plus A327 or A420 (1.5 cr.), all of which are designed for finance majors.

Department of Management

Please see a business advisor for current minimum grade requirements.

The Department of Management encompasses the areas of management and organizations, human resource management, organizational behavior, business strategy and policy, entrepreneurship, and international business. The curriculum provides students with either a broad-based background preparing them for entrance into managerial positions or specialized training in an area of concentration.

The department offers concentrations in entrepreneurship, international studies,

management, and management of not-for-profit organizations.

Entrepreneurship

The image of business in the United States is often one of mammoth national and multinational corporations. Too often the role of the entrepreneur and the importance of small businesses in the economy are overlooked. A vital cornerstone in sustaining the free enterprise system is the continual birth of new enterprises and the identification, encouragement, and nurturing of entrepreneurial aspirations.

The Indiana University Kelley School of Business, recognizing the contributions of entrepreneurs and the interest shown by students in creating and managing small businesses, offers an entrepreneurship concentration. This concentration focuses on the special skills and knowledge needed by entrepreneurs and managers of small and medium-size firms.

Concentration Requirements

Junior and Senior Years: BUS A305¹, W211, W311, W406; one course from BUS Z404, Z440, Z442, and Z443.

International Studies

In response to new and dynamic patterns of international business, American business firms have progressed far beyond the comparatively simple stage of import-export operations. Many companies are becoming multinational, with production units in numerous foreign countries. Private enterprise in the United States has become more intimately concerned with the economic, political, and social trends of foreign nations. The Kelley School of Business has recognized these developments in its international business administration program.

Students may elect two courses—BUS D301 and D302—dealing with the general problems involved in international business, economics, or area studies. The student of international studies may also participate in overseas study programs or take foreign language courses. Students who wish to pursue further course work in the international area may choose international studies as a second concentration.

1. The international studies concentration (ISC) is an option available only to students admitted to the Kelley School of Business.
2. The ISC is a second concentration available to Kelley School of Business students. It may not be listed as a first concentration.

¹ BUS F365 may substitute for A305 if A305 is not available.

- The ISC consists of 9 credit hours of course work taken in addition to the international dimension requirement. These 9 credits may not be selected from the same options used for the international dimension requirement.

Options include the following:

- Foreign language (a maximum of 6 credit hours of foreign language at the 200 level or above may be applied to the international studies concentration). If the international dimension requirement is fulfilled with a foreign language, 9 additional credit hours must be completed from the other options.
- International business and economics course work.
- Area studies course work.
- Participation in an overseas study program (a maximum of 9 credit hours may be applied to the international studies concentration). If the international dimension requirement is fulfilled through participation in an overseas study program, 6 to 9 additional credit hours must be completed from the other options for a total of 15 credit hours.

See a business academic advisor, second floor of the Kelley School of Business, to discuss the possible combinations for fulfilling this concentration.

Options for International Students

International students admitted to the Kelley School of Business are not expected to fulfill the international dimension requirement. They may pursue the second concentration in international studies through one of the following options:

- Complete the 9 credit hours of business courses listed below:
D301 The International Business Environment (3 cr.)
D302 International Business: Operations of International Enterprises (3 cr.)
F494 International Finance (3 cr.)
or
G494 Public Policy and the International Economy (3 cr.)
- Participate in an overseas study program that earns a minimum of 12 credit hours. Students must complete the overseas study program in a country that is not their native country.

Management

Society recognizes the importance of understanding both management and the complex nature of the organizations under which managers operate: business, government, hospitals, and universities. The faculty is concerned with improving this understanding through a study of individual

and group behavior, organizational theory, and human resource development.

The courses offered in this concentration are concerned not only with the broad aspects of management and organization, but also with developing skills for dealing with problems of motivation, organization design, and the increasingly complex problems of human resource allocations in today's interdependent society.

This concentration provides the flexibility to accommodate students whose interests include preparation for entry into corporate management training positions, application of behavioral science to management, the personnel function in both line and staff capacities, and managing the small business.

Concentration Requirements

Junior and Senior Years: BUS W430, Z404, Z440, Z442, and Z443. (Z302 is a prerequisite for all of these courses).

Management of Not-for-Profit Organizations

The not-for-profit or independent sector of the U.S. economy is often referred to as "the third sector." Its importance alongside government and the marketplace can hardly be exaggerated. Not-for-profit organizations include such diverse institutions as social service agencies, museums, hospitals, churches, educational bodies, and arts and cultural agencies. As government funding has tightened or been reduced, many of these not-for-profit organizations have begun commercial activities to diversify their revenue bases. The need for individuals with a broad background in business to fill management and administrative positions in these institutions is great because not all have been managed well in the past. In this context, a concentration in management of not-for-profit organizations will contribute to the improvement of this vital sector.

This concentration was developed in partnership with the Indiana University Center on Philanthropy, which has a substantial library and archive collection in the area of philanthropic studies. Students are encouraged to pursue other courses in the not-for-profit field specialization as part of their general-education requirements. Courses for this field specialization might be chosen from fine arts, Jewish studies, music, philosophy, public and environmental affairs, religious studies, social work, and theatre. Students who plan to work in organizations with education, health, social service, and religious connections are encouraged to select courses

oriented to these fields. Minors, when available, should be considered.

Students are strongly encouraged to affiliate with Kelley School of Business's Civic Leadership Development program. For more information, contact the program director in the Kelley School of Business. For academic advising, contact the Kelley School of Business Academic Advising Office.

Concentration Requirements

Required Courses: BUS W220, W430, Z404, Z442, Z443, and SPEA V453. Choose one of the following: SPEA V362, V550, or JOUR J531.

Department of Marketing Marketing

Please see a business advisor for current minimum grade requirements.

The study of marketing concerns itself with all activities related to the marketing and distribution of goods and services, from producers to consumers. Areas of study include buyer behavior, the development of new products, pricing policies, institutions and channels of distribution (including retailing and wholesaling), advertising, professional selling, sales promotion, marketing research, and the management of marketing to provide for profitable and expanding businesses.

The marketing curriculum provides comprehensive training for students so they can approach problems with a clear understanding both of marketing and of the interrelationships between marketing and other functions of the firm. Marketing majors include students planning careers in marketing, management, advertising, professional sales, sales management, retailing, wholesaling, marketing research, or distribution. Students may pursue within the curriculum a modest degree of specialization in the area of their vocational interest.

Concentration Requirements

Junior Year: BUS M340, M341, M342, M343, and M303.
Junior and Senior Years: Three courses from BUS M401, M402, M405, M407, M411, M412, M415, M419, M426, M429, and M430.
Senior Year: M450.

Marketing—Distribution Management

The undergraduate concentration in distribution management prepares students for careers in physical distribution management and transportation. The curriculum emphasizes the role of distribution and transportation in making goods available in the world marketplace and to the nation in a timely and economical fashion. A student completing the distribution management

concentration is qualified for work in corporate distribution management, private carrier management, warehousing, and transportation carrier management in railroad, motor carrier, airline, or related fields. The courses combine theory, principles, concepts, and practice, involving marketing, distribution channels, rate negotiations and rate making, transportation regulation, transportation economics and public policy, and customer service standards and related subjects.

Concentration Requirements

Junior Year: BUS M303.
Senior Year: BUS M411, M412, and two courses from BUS M402, M407, M426, and M450.

Department of Operations and Decision Technologies

Please see a business advisor for current minimum grade requirements.

Business Process Management

Business Process Management (BPM) majors will be able to interact with technology in significant ways to solve organizational problems. BPM majors will learn to use SAP Enterprise Resource Planning software, as well as other software packages, to improve operations. Today's global business environments are characterized by unprecedented competitive pressures that demand innovative and speedy solutions. A key component of managing these fast-changing environments is a breed of new information systems that integrate and optimize processes across the entire enterprise. Such systems are called Enterprise Resource Planning (ERP) systems. SAP AG, a German firm, is the world leader in developing and implementing ERP systems. Its SAP product will be used. The opportunities for BPM majors range from designing and/or managing the technical operations of a complex, computer-controlled manufacturing firm to providing technical support for a large retailer and/or distributor to designing and/or managing technology that supports investment portfolios and banking operations. In addition to these areas, a BPM degree prepares students for support/consulting positions. Increasingly, companies are outsourcing certain types of work, including technology-related projects, to consulting agencies. Students interested in traditional operations management occupations also should consider this concentration.

Concentration Requirements

Required Courses: K317 and one of the following: S205, S215, or CSCI A201; and three of the following: K410, P421, P429, P431, and K217.

Required Set of Electives: Two courses from ONE of three sets:

Computer Technology: CSCI A202, A306, BUS S302, S305, S307, S310, and K490 (S205 or S215 may be counted as an elective if not counted for the requirement mentioned above.)

Financial Analysis: F303, F305, and F421

Materials Management: M303, M402, M407, M411, M412, and P320

Production/Operations Management

The production/operations management concentration allows students the greatest tailoring of their interests in either line or staff positions in industries such as transportation, retailing, and entertainment. Students can also customize this concentration by pursuing courses that focus on the application of computing and information technology to improve manufacturing operations. Job opportunities are in such fields as systems analysis, production control, and quality assurance.

Both the inbound (purchasing) and outbound (distribution management) functions control the flow of material in an organization. Job opportunities as buyers, inventory planners, and material planners exist in manufacturing and service industries such as health care. In addition, the concentration can prepare students for careers as first-line supervisors, which provide a breadth of experience like no other assignment in a firm. Opportunities are present in auto manufacturing, bank back-office operations, and food processing.

Concentration Requirements

Fifteen (15) credit hours required. Nine (9) credit hours in P320, P421, and P429, and 6 credit hours from A311, A325, ECON E304, E315, BUS F402, K217, K410, M303, M402, M407, M411, M412, S302, S305, S307, S310, S410, and P490.

Special Opportunities

Honors Program

The Kelley School of Business Honors Program is a highly selective academic experience that provides the student with increased challenge and innovative learning experiences. The program emphasizes special curricula, independent research, leadership opportunities, and individual student/faculty interaction that is necessary to fully develop those students who possess the capacity and motivation to excel.

Admission

Students may apply for admission to the Kelley School of Business Honors Program if they have completed 26 credit hours of college course work, earned a minimum cumulative

grade point average of 3.5, and are applying to or have been admitted to the Kelley School of Business. Students are admitted in the fall semester only, and applications are due by April 1 of the preceding semester. Applications are available at www.kelley.iu.edu/ugradweb/. Applicants are evaluated on the basis of their grade point average, participation in extracurricular activities, demonstrated leadership ability, work experience, and faculty recommendations.

Curriculum

Honors courses enable superior students to engage in a rigorous, competitive, and challenging course of study while enjoying the benefits of smaller classes and closer faculty involvement.

Once admitted, honors students are required to take part in a leadership development and team-building retreat, take honors sections of several sophomore-level courses, and take the honors section of the integrative core in the fall semester of the junior year. The core includes an integrating exercise and is taught by tenured faculty. Each student must also take a 1 credit hour writing experience, X393 Honors Writing Business, which requires brief written critiques of lectures and interviews.

As a senior, each honors student must complete the 3 credit hour course X496 Supervised Independent Honors Research in Business in an area of his or her choice. The research will be supervised by a Kelley School of Business faculty member. In addition, each student will take X493 Honors Seminar in Business during the spring semester of the senior year. A topic of current interest to business organizations will be selected to provide a semester-long theme for the seminar. Each student is required to undertake either an internship or to participate in an overseas study program. Lastly, honors students must maintain a minimum grade point average of 3.5 throughout the program of study. Upon graduation, students who have maintained this grade point average and have successfully completed the program will have "with Departmental Honors" noted on their diplomas and transcripts.

Overseas Study Programs

The Kelley School of Business offers students the opportunity to discover the culture of a different country through a semester of study overseas. The students learn about international business and the economic, social, and political environment of the country in which they are living. These programs may give students further opportunities to visit governmental and political agencies, as well as multinational firms.

Qualified students may participate in the following programs:

Spring Semester Maastricht, the Netherlands; Monterrey, Mexico (four semesters of college-level Spanish required); Manchester, England; Hong Kong
Summer Maastricht, the Netherlands (6 weeks); Mikkeli, Finland (10 weeks)
Fall Semester Rouen, France (5-6 semesters of college-level French required)

These academic programs enable students to earn 6 to 15 hours of Indiana University credit by attending English-speaking classes taught by faculty from the host university. The exceptions are programs in Monterrey, Mexico, where some classes will be taught in Spanish, and Rouen, France, where some classes will be taught in French. Typically, business students participate in these programs during the junior or senior year. The integrative core is a prerequisite for participation in Kelley School of Business overseas study programs. The overseas study programs will fulfill the international dimension requirement or may apply to the international studies concentration.

The Kelley School of Business offers two German internship programs sponsored in connection with the Fachhochschule für Wirtschaft at Pforzheim and the Universität at Nürnberg Erlangen-Nürnberg. Qualified business students spend approximately 10 to 12 weeks in Germany. Qualified students may also spend 8 to 10 weeks in an internship program in Slovenia beginning in the middle of May sponsored in connection with the University of Ljubljana. The programs are open to Kelley School of Business juniors, seniors, and first-year M.B.A. students. Undergraduate students must have taken or be currently enrolled in the integrative core. Students need some German language background in order to participate in the German internship program.

A dual-degree program with ESB Reutlingen, Germany offers students the opportunity to obtain two degrees from two of the best business schools in the world. Designed for students interested in a challenging education that combines the study of German and business, the dual-degree program is the first of its kind at Indiana University Bloomington.

The IU/Maastricht University Extended Degree Program offers selected students the opportunity to obtain the Bachelor of Science in Business from Indiana University and the Master of International Business degree from Maastricht University, Maastricht, The Netherlands in a five-year program. Admission to the program is on a competitive basis during the junior year.

This program is intended to prepare promising students for active participation in international business.

Optional Arts and Sciences Minors

Students in the Kelley School of Business may elect to complete the requirements for a minor in College of Arts and Sciences course work through those departments offering approved minors. The department offering the minor will define the requirements for completing the minor. Students are required to follow departmental rules regarding grades, prerequisites, and course requirements. The minor will appear on the student's Indiana University transcript. No more than three minors may appear on the transcript.

Information concerning approved minors is available in the Academic Advising Office in the Kelley School of Business and in the College of Arts and Sciences Bulletin. Students should consult with an advisor in the department offering the minor.

Business students may also complete the requirements for a minor in kinesiology through the School of Health, Physical Education, and Recreation.

Minor in Business

Students pursuing a baccalaureate degree on the Bloomington campus in the College of Arts and Sciences; the School of Music; the School of Health, Physical Education, and Recreation; the School of Continuing Studies; or the School of Public and Environmental Affairs may obtain a minor in business by successfully fulfilling the following requirements:

1. Complete 26 or more credit hours of college course work that counts toward graduation and be admitted to a degree-granting school.
2. Successfully complete the following courses:
 BUS A200 (or equivalent)
 BUS K201¹ (grade of C or higher required)
 BUS L201
 Four of the following five:
 BUS F300²
 BUS G300²
 BUS M300²
 BUS P300²
 BUS Z302

Economics E201 is recommended to round out the student's minor in business.

IMPORTANT NOTE: The College of Arts and Sciences (COAS) limits the number of hours outside COAS that will count toward a degree.

¹ College of Arts and Sciences computer science majors may substitute CSCI C211 for BUS K201.

² These courses must be taken on the Bloomington campus.

See the COAS Bulletin for details. Students who are unclear about requirements or minimum grades should check with the COAS recorder's office, Kirkwood Hall 001.

Students completing a business minor should fill out an Application for Minor form in the Recorder's Office of the school in which they intend to graduate to have the minor listed on their transcripts.

Students should meet with an advisor from their major department to ensure that program planning is accurate.

Minor in Entrepreneurship and Small Business Management

This minor is intended for students (non-business majors) who have aspirations and goals in business that will require entrepreneurial skills. Such students might plan to open businesses of their own, or work for smaller and/or family-owned businesses. As an alternative to the more traditional minor in business, the minor in entrepreneurship and small business management will fulfill such students' educational needs while allowing them to pursue their career goals more directly. Students must complete the following requirements:

1. Complete 26 or more credit hours of college work and be *admitted* to any of the following IUB degree-granting units: College of Arts and Sciences; School of Continuing Studies; School of Health, Physical Education, and Recreation; School of Journalism¹; School of Music; and School of Public and Environmental Affairs.
2. Successfully complete the following courses (18 credit hours):
 - BUS A200 Foundations of Accounting (3 cr.) (or A100 and A201 or A100 and A202)
 - BUS K201 The Computer in Business (3 cr.) with a grade of C or higher²
 - BUS L201 Legal Environments of Business (3 cr.)
 - BUS W211 Contemporary Entrepreneurship (3 cr.)
 - BUS M300 Introduction to Marketing (3 cr.) (P: A200 or A100 and A201 or A100 and A202)
 - BUS W300 Small Business Management (3 cr.) (P: A200 or A100 and A201 or A100 and A202)

NOTE: The College of Arts and Sciences, the School of Continuing Studies, and the School of Journalism require a grade of C- or higher

¹ School of Journalism majors must consult a journalism advisor for second concentration requirements.

² College of Arts and Sciences computer science majors may substitute CSCI C211 (previously C201) for BUS K201 with a grade of C or higher. If major changes, then K201 will be required.

in each course (except for K201, which requires a minimum grade of C), and an overall GPA of at least 2.0 in all courses required for the minor. All other units or schools on the Bloomington campus require at least a grade of C in K201 and a minimum overall GPA of 2.0 in all courses required for the minor. It is the students' responsibility to check with his or her individual unit or school to make sure they are completing the necessary requirements and following procedures for declaring the minor.

Business Foundations Certificate Program

The Kelley School of Business offers a 30 credit hour certificate program in the fundamentals of business. All courses required in the Business Foundations Certificate Program are introductory and may be applied toward a four-year degree. Courses used to complete the Business Foundations Certificate may not be taken through correspondence.

Economics Requirements (6 cr.)

ECON E201 Introduction to Microeconomics (3 cr.)

ECON E202 Introduction to Macroeconomics (3 cr.)

Foundation Course Requirements (9 cr.)

BUS A200 Foundations of Accounting (Nonmajors)¹ (3 cr.)

BUS F260 Personal Finance (3 cr.)

BUS X100 Introduction to Business (3 cr.)

Business Foundations Electives (6 cr.)

BUS D301 The International Business Environment (3 cr.)

BUS G300 Introduction to Managerial Economics (3 cr.) P: ECON E201 and E202

BUS K201 The Computer in Business² (3 cr.)

BUS L100 Personal Law (3 cr.)

BUS L201 Legal Environment of Business (3 cr.)

BUS L408 Real Estate Law (3 cr.) P: L201

BUS M300 Introduction to Marketing (3 cr.) P or C: A200 or equivalent.

BUS R300 Principles of Real Estate (3 cr.)

P: A200 or equivalent

BUS W211 Contemporary Entrepreneurship (3 cr.)

BUS W300 Small Business Management (3 cr.) P: A200 or equivalent

BUS W311 New Venture Creation (3 cr.)

P: W211 or F301, J301, M301, and P301

BUS X204 Business Communications² (3 cr.) P: ENG W131 or equivalent

¹ BUS A100/A201 or A100/A202 may be substituted for A200.

² No substitutes allowed. Grade of C or higher is required.

Additional Electives (9 cr.)

The 9 credit hours needed to complete the 30 credit hour certificate program may be taken from any department on the Bloomington campus. However, remedial and correspondence courses will not count.

In addition to satisfying course requirements, candidates for the business foundations certificate must meet the following criteria:

1. Students should apply for the Business Foundations Certificate during the semester in which they are enrolled in the final course for completion. Students can pick up the application at the information window on the second floor of the Kelley School of Business.
2. Students should be fully admitted student at IU Bloomington and complete a total of 30 credit hours, including elective credits, with a minimum cumulative grade point average of 2.0 (C). Students must also pass all required courses and have a GPA of 2.0 (C) in the 21 credit hours of the business foundations curriculum.
3. If a student has completed more than 21 credit hours of courses that may be used for the required 21 credit hour core, the courses in which the student earned the highest grade will be considered in the calculation of the GPA. If a student retakes a course, the highest grade will be used in the calculation of the GPA.
4. At least 15 of the 21 business and economics credit hours required for the certificate must be taken on the Bloomington or Indianapolis (IUPUI) campus.
5. The 9 elective credit hours may not be taken in remedial or correspondence course work. Questions about elective credits should be directed to the Academic Advising Office in the Kelley School of Business.

Second Bachelor's Degree

Students considering admission for a second bachelor's degree are advised to investigate opportunities for graduate work or other skill-oriented offerings. Few students are admitted for the purpose of completing a second undergraduate degree. Only students with strong academic credentials should consider the second bachelor's degree as an option. Candidates who qualify and are admitted for a second degree will be exempted from requirements that have already been completed in their first degrees.

Students who have already earned a bachelor's degree in business are not eligible to earn a second business degree, regardless of their credentials. Students who have completed a Kelley School of Business bachelor's degree may register through the School of Continuing Studies to gain skills in another concentration, but cannot be certified for a business degree a second time.

Undergraduate Courses 2000-2002

The courses listed in this bulletin represent the complete undergraduate offerings of departments and programs of the Kelley School of Business at the time of printing.

The number of credit hours given a course is indicated in parentheses following the course title.

The abbreviation "P" refers to the course prerequisite or prerequisites, and the abbreviation "C" refers to the course corequisite or corequisites.

Some of the courses listed are offered infrequently. Students are advised to check with the departments to determine when a course will be offered.

Accounting and Information Systems

ACCOUNTING

A100 Basic Accounting Skills (1 cr.) Required of all business majors. Introduces students to the accounting and financial information environment of the firm. Consists of five modules: (1) introduction to accounting information users and systems; (2) financial accounting; (3) management accounting; (4) tax accounting; and (5) integrative activity. Includes current real-world examples taken from the popular business press. Provides students with the foundation necessary for higher-level accounting courses.

A200 Foundations of Accounting (Nonmajors) (3 cr.) The role of accounting in society and business with a special emphasis on fundamental concepts and the basic design of accounting systems. For non-business majors who are interested in learning about how accounting affects their lives and businesses. Credit not given for both A200 and A201 or A202.

A201 Introduction to Financial Accounting (3 cr.) P: A100. Provides balanced coverage of the mechanics, measurement theory, and economic context of financial accounting. Strikes a balance between a preparer's and a user's orientation, emphasizing that students must understand both how transactions lead to financial statements (preparer's orientation) as well as how one can infer transactions given a set of financial statements (user's orientation). Relies on current real-world examples taken from the popular business press. First part of the course introduces students to the financial accounting environment, financial statements, the accounting cycle, and the theoretical framework of accounting measurement. Second part of the course covers the elements of

financial statements, emphasizing mechanics, measurement theory, and the economic environment. Students cannot receive credit for both A201 and A200.

A202 Introduction to Accounting II (3 cr.) P: A100. Concepts and issues associated with the accounting of and management of business; particular emphasis is given to understanding the role of accounting in product costing strategic decisions, costing for quality, cost-justifying investment decisions, and performance evaluation and control of human behavior. Credit not given for both A200 and A202.

A205 Honors Introduction to Accounting I (3 cr.) P: A100 and authorization. Concepts and issues associated with corporate financial reporting; particular emphasis is placed on understanding the role of financial accounting in the economy, how different accounting methods affect financial statements, and developing a basis for life-long learning.

A305 Entrepreneurial Accounting (3 cr.) P: A100/A201-A202. Expands students' business knowledge by focusing their attention on the accounting issues and concerns that are vital to small- and medium-size businesses. Focuses on the accounting and finance issues that must be addressed to assist these businesses in meeting their objectives of growth, preparation for a public offering, retirement of owners, etc. Not open to students with a concentration in accounting.

A308 Personal Income Taxes (3 cr.) For students who wish to learn how to prepare income tax returns for individuals and to plan their personal business affairs so as to minimize federal income tax liability. The course assumes no prior education in business or taxation, and it is not open to students with a concentration in accounting.

A311 Intermediate Financial Accounting 1 (3 cr.) P: A100/A201-A202. Provides students with a thorough understanding of the theoretical foundations underlying financial reporting, revenue recognition, and the matching of expenses; financial statement presentation; and accounting for assets. Course's primary objective is to give students the tools necessary to understand and execute appropriate accounting procedures. Another goal is to help students understand the process through which accounting standards are determined and to evaluate the outcomes of that process from the perspectives of managers, shareholders, auditors, and others. Students will learn to assess competing accounting theories and methods from multiple perspectives.

A312 Intermediate Financial Accounting 2 (3 cr.) P: A311. Provides students with a thorough understanding of accounting for long-term liabilities and debt investment, stockholders' equity, and preparation of cash flow statements. Course's first objective is to give students the tools necessary to understand and execute appropriate accounting procedures. Course's second objective is to help students understand the process through which accounting standards are determined and to evaluate the outcomes of that process from the perspectives of managers, shareholders, auditors, and others. Students will learn to assess competing accounting theories and methods from multiple perspectives.

A324 Cost Management (1.5 cr.) P: A311. Product costing and strategic cost management. Covers several accounting systems and techniques that ascribe costs to products, services, and other activities, and the costing systems' potential effects on business decisions in light of a firm's strategic, technological, and environmental position. Particular emphasis is placed on interpretation of the numbers and analyses generated by various accounting systems and the pitfalls most commonly encountered in their use. Not open to students with a concentration in accounting.

A325 Intermediate Managerial Accounting 1 (3 cr.) P: A100/A201-A202; C: X301. Enables the student to prepare, use, and critically evaluate management accounting information for purposes of strategic decision making, planning and control, product costing, and performance measurement and evaluation.

A327 Tax Analysis (1.5 cr.) P: A100, A201, A202. Provides a business framework for tax planning and decision making. Applications include selection of savings vehicles for individuals, comparison of business entities, compensation tax planning, and international tax planning.

A329 Taxes and Decision Making (3 cr.) P: A100, A210, and A202; C: X302. Provides a business framework for tax planning and decision making based on discounted after-tax cash flows. Technical tax topics are covered within the context of the framework.

A335 Fund Accounting (3 cr.) P: A202. Financial management and accounting for non-profit-seeking entities such as municipal and federal governments, schools, and hospitals.

A337 Computer-Based Accounting Systems (3 cr.) P: A311. Impact of modern computer systems on analysis and design of accounting information systems. Discussion of tools of systems analysis, computer-based systems, and internal controls and applications. Focus on microcomputer usage.

A420 Financial Statement Analysis and Interpretation (1.5 cr.) P: A312. Covers issues associated with the analysis and interpretation of financial statements. Particular emphasis is placed upon understanding the economic characteristics of a firm's business, the strategies the firm selects to compete in each of its businesses, and the accounting procedures and principles underlying the financial statements.

A422 Advanced Financial Accounting (3 cr.) P: A312. Generally accepted accounting principles as applied to partnerships, business combinations, branches, international operations, and not-for-profit organizations. Particular emphasis is given to consolidated financial statements.

A423 Financial Accounting Issues (3 cr.) P: A422. Capstone financial accounting course that integrates several theoretical accounting issues with business-world situations.

A424 Auditing (3 cr.) P: A312. Objectives of course are to provide students with an understanding of: (1) the auditing environment and professional ethics; (2) audit reports and the conditions under which alternatives are used; (3) basic auditing concepts; (4) audit evidence and documentation; (5) analytical reviews; (6) the audit risk model; (7) review and documentation of internal controls; (8) audits of cycles; (9) statistical sampling; and (10) audit objectives and audit procedures for mechanized systems. Emphasis is on the conceptual development of the subject matter, the nature of professional practice, and the technology of auditing.

A425 Contemporary Accounting Theory (3 cr.) P: A422. Development of accounting principles; theory of income determination and presentation of financial condition. Covers conceptual framework and generally accepted accounting principles.

A433 International Aspects of Accounting (3 cr.) P: A422. Study of numerous differences between countries in accounting principles, in legal traditions reflected in corporation and tax laws, and in political and economic philosophies revealed in attitudes of management and labor toward their social and economic involvement.

A437 Intermediate Managerial Accounting 2 (3 cr.) P: A325. Objective of course is to provide students with advanced managerial accounting knowledge and skills. Emphasis is on strategic decision making and management control systems. Students will provide case analyses and presentations.

A490 Independent Study in Accounting (1-3 cr.) P: Consent of department chairperson and of instructor. Supervised individual study and research in student's special field of interest. Student will propose the investigation

desired and, in conjunction with the instructor, develop the scope of work to be completed. Comprehensive written report required.

X206 Listening Dynamics in Business (2 cr.) Required for all accounting majors. The course explores business communication from the perspective of the receiver. The course focus is on skill development and the perceptual factors that affect face-to-face interaction. Completion of the Kelley School of Business Oral Communication Proficiency Assessment is required.

X301 Communications Core (1 cr.) P: X206. C: A325. Required for all accounting majors and is intended to develop proficiency in written communication skills. The focus is on effective writing for cost accounting and is directly linked to the Cost Accounting course.

X302 Communications Core II (1 cr.) P: X206; C: A329. Required for all accounting majors and is intended to develop proficiency in written communication skills. The focus is on effective writing for tax accounting and is directly linked to the Tax Accounting course.

COMPUTER INFORMATION SYSTEMS

S205 Visual Programming (3 cr.) P: K201. Introduces students to business applications programming by providing them with the skills necessary to design and implement programs and program interfaces using visual development tools. Tools such as Visual Basic and Power Builder are employed.

S210 Business Programming Using COBOL (3 cr.) P: S205. Programming is at the heart of computer utilization, and COBOL remains a popular programming language for some business applications. Introduces the systems development process and considers the role of programming within that process. Covers details of the COBOL language from basic components to maintenance of sequential and nonsequential files. Structured programming approach is emphasized as students prepare COBOL programs for an increasingly difficult series of exercises. Recommended as an elective course for students pursuing a concentration in information systems.

S215 Business Programming Using C and C++ (3 cr.) P: S205. The programming language C is used more and more by many businesses. Teaches business programming applications using C and C++.

S302 Management Information Systems (3 cr.) P: K201. Overview of management information systems (MIS) within a business context. Covers MIS theory and practice as they relate to management and organization theories; current trends in MIS; managerial usage of information systems; computer hardware, software, and telecommunications; information systems for marketing, finance, accounting, and other business areas; systems

development process; and the role of microcomputers. Provides experiential learning with widely used software packages.

S305 Business Telecommunications (3 cr.) P: S302. Introduces students to a wide range of telecommunications technologies, including local area networks, wide area networks, and the Internet, as well as to the uses of these technologies in the organization.

S307 Data Management (3 cr.) P: S205; P or C: S302. Improves students' understanding of and develops their skills in the design and implementation of business databases using modern database management systems. Covers data structures and the conceptual, logical, and physical design of databases, as well as database implementation and general issues in business data management.

S310 Systems Analysis and Design (3 cr.) P: S307. Analysis of an organization and the subsequent design of computer systems to meet business requirements are at the heart of the computer information systems (CIS) field. Course is the first in a two-course sequence with S410 that addresses the multiphased process for developing information systems. Courses follow the systems development life cycle, although alternative methodologies are also covered. This first course covers the phases from information systems planning through the specification of structured system requirements in functional form (i.e., logical system design) and concentrates on methods, techniques, and tools used to determine information requirements and to document these requirements in a thorough and unambiguous form. Also introduces computer-aided software engineering (CASE) technology. Students learn the discipline of systems analysis and logical design through a hypothetical case situation.

S405 Alternative Development Methods and Systems (3 cr.) P: S310 and either S210 or S215. Exposes students to system development and methods that differ substantially from the traditional methods presented in S310. Covers methods such as object-oriented analysis and design, rapid application development/prototyping, and joint application design. Illustrates these approaches with reference to the development of decision-support and expert systems, collaborative systems, and other evolving systems.

S410 Systems Implementation (3 cr.) P: S310 and either S210 or S215. Effective development of an information system depends on proper utilization of a broad range of information technology, including database management systems, operating systems, computer systems, and telecommunications networks. The second course in a two-course sequence with S310 that addresses the multiphased process for developing information systems, this course

covers the phases from physical system design through the installation of working information systems. Concentrates on using the results of systems analysis and design, typically documented in CASE technology, and either building or generating systems to meet these specifications. A semester-long field project and various hands-on exercises provide practical experience in building, testing, and installing a system.

S415 Enterprise Resource Planning Systems Using SAP R/3 (3 cr.) P: S310 and either S210 or S215. This course focuses on enterprise resource planning systems (ERPs), in particular on the market leader, SAP R/3. ERPs are on-line, interactive systems that fulfill the information systems needs of complex organizations. Specifically, ERPs are cross-functional integrated systems that support more recent process-oriented organizational paradigms (for example, lean production or just-in-time manufacturing). The course focuses on the type of knowledge that is needed to be an ERP consultant.

S417 SAP R/3 Basis Configuration (3 cr.) P: S310 and either S210 or S215; P or C: S415. This course addresses the technological foundations (Basis) of the SAP R/3 enterprise resource planning system. R/3 is a multi-tiered, client-server system that functions in open systems environments. ABAP/4, SAP's proprietary programming language, underlies the majority of technical areas. Hence, this course uses the ABAP/4 programming as a springboard for introducing further areas of technical interest.

S420 Object-Oriented Design and Development (3 cr.) P: S215 and S310. This course is designed to introduce students to the concepts of object-oriented design and development. The Unified Modeling Language (UML) will be used to demonstrate object-oriented design concepts. The programming language Java will be used to illustrate object-oriented programming concepts. The focus of the course will be on the use of UML and Java to create business applications. Students will learn how to use Java to create both stand-alone applications and applets.

S435 Advanced Topics in Computer Information Systems (3 cr.) P: S302 and consent of the department chairperson. Variable topics course; topics offered will depend on student interest and faculty interest and expertise. Possible topics include telecommunications and networking, advanced systems development methods, data administration, and management of the information systems function.

S490 Independent Study in Computer Information Systems (1-3 cr.) P: Consent of department chairperson and of instructor. Supervised individual study and research in

student's special field of interest. Student will propose the investigation to be completed. Comprehensive written report required.

Business Economics and Public Policy

G100 Business in the Information Age (3 cr.) Direct admit freshmen or Honors College students only. An introductory but comprehensive survey of business and economic data and information. Focuses on sources of information, what it means and how to interpret it, the accuracy and reliability of the data, and its use and abuse. Introduction to the *Wall Street Journal* and other major domestic and foreign information sources. Emphasis is on trends, current events, and issue analysis.

G300 Introduction to Managerial Economics (3 cr.) Microeconomic analysis and its applications to business decision making. Includes topics of demand and consumer behavior, production and costs, theory of firms, and public policy toward business. Focuses on the applied aspects of microeconomics. Credit given for only one: G300, ECON E321.

G302 Business Strategy for a Global Environment (2 cr.) P: Junior standing. Successful business strategy entails more than outmaneuvering rival companies. Managers must also devise strategies to cope with the global outside forces that confront businesses and other forms of organization. This course provides managers and leaders with strategies that win against the economic, political, social, legal, cultural, and technological forces that make up our global business landscape.

G303 Game Theory for Business Strategy (3 cr.) P: G300. Managerial decisions are not static and cannot be made in isolation. A manager must take into account and react to the "moves" of rival firms, government, and subordinates and superiors within the company. The ultimate aim of this course is to strengthen students' ability to think strategically in business situations.

G330 Principles of Urban Economics (3 cr.) P: G302, G303. Introduction to basic concepts and techniques of urban economic analysis to facilitate understanding of current urban problems: urban growth and structure, public provision of urban services, housing, employment, transportation, and relationships between public and private sectors.

G345 Money, Banking, and Capital Markets (3 cr.) P: A100, A202 and ECON E201-E202 and E370. An analysis of the interrelated financial systems of central banks, private banks, and other sources and users of financial capital. Theoretical and empirical policy and institutional issues are analyzed using

economics and finance methodologies. Topics include the theory of money supply and demand, monetary policy and central banks, interest rate determination, inflation, financial intermediaries, and international financial markets.

G350 Statistics and Forecasting for Business Decisions (3 cr.) P: G300. Statistical analysis is a necessary and powerful tool for many business decisions. This course is designed to apply the tools and methodologies used in the business world. The focus will be on demand analysis, group comparisons, discriminant analysis, and sales/earnings forecasts.

G400 Workshop on Economic Consulting (3 cr.) P: G300, G303, G345, and G350. This workshop intends to develop or sharpen those skills that are associated with a successful consultant. Students taking this course are expected to be highly motivated and have basic diagnostic, analytical, and communication skills.

G406 Business Enterprise and Public Policy (3 cr.) Legal, political, and economic framework of business-government relationships in the United States and in selected foreign countries; government promotion of market competition and policing of market practices, and government industrial policies to affect international competitiveness of domestic industries.

G490 Independent Study in Business Economics and Public Policy (1-3 cr.) P: Consent of department chairperson and of instructor. Supervised individual study and research in student's special field of interest. The student will propose the investigation desired and, in conjunction with the instructor, develop the scope of work to be completed. Comprehensive written report required.

G494 Public Policy and the International Economy (3 cr.) P: Completion of I-Core. Analyzes the public policy environment of the world economy with particular emphasis on its effect on business decision making. Topics include the international trading and monetary systems, functioning of foreign exchange and international bond and money markets, international debt analysis, and international market integration.

Business Law

L100 Personal Law (3 cr.) Effects of law on everyday lives. Topics may include family law, criminal offenses and traffic violations, personal injury and property damage claims, employee rights, landlord-tenant law, consumer rights, debt collection, selected real and personal property issues, wills and estates, selected contract law issues, and forms of business organization (partnership, proprietorship, and corporation).

L201 Legal Environment of Business (3 cr.) P: Sophomore standing or honors division freshman. Emphasis on understanding the nature of law through examining a few areas of general interest, such as the duty to avoid harming others (torts), the duty to keep promises (contracts), and government regulation of business. Credit not given for both L201 and L203.

L203 Commercial Law I (3 cr.) P: Sophomore standing. Includes the nature of law, torts, contracts, sale goods, and legal regulation of business competition. Designed for accounting majors and others intending to take L303 in order to attain a broad yet rather detailed knowledge of commercial law. Credit not given for both L201 and L203.

L250 Law and the Arts (3 cr.) Examines legal issues of importance to visual or performing artists and persons involved in arts-related businesses. Subject areas may include copyright and trademark law; First Amendment concerns; the right of publicity; advertising law; and selected issues of tort, contract, personal property, and agency law. Legal aspects of organizing a business may also be addressed.

L303 Commercial Law II (3 cr.) P: L201. Focuses mainly on the law of ownership, forms of business organization, commercial paper, and secured transactions. For accounting majors and others desiring a broad yet rather detailed knowledge of commercial law.

L315 The Business and Law of Entertainment and Sports (3 cr.) P: L201, K201 and either M300 or M301, or consent of instructor. Explores the legal and practical problems facing executives managing for-profit enterprises in or related to the entertainment and sports industry. Emphasizes intellectual property law (trade secrets, trademarks, right of publicity, and copyright), telecommunications regulation, and antitrust law. Examines the nature of sports leagues and associations as well as entertainment guilds. Considers contracts in music recording, stadium financing, broadcasting, and sponsorship of sports and entertainment events.

L350 Online Law (3 cr.) Online law focuses on the management of legal problems that arise from the use of the Internet and other interactive computer networks. The goals of the course are to increase students' awareness of the legal issues that arise in a variety of online contexts, familiarize students with the legal frameworks that are evolving in the U.S. and other legal systems to resolve those issues, and guide students in strategies for managing the legal risks inherent in communicating and doing business online.

L405 The Corporation in America Today (3 cr.) A discussion course focusing on

proposals for making business corporations more responsive to the needs of society; includes study of laws applicable to corporations and their directors, officers, and employees. Involves student research and development of proposals.

L406 Employment Problems and the Law (3 cr.) Examines current legal problems in the area of employment. Topics include race and sex discrimination, harassment, the Americans with Disabilities Act, employment at will, privacy issues such as drug testing, and limits on monitoring and testing.

L407 Unfair Trade Practices and Consumer Protection (3 cr.) Examines and evaluates the law of unfair and deceptive trade practices, consumer protection, and intellectual property, including antitrust law, misleading advertising and other marketing practices, trademarks, copyright, and trade secrets.

L408 Real Estate Law (3 cr.) P: L201. Legal problems incident to ownership and transfer of real property; attention to landlord-tenant law and the tools of land-use planning (nuisance law, zoning, private restrictions, subdivision control, and eminent domain).

L409 Law and the Environment (3 cr.) Uses of law to deal with problems involving the degradation of our physical environment.

L410 Current Business Problems and the Law (3 cr.) P: Consent of instructor. Examines a few selected current problems facing business or society and analyzes the impact of the legal system on these problems.

L411 International Business Law (3 cr.) P: L201, or consent of instructor. Covers the law and practice of international trade, licensing, and investment. Subjects include the legal risks of international business, international public law, international organizations, and private dispute settlement procedures. Also discussed are the risks associated with importing and exporting, foreign licensing and franchising, and foreign investment.

L412 The Ethical Responsibilities of Business (3 cr.) Covers the debate over corporate social responsibility and the social control of business; the major ethical theories relevant to determining that responsibility; and applications of those theories in areas such as competition, marketing, advertising, the environment, employer-employee relations, and the international arena.

L420 Legal Aspects of Corporate Finance and Entrepreneurship (3 cr.) P: Senior standing in the Kelley School of Business. An in-depth consideration of selected legal constraints affecting decisions of the entrepreneur, investment advisor, and corporate officer. Topics are selected from the areas of

corporation law, securities regulation, and investment manager regulation.

L470 Research in Business Law and Public Policy (3 cr.) In this three-hour independent study course, students are required to write a 30-35 page research paper on a legal studies topic of their choice. This class is designed to build on the analytical thinking and legal analysis skills students have acquired in earlier business law courses. Additionally, students will become familiar with the diverse legal research sources located within the law school. Students will be expected to learn how to do research by using both legal books and electronic sources. Information gained from these sources will be used in preparing the research paper that should help hone the students' writing skills and lead to clearer and more persuasive writing. Students will also be expected to demonstrate expertise in legal research and legal citation. Toward that end, the research paper will meet the general format of a law review article.

L490 Independent Study in Business Law (1-3 cr.) P: Consent of department chairperson and of the instructor. Supervised individual study and research in student's special field of interest. The student will propose the investigation desired and, in conjunction with the instructor, develop the scope of work to be completed. Comprehensive written report required.

Finance

F260 Personal Finance (3 cr.) Financial problems encountered in managing individual affairs: family budgeting, installment buying, insurance, home ownership, and investing in securities. No credit for juniors and seniors in the Kelley School of Business.

F300 Introduction to Financial Management (3 cr.) P: A200 or A100/A201-A202. Broad survey of finance for non-Kelley School of Business students. Topics include the determinants of interest rates and the time value of money; the sources and uses of financial information; the structure, role, and regulation of financial markets; monetary policy; the pricing of risk in financial markets; goals of investors; and how firms manage their financial affairs, including planning, budgeting, and decision making.

F301 Financial Management (3 cr.) P: W131, C121, X204, K201, and X201, A100, A201, A202, L201, E201, E202, E370, M118, M119, and X220 (all with a grade of C or better). Part of the integrative core, along with J301, M301 and P301. Broad survey of finance for all business students. Provides a conceptual framework of a firm's investment, financing, and dividend decisions; includes working capital management, capital budgeting, and capital structure strategies.

F303 Intermediate Finance (3 cr.) P: F301; C: F305. Rigorous treatment of core concepts of finance for all students with a concentration in finance. In particular, enables students to develop the skills for portfolio optimization, pricing of equity, examining derivatives and fixed income, analyzing market efficiency, and understanding the basis of corporate financial policy. Serves as a foundation for all 400-level finance electives.

F304 Financial Management: Honors (3 cr.) P: W131, C121, X204, K201, and X201, A100, A201, A202, L201, E201, E202, E370, M118, M119, and X220 (all with a grade of C or better) and admission to the business honors program. Part of the honors integrative core, along with J304, M304 and P304. Broad survey of finance for all honors business students. Provides a conceptual framework of a firm's investment, financing, and dividend decisions; includes working capital management, capital budgeting, and capital structure strategies.

F305 Intermediate Corporate Finance (3 cr.) P: F301 or F304; C: F303. Part of the finance core. Provides a rigorous treatment of the core concepts of corporate finance for finance majors. Covers capital budgeting, the valuation of firms, and capital structure and payout policies. Makes extensive use of spreadsheet modeling to implement financial models. Serves as a foundation for all 400-level finance electives.

F307 Working Capital Management (3 cr.) P: F301 or F304. Emphasizes the set of decisions and problems that financial managers face in determining short-term financial policy, financial diagnostics, and operations of the company. Major topics include identifying working capital elements and their relationships to company operations, financial analysis, cash forecasting, banking relations, cash-flow systems, and short-term investment and borrowing strategies.

F335 Security Trading and Market Making (3 cr.) P: F301 or F304. Theory and practice of securities trading at exchanges around the world. How trading and the design of markets affects liquidity, informativeness, transparency, volatility, and fairness. Analyzes alternative trading strategies and the cost of trading. Examines innovations in security exchanges and regulatory policy. Provides hands-on trading experience using realistic trading simulations.

F365 Personal Finance (3 cr.) Financial problems encountered in managing individual affairs: family budgeting, installment buying, insurance, home ownership, and investing in securities. No credit toward finance major requirements.

F402 Corporate Financial Strategy and Governance (3 cr.) P: F303 or F304. Advanced treatment of corporate financial management. Covers all major areas of corporate financial decisions: capital budgeting, dividends, capital structure, cash-flow projections, mergers, and acquisitions.

F420 Equity and Fixed Income Investments (3 cr.) P: F303 or F304. A detailed examination of the management of equity and fixed income investments. Covers analysis of individual securities, formation of these securities into portfolios, and use of derivative securities to modify the return/risk profiles of more traditional stock and bond portfolios.

F421 Derivative Securities (3 cr.) P: F303 or F304. Advanced treatment of options, futures, and other derivative securities. Detailed description of the entire spectrum of derivative products. Theoretical and numerical valuation of derivative securities. Risk management and financial engineering using derivative securities.

F428 Investment Banking (1.5 cr.) P: consent of instructor. This course will first introduce the students to the history and structure of the investment banking industry. The remainder of the semester will be spent developing the skills necessary to fill the basic responsibility that a summer intern will face at an investment banking firm. Specifically, these will be spreadsheet skills focusing on pro-forma statement preparation of new issues and pro-forma statements of merged firms. In addition, students will be introduced to tax implications of mergers and the due diligence requirements in assessing new issues.

F429 Investment Banking II (1.5 cr.) P: F428 or consent of instructor. This course will continue the development of the students' spreadsheet skills and knowledge base of deal structures. There will be an emphasis on developing presentation and writing skills. The major part of the course will involve the students developing a complete oral and written presentation of a deal: a merger, a new issue, a complex refinancing, a solution to a complex hedging problem, or a portfolio structure for a wealthy client. The final will consist of a presentation to the Advisory Board.

F446 The Management of Commercial Banks and Other Financial Institutions (3 cr.) P: F303 or F304. The main topics are (1) the economic role of financial intermediaries, with an emphasis on commercial banks; (2) the evolution of markets in which banks and other financial intermediaries operate; and (3) the regulation of commercial banks and other financial institutions.

F470 Current Topics in Finance (3 cr.) P: F303 or F304. Course content varies. Course is offered only occasionally.

F490 Independent Study in Finance (1-3 cr.) P: Consent of department chairperson and of instructor. Supervised individual study and research in student's special field of interest. The student will propose the investigation desired and, in conjunction with the instructor, develop the scope of work to be completed. Comprehensive written report required.

F494 International Finance (3 cr.) P: F303 or F304. Covers the international dimension of both investments and corporate finance. Develops strategies for investing internationally, including hedging exchange rate risk, adjusting to client preferences and home currencies, evaluating performance, estimating a corporation's exposure to real exchange rate risk, strategies to hedge risk or to dynamically adjust to shocks, and reasons for a corporation to hedge. Also covers international capital budgeting, multinational transfer pricing, and international cash management.

REAL ESTATE

R300 Principles of Real Estate (3 cr.) P: A200 or A100/A201. For students who plan to take only one course in the area of real estate. Topics include real estate law, brokerage, property management, appraising, mortgage finance, and investment analysis. No credit for juniors or seniors in the Kelley School of Business.

R305 Introduction to Real Estate Analysis (3 cr.) P: F301 or F304. For students who may take additional real estate courses. Topics include real estate law, brokerage, property management, appraising, mortgage finance, and investment analysis. Emphasis is on the analytic techniques applicable to real estate.

R440 Real Estate Appraisals (3 cr.) P: R305 or consent of instructor. Techniques and methods of appraising real property, with an emphasis on income property. Covers concepts and analytic techniques used to estimate the market value of real estate. Course content is similar to that which a professional appraiser must learn. Fall semester only.

R443 Real Estate Finance and Investment Analysis (3 cr.) P: R305 or consent of instructor. Application of financial concepts and techniques to the analysis of real estate financing and investment alternatives. Computer analysis and case studies are used.

R490 Independent Study in Real Estate and Land Economics (1-3 cr.) P: Consent of department chairperson and of instructor. Supervised individual study and research in student's special field of interest. The student will propose the investigation desired and, in conjunction with the instructor, develop the scope of work to be completed. Comprehensive written report required.

Management

J301 Strategic Management (3 cr.) P: W131, C121, X204, K201, A100, A201, A202, L201, E201, E202, E370, M118, M119, and X220 (all with a grade of C or better). Part of the integrative core along with F301, M301, and P301. Strategic Management is concerned with the roles and tasks of firms' top managers (i.e., strategic decision-makers). This course is designed to provide an appreciation for the total firm perspective and the means by which firms create and sustain competitive advantage in today's increasingly challenging and complex business environment (domestic and global). Strategic management of a firm involves diagnosing the firm's current situation and developing realistic solutions to the strategic and organizational problems that confront top managers. A desired outcome of this course is an enhanced appreciation for the complexities of managing a formal organization.

The primary objective of the course is to help develop analytical skills for identifying key strategic issues and formulating appropriate strategies given a firm's situation. The course will provide exposure to the theories, concepts, and techniques of strategic management through the text, readings, illustrative cases, and video vignettes.

J304 Strategic Management: Honors (3 cr.) P: W131, C121, X204, K201, X201, A100, A201, A202, L201, E201, E202, E370, M118, M119, and X220 (all with a grade of C or better), and admission to the business honors program. Part of the integrative core along with F304, M304, and P304. Strategic Management is concerned with the roles and tasks of firms' top managers (i.e., strategic decision-makers). This course is designed to provide an appreciation for the total firm perspective and the means by which firms create and sustain competitive advantage in today's increasingly challenging and complex business environment (domestic and global). Strategic management of a firm involves diagnosing the firm's current situation and developing realistic solutions to the strategic and organizational problems that confront top managers. A desired outcome of this course is an enhanced appreciation for the complexities of managing a formal organization.

The primary objective of the course is to help develop analytical skills for identifying key strategic issues and formulating appropriate strategies given a firm's situation. The course will provide exposure to the theories, concepts, and techniques of strategic management through the text, readings, illustrative cases, and video vignettes.

J404 Business and Society (3 cr.) Examines major ethical theories to provide a basis for analyzing ethical behavior in the business

environment. Investigates such issues as economic competition, discriminatory practices, manipulation of power, environmental conservation, and organizational cultures.

J490 Independent Study in Policy (1-3 cr.)

P: Consent of department chairperson and of instructor. Supervised individual study and research in student's special field of interest. The student will propose the investigation desired and, in conjunction with the instructor, develop the scope of work to be completed. Comprehensive written report required.

W211 Contemporary Entrepreneurship (3 cr.)

Survey course designed to enable students to explore the vast opportunities of entrepreneurship. Multidisciplinary approach that examines the macro- and microconditions that encourage entrepreneurship. Course objectives are (1) to learn the basic concepts of entrepreneurship; (2) to understand the human side of entrepreneurship; and (3) to encourage entrepreneurial thinking by the student and enable the student to evaluate the personal prospects for entrepreneurship.

W220 Introduction to the Nonprofit Corporation (3 cr.)

Introduces students to the not-for-profit sector and provides them with a quality volunteer experience. Students participate in a complete volunteer experience (careful placement, orientation, reflection/3 hours per week/12 weeks). Students gain an understanding of the not-for-profit sector as distinct from and overlapping with business and government. Course uses reading, writing, discussion, and lecture, as well as many guest speakers.

W300 Small Business Management (3 cr.)

P: A200. Note: This course is open only to non-business majors. No credit will be given to students currently or subsequently admitted to the Kelley School of Business. This course provides an exploration into the fundamentals of effective small business management. We cover such diverse activities as management, marketing, finance, and operations. Topics such as growth, advertising, financial analysis, budgeting, purchasing, inventory management, and financial control are also covered. We will also look at some of the special issues facing small business owners and managers: technology, crime, risk management, family business, ethics, and the global market place.

W311 New Venture Creation (3 cr.) P: W211 or J301, F301, M301, and P301. Primarily for those interested in creating a new business venture or acquiring an existing business. Covers such areas as choice of a legal form, problems of the closely held firm, sources of funds, preparation of a business plan, and negotiating.

W406 Venture Growth Management (3 cr.)

P: W211, W311, and Z302. For students interested in a growth-oriented business. Covers such areas as negotiation, acquisition, ethics, and succession.

W430 Organizations and Organizational Change (3 cr.)

P: Z302. Analysis and development of organization design and change in order to increase organizational effectiveness.

W490 Independent Study in Business Administration (1-3 cr.)

P: Consent of department chairperson and of instructor. Supervised individual study and research in student's special field of interest. The student will propose the investigation desired and, in conjunction with the instructor, develop the scope of work to be completed. Comprehensive written report required.

W494 Herman B Wells Seminar in Leadership (3 cr.) Open to seniors in the Kelley School of Business and selected seniors from other schools with high scholastic ability and promise of developing leadership qualities as exemplified by Herman B Wells.

Z302 Managing and Behavior in Organizations (3 cr.)

P: Junior standing. Integration of behavior and organizational theories. Application of concepts and theories toward improving individual, group, and organizational performance. Builds from a behavioral foundation toward an understanding of managerial processes.

Z404 Effective Negotiations (3 cr.)

P: Z302. Exposure to the concepts of negotiations in both the national and international environments, including negotiation strategies and tactics, influence, third-party intervention, audience effects, nonverbal communication, and ethical and cultural aspects. Case studies, simulations, and guest speakers will be used throughout the course.

Z440 Personnel—Human Resource Management (3 cr.)

P: Z302. Nature of human resource development and utilization in American society and organizations; government programs and policies, labor force statistics, organizational personnel departments, personnel planning, forecasting, selection, training, development, and integration of government and organizational human resource programs.

Z442 Leading and Motivating Individuals and Teams (3 cr.)

P: Z302. Improves manager's ability to motivate employees to work on behalf of the company by examining what motivates people to work (focusing on compensation) and how to direct individuals and teams toward a desired goal.

Z443 Developing Employee Skills (3 cr.)

P: Z302. Focuses on skills that relate to the acquisition and/or identification of

knowledge, skills, and abilities among job applicants or current employees. Students will learn how to identify individuals who currently possess the knowledge, skills, and abilities (KSAs) required to be effective members of contemporary organizations and how to identify specific training needs and formulate and implement programs designed to address observed KSA deficiencies.

Z490 Independent Study in Personnel Management and Organizational Behavior (1-3 cr.)

P: Consent of department chairperson and of instructor. Supervised individual study and research in student's special field of interest. The student will propose the investigation desired and, in conjunction with the instructor, develop the scope of work to be completed. Written report required. Grade of A, S, or F assigned by faculty.

INTERNATIONAL STUDIES (Second Concentration area)

D301 The International Business Environment (3 cr.)

P: Junior standing. The national and international environmental aspects of international business. Examines the cultural, political, economic, systemic, legal-regulatory, trade, and financial environments and how they affect the international business activities of firms in the United States and in selected other countries.

D302 International Business: Operations of International Enterprises (3 cr.)

P: D301. The administration of international aspects of business organizations through an examination of their policy formulation, forms of foreign operations, methods of organization and control, and functional adjustments.

D490 Independent Study in International Business (1-3 cr.)

P: Consent of department chairperson and of instructor. Supervised individual study and research in student's special field of interest. The student will propose the investigation desired and, in conjunction with the instructor, develop the scope of work to be completed. Comprehensive written report required.

D496 Foreign Study in Business (2-6 cr.)

P: Senior standing and consent of instructor. Work in, or visits to, business firms; discussions with business executives and government officials. Prior background reading, orientation work, and approval of project required. Two credit hours for each three weeks of foreign residence.

Marketing

M300 Introduction to Marketing (3 cr.)

P or C: A200 or A100/A201-A202. Offered for students with a formal minor in business who may be majoring in apparel merchandising and interior design, journalism, telecommunications, or sports marketing and management.

Examination of the market economy and marketing institutions in the United States. Decision making and planning from the manager's point of view and impact of marketing actions from consumer's point of view. No credit toward a degree in business.

M301 Introduction to Marketing Management (3 cr.)

P: W131, C121, X204, K201, X201, A100, A201, A202, L201, E201, E202, E370, M118, M119, and X220 (all with a grade of C or better). Part of the integrative core, along with F301, J301 and P301.

Marketing planning and decision making examined from firm and consumer points of view. Topics include the marketing concept and its company-wide implications, the integration of marketing with other functions, and the role that product, price, promotion, and distribution play in marketing strategy and implementation.

M303 Marketing Research (3 cr.)

P or C: M342-343 for Kelley School of Business students; P: M300 and either ECON E370 or PSY or MATH K300 for non-business students. Focuses on the role of research in marketing decision making. Topics include defining research objectives, syndicated and secondary data sources of marketing information, exploratory research methods, survey research design, experimental design, and data analysis.

M304 Introduction to Marketing Management: Honors (3 cr.)

P: W131, C121, X204, K201, X201, A100, A201, A202, L201, E201, E202, E370, M118, M119, and X220 (all with a grade of C or better), and admission to the business honors program. Part of the honors integrative core, along with F304, J304, and P304. Examines the marketing concept, strategic planning, marketing research, and information systems. Covers consumer and organizational buying behavior, forecasting sales, and market segmentation and position. Also focuses on new product development process; product lines and brands; pricing strategies; distribution-channel management; advertising; personal selling; and organizing, evaluating, and controlling marketing.

***M340 Effective Marketing Communications (1.5 cr.)**

P or C: M301; C: M341; restricted to students in the marketing concentration. Develops communication skills necessary for marketing careers. Topics include producing effective marketing reports; basics of layout and design; techniques for effective speaking, persuasion, and listening; presentation graphics; and multimedia software.

* Students must be declared marketing majors or non-business students.

***M341 Creativity in Marketing (1.5 cr.)** P or C: M301; C: M340; restricted to students in the marketing concentration. Develops creativity and creative problem-solving skills necessary for marketing careers. Covers theories and models of creativity, obstacles to creativity, techniques for stimulating personal and group creativity, and applications of creativity in marketing.

***M342 Management, Analysis, and Display of Marketing Data (1.5 cr.)** P or C: M301; C: M343; restricted to students in the marketing concentration. Develops skills needed to manage, evaluate, analyze, and display marketing data. Topics include data coding, data analysis using statistical software, attitude measurement and scaling, graphic display of data, data-driven market segmentation, and competitor analysis.

***M343 Database Marketing (1.5 cr.)** P or C: M301; C: M342; restricted to students in the marketing concentration. Provides skills in the use of single-source and geocoded databases in a marketing decision environment. Emphasis is on using database systems to accomplish specific objectives. Topics include the nature and sources of scanner data, micromerchandising systems, geodemographic systems, and analysis tools for databases.

***M401 International Marketing (3 cr.)** P or C: M303 for Kelley School of Business students; P: M300 for non-business students. Covers world markets, their respective consumers, and their political/economic marketing environments. Examines the marketing issues required to meet the product, promotion, price, and distribution demands of a world market. Though course has a global orientation, issues specific to exporting are discussed.

***M402 Marketing Channels (3 cr.)** P or C: M303 for Kelley School of Business students; P: M300 for non-business students. Marketing channels are analyzed as organized behavior systems. Focus is on the institutional structure, relationships, and functions of channels of distribution. Franchising, vertical integration, and vertical channel agreements are also emphasized.

***M405 Buyer Behavior (3 cr.)** P or C: M303 for Kelley School of Business students; P: M300 for non-business students. Description and explanation of consumer behavior in retail markets. Topics include demographic, socioeconomic, psychographic, attitudinal, and group influences on consumer decision making. Applications to promotion, product design, distribution, pricing, and segmentation strategies.

* Students must be declared marketing majors or non-business students.

***M407 Business to Business Marketing (3 cr.)** P or C: M303 for Kelley School of Business students; P: M300 for non-business students. Examines problems, activities, and decision methods involved in the marketing of goods and services by business-to-business entities. Covers product development, pricing, promotion distribution systems, and analysis of the roles of nonconsumer buyers.

***M411 Transportation Carrier Management (3 cr.)** P or C: M303 for Kelley School of Business students; P: M300 or permission of instructor for non-business students. Study of the carrier-shipper marketing interface with concentration on the variables of rates, service, government regulations, and public policy. Model coverage from an integrated marketing viewpoint. An advanced course that exposes students to market-rate considerations, carrier financial problems, operational factors, and marketing opportunities. Functional analysis of all major transportation modes. Identification of major issues, analysis of alternatives, and discussion of probable future outcomes.

***M412 Physical Distribution Management (3 cr.)** P or C: M303 for Kelley School of Business students; P: M300 or permission of instructor for non-business students. Management of product distribution systems within an organization. Traffic, inventory control, warehousing, and other activity centers are analyzed for improvement and related to overall systems performance. Covers order entry and the customer service variables of order cycle time, and analysis of the impact of physical distribution decisions on other functional areas.

***M415 Advertising and Promotion Management (3 cr.)** P or C: M303 for Kelley School of Business students; P: M300 for non-business students. Examines basic advertising and sales-promotion concepts; the design, management, and integration of a firm's promotional strategy; and public policy aspects and the role of advertising in marketing communications in different cultures.

***M419 Retail Management (3 cr.)** P or C: M303 for Kelley School of Business students; P: M300 for non-business students. Covers major management problems in retail institutions. Examines treatment of retail/marketing strategy design and problems related to financial requirements, buying, inventory, pricing, promotion, merchandising, physical facilities, location, and personnel.

***M426 Sales Management (3 cr.)** P or C: M303 for Kelley School of Business students; P: M300 for non-business students. Emphasizes the activities and problems of field-sales management. Includes organizing sales force, recruiting, training, compensation, motivation,

sales techniques, forecasting, territory design, evaluation, and control. Lectures and case studies.

***M429 Legal Aspects of Marketing (3 cr.)** P or C: M303 for Kelley School of Business students; P: M300 for non-business students. Analysis of statutes, regulations, and law doctrines applicable to marketing practices. Examination of legal issues encountered by marketers in dealing with consumers, competitors, and other marketplace participants.

***M430 Professional Selling (3 cr.)** P or C: M303 for Kelley School of Business students; P: M300 for non-business students. Focuses on the tactical and strategic aspects of the professional selling process with particular emphasis on managing the large, complex sale. Topics include account entry strategies, effective investigative techniques, objection prevention, the client decision process, negotiation skills, and account development strategies. Participant interaction, role playing, work groups, and case studies are used as learning tools.

***M450 Marketing Strategy and Planning (3 cr.)** P or C: M303, and declared a concentration in marketing. Focuses on marketing's role in gaining a sustainable competitive advantage. Topics include competitor analysis, managing competitive interaction, and marketing signaling. Emphasis is on applications through the use of case studies and/or computer game simulation of competitive interaction and the development of a strategic marketing plan.

***M490 Independent Study in Marketing (1-3 cr.)** P: Consent of department chairperson and of instructor. Supervised individual study and research in student's special field of interest. The student will propose the investigation desired and, in conjunction with the instructor, develop the scope of work to be completed. Comprehensive written report required.

TRANSPORTATION MANAGEMENT

T315 Urban Transportation and Public Policy (3 cr.) Examines role of transportation in shaping the modern city; development of urban mobility and passenger transportation problems; and development of federal, state, and local policy and programs to solve urban transport problems.

T401 Transportation Issues: History and Social Perspectives (1 cr.) Uses feature films, books and other readings, and videos to provide historical perspective on how and why transportation policy has developed in the United States.

* Students must be declared marketing majors or non-business students.

T415 Mass Transit Management (3 cr.) Focuses on methods of consumer-oriented management of mass transportation: workable objectives, financing, organization structure, accounting and information systems, personnel, maintenance programs, equipment selection, routing and scheduling, communication and control, the marketing program, marketing research, advertising, public information, community relations, fares, and fare collection.

Operations and Decision Technologies

K201 The Computer in Business (3 cr.) Introduction to the role of computers and other information technologies in business. Provides instruction in both functional and conceptual computer literacy. Conceptual computer literacy is the focus of the weekly lecture. After introducing the basic concepts of computer use, these lectures devote special attention to current technological innovation in social and business environments. Topics include technology and organizational change, telecommunications, privacy in the information age, and business security on the Internet. Functional computer literacy is the focus of the weekly discussion section, which meets twice a week in a computer lab. After the basic skills needed to use a spreadsheet (Excel 7.0), a relational database (Access 7.0), and electronic communications software (e-mail and WWW browsers) have been introduced, emphasis is on applying these skills to solve a variety of business problems.

K217 Business Process Tools (3 cr.) P: K201. This course focuses on extracting information from already-existing databases. In particular, the focus is more on database warehouses and data mining than on design of efficient transactional databases. The themes of the course include learning Visual Basic for Applications (VBA), mastering Excel pivot tables, summarizing data from databases, and learning online.

K317 Enterprise Resource Planning Tools (3 cr.) P: Successful completion of I-Core and consent of department. In this course a business is viewed as a series of processes and sub-processes. To improve these processes continuously, they must be understood and linked together. This understanding will require the use of quantitative tools that can be used to analyze and improve each process or sub-process and, to exploit the linking, SAP/R/3, a state-of-the-art enterprise resource planning (ERP) tools for integration and management. The primary focus of the course will be on understanding, applying, and integrating the elements of various management science and operations management tools together to improve processes and operations. This approach will

work very well with SAP since the SAP R/3 system has been developed using many of these same techniques. A typical course exercise will consist of charting processes, estimating the time required to complete various tasks, determining necessary resources, and attaining quality output. Finally, the processes or operations will be stimulated. Process improvements will be developed either by eliminating waste or by redesigning, using better flow techniques and technology.

K410 Decision Support Systems (3 cr.)

P: S215. Teaches students how to develop mathematical models that can be used to improve decision making within an organization. Uses cases based on actual management situations to enhance the student's model-building abilities. State-of-the-art computer software helps students implement models that can be used to support an organization's decision-making process.

P300 Introduction to Operations

Management (3 cr.) P: A200 and A100/K201. Offered for students with a formal minor in business. The operations function is concerned with the activity associated with the production of goods and services. Provides an overview of operating decisions and practices in both manufacturing- and service-oriented firms. While no attempt is made to cover any particular area in depth, standard terms and concepts required to communicate effectively with operating personnel are introduced. No credit toward a degree in business.

P301 Operations Management (1.5-3 cr.)

P: W131, C121, X204, K201, and X201 (all with a grade of C or better) and A100, A201, A202, L201, E201, E202, E370, M118, M119, and X220. Part of the integrative core, along with F301, J301 and M301. A survey course concerned with the production and distribution of goods and services. Topics include inventory management, demand forecasting, aggregate production planning, shop scheduling, project management, quality control, and layout and process design. Primary focus for integration is a case problem at the end of the semester.

P304 Operations Management: Honors (3 cr.)

P: W131, C121, X204, K201, and X201 (all with a grade of C or better) and A100, A201, A202, L201, E201, E202, E370, M118, M119, and X220, and admissions to the business honors program. Part of the honors integrative core, along with F304, J301 and M304. A survey course concerned with the activity associated with the production of goods and services. Topics include quality management, process design, capacity management, materials management (including materials requirements planning and the "just in time" inventory system), and project management.

P320 Supply Chain Management: Sourcing

(3cr.) P: F301, J301, M301, and P301 with a C or higher; or consent of instructor. Sourcing/purchasing has become a major source of economic benefit to most firms. This course is a comprehensive look at this important area of supply chain management. The course examines the purchasing function in industrial firms. Topics include sourcing (domestic and international), specifications, and standards; contract and pricing practices; negotiation; quality assurance and reliability; inventory management; value analysis; capital equipment buying; make-or-buy decisions; evaluation of purchasing performance, and ethics.

P421 Supply Chain Management: Material

Planning and Logistics (3 cr.) P: F301, J301, M301, and P301 with a C or higher; or consent of instructor. Focuses upon the material planning and execution systems used to manage the flow of material in the distribution and manufacturing stages of the supply chain. Topics include computer/software systems for demand management and forecasting techniques; inventory control systems for distribution channels; materials and capacity requirements planning systems in manufacturing; and scheduling and order dispatching systems.

P429 Operations Processes (3 cr.) P: P301.

Focuses on the study of the processes by which products are created and delivered to customers. The course emphasizes the process flow method using three measures of process achievement: throughput—the rate of product delivery; flowtime—the time it takes to deliver that product; and inventory. Topics include Little's Law, the uses of inventory, the importance of time-based competition, process analysis and bottleneck analysis. Computational analysis using simulation will be emphasized.

P431 Enterprise Operations Planning (3 cr.)

P: K317. This course focuses upon teaching and applying the best practices and procedures for effectively managing a set of linked operations within an organization and the evaluation of them in an integrated environment. This course uses an experience-based approach learning mode by employing cases and a team-oriented simulation project to illustrate various best practices that can be used in managing sub-process operations. The course is viewed as a capstone experience for students interested in getting an in-depth exposure to advance enterprise resource planning (ERP) concepts and software systems like SAP R/3.

P490 Independent Study in Operations

Management (1-3 cr.) P: Consent of department chairperson and of instructor. Supervised individual study and research in student's special field of interest. The student will propose the investigation desired and, in conjunction with the instructor, develop the

scope of work to be completed. Comprehensive written report required.

General and Honors Courses

X100 Introduction to Business (3 cr.) Business administration from the standpoint of the manager of a business firm operating in the contemporary economic, political, and social environment. No credit for juniors or seniors in the Kelley School of Business.

X201 Technology (3 cr.) Gives an introduction to a range of technologies currently deployed in organizations. Provides a broad understanding of how technologies are deployed, their impact and potential, their strategic importance, and their impact on organizations and on society. Topics covered include the changing impact of technology, software engineering, telecommunications, networks, process technologies, applications of technology, economic impact of technologies, and future technologies.

X204 Business Communication (3 cr.) P: ENG W131 or equivalent. Theory and practice of written and oral communication in a business context. Students learn to use correct, forceful English in preparation of letters, memoranda, and reports. Completion of the Kelley School of Business Oral Communication Proficiency Assessment required.

X205 Business Communication: Honors (3 cr.) P: ENG W131 or equivalent. In addition to the requirements of X204, students are introduced to the basic concepts of academic research and work with components of a research proposal with the goal of developing a viable topic for the senior research thesis. Completion of the Kelley School of Business Oral Communication Proficiency Assessment required.

X206 Listening Dynamics in Business (2 cr.) P: ENG W131 or equivalent. Required for all accounting majors. The course explores business communication from the perspective of the receiver. The course focus is on skill development and the perceptual factors that affect face-to-face interaction. Completion of the Kelley School of Business Oral Communication Proficiency Assessment is required.

X220 Career Perspectives (2 cr.) Introduces students to the process of career planning and development through self-assessment, exploration of business options, and early planning. Provides weekly individualized feedback to students on oral and written communication skills and on the substance of career-related projects. It is highly interactive, incorporating hundreds of guests per semester including alumni and other corporate mentors and speakers, faculty, and senior students.

X305 Interpersonal Communication in Business (3 cr.) Investigates issues in

interpersonal communication in the business community. Students are provided an opportunity to develop the interpersonal skills necessary for success in business, as well as fine-tune small group and public presentation skills.

X306 Listening Dynamics in Business (2 cr.)

P: ENG W131 or equivalent. This course explores business communication from the perspective of the receiver. The course focus is on skill development and the perceptual factors that affect face-to-face interaction. Not open to accounting majors.

X333 Managing Business Functions (3 cr.)

Open to juniors in the Liberal Arts and Management Program only. Offering a variety of real-world and simulated projects that wrestle with the complex opportunities and problems facing business managers in a variety of settings, this course emphasizes the development of strategic focus and decision-making skills under conditions of ambiguity, change, and uncertainty.

X393 Honors Business Writing (1 cr.)

Required of all students in the Business Honors Program. Designed to assist students in their preparation for X496 Honors Research in Business. Students write reports based on research of related literature and interviews with a mentor and business professionals. This is a two-semester course.

X405 Business Management and the Natural Environment (3 cr.) An in-depth study of environmental issues related to business management. Topics include social and ethical approaches to the natural environment, environmental issues, and the environmental movement. Cases and projects help students develop a personal philosophy that integrates the business and environmental concerns that they are likely to face in their careers.

X420 Business Career Planning and Placement (2 cr.) Assists students in obtaining positions consistent with career goals. Covers career planning, self-assessment, career options, organized employment campaigns, interviewing techniques, employment communications, alternate job search strategies, and career management. Involves in-depth work with resumes, electronic mail, and other communication tools. Includes sessions with corporate managers describing work issues and training programs. Also open to seniors of other schools who wish to use the Business Placement Office's services and facilities.

X480 Professional Practice Abroad (3 cr.)

Undergraduate students with two years of college-level German skills may apply and interview for this internship program. Following selection into the program, students will be assigned to an internship position with

a company in Germany for 8 to 10 weeks during the summer. Requirements include two on-campus orientation sessions during spring semester, a two-day orientation upon arrival in Germany, successful completion of the internship, and a written report to be submitted by October 1 of the following fall.

X485 Overseas Study I (3 cr.) P: Enrollment in a Kelley School of Business overseas study program. Lectures and discussion on current topics relating to the international environment of business.

X486 Overseas Study II (3 cr.) P: Enrollment in a Kelley School of Business overseas study program. Lectures and discussion on current topics relating to the international environment of business.

X487 Seminar in Business Administration (1-3 cr.) Instruction of an interdisciplinary nature for student groups involved in university-related nonprofit ventures. May be repeated up to a maximum of 6 credits.

X488 Current International Topics (1-6 cr.) Lectures and discussion on current topics relating to the international environment of business, as well as to the cultural aspects of the area in which an overseas study program is located.

X493 Honors Seminar in Business (3 cr.) Each honors student is required to take the Honors Seminar in Business during the spring semester of the senior year. Topics of current interest to business organizations are selected to provide a basis for discussion in the seminar. A variety of presenters conduct the presentations and lead the discussion. The course meets once a week. A number of projects and written assignments are required throughout the semester.

X496 Supervised Independent Honors Research in Business (3 cr.) P: Senior standing. For students in the Kelley School of Business Honors Program.

Kelley School of Business Faculty

Faculty Emeriti

Belth, Joseph M., Ph.D. (*University of Pennsylvania, 1961*), C.L.U., C.P.C.U., *Professor Emeritus of Insurance*

Biagioni, Louis F., Ph.D. (*University of Missouri, 1964*), *Professor Emeritus of Accounting and Information Systems*

Bonser, Charles F., D.B.A. (*Indiana University, 1965*), *Professor Emeritus of Public and Environmental Affairs (School of Public and Environmental Affairs)*, *Dean Emeritus of Public and Environmental Affairs*, and *Professor Emeritus of Business Administration (Kelley School of Business)*

Bunke, Harvey C., Ph.D. (*University of Illinois, 1951*), *Professor Emeritus of Business Administration and Professor Emeritus of Business Economics and Public Policy*

Childers, Victor E., D.B.A. (*Indiana University, 1967*), *Associate Professor Emeritus of International Business*

Crawford, T. James, Ph.D. (*University of Pittsburgh, 1956*), *Professor Emeritus of Business (School of Business) and Professor Emeritus of Education (School of Education)*

Dalrymple, Douglas J., D.B.A. (*Michigan State University, 1964*), *Professor Emeritus of Marketing*

David, H. Donald, D.B.A. (*Indiana University, 1959*), *Associate Professor Emeritus of Business Education*

Day, Ralph L., Ph.D. (*University of North Carolina, 1961*), *Distinguished Professor Emeritus of Business Administration*

Donnell, John D., D.B.A. (*Harvard University, 1966*), *Professor Emeritus of Business Administration*

Dvorak, Earl A., Ed.D. (*Indiana University, 1951*), *Associate Professor Emeritus of Business Education (School of Business) and Associate Professor Emeritus of Education (School of Education)*

Frumer, Samuel, D.B.A. (*Indiana University, 1960*), C.P.A., *Professor Emeritus of Accounting*

Gordon, Paul J., Ph.D. (*Syracuse University, 1958*), *Professor Emeritus of Management*

Granbois, Donald H., D.B.A. (*Indiana University, 1963*), *Professor Emeritus of Marketing*

Greenleaf, Robert W., D.B.A. (*Indiana University, 1961*), *Professor Emeritus of Finance*

Grossack, Irvin M., Ph.D. (*Columbia University, 1962*), *Professor Emeritus of Business Economics and Public Policy*

Haeberle, William L., D.B.A. (*Indiana University, 1952*), *Professor Emeritus of Management*

Hartley, Joseph R., D.B.A. (*Indiana University, 1957*), *Professor Emeritus of Business Administration*

Leibman, Jordan H., J.D. (*Indiana University, 1979*), *Professor Emeritus of Business Law*

Long, John D., D.B.A. (*Indiana University, 1954*), C.L.U., C.P.C.U., Arthur M. Weimer *Professor Emeritus of Business Administration*

Martin, David D., Ph.D. (*University of California, Los Angeles, 1955*), *Professor Emeritus of Business Economics and Public Policy*

Martin, E. Wainright, Jr., Ph.D. (*The Ohio State University, 1952*), *Professor Emeritus of Business Administration*

Muth, John F., Ph.D. (*Carnegie-Mellon University, 1962*), *Professor Emeritus of Operations Management*

Novit, Mitchell S., Ph.D. (*University of Michigan, 1966*), *Associate Professor Emeritus of Personnel and Organizational Behavior*

Otteson, Schuyler F., Ph.D. (*The Ohio State University, 1948*), *Professor Emeritus of Business Administration*

Patterson, James M., Ph.D. (*Cornell University, 1961*), *Professor Emeritus of Marketing*

Pfister, Richard L., Ph.D. (*Massachusetts Institute of Technology, 1959*), *Professor Emeritus of Business Economics and Public Policy*

Raber, Nevin W., M.A.L.S. (*Indiana University, 1952*), *Assistant Professor Emeritus of Business Administration*

Ryan, William G., M.B.A. (*Harvard University, 1956*), *Assistant Professor Emeritus of Business Administration*

Schaller, Howard G., Ph.D. (*Duke University, 1953*), *Professor Emeritus of Business Economics and Public Policy*

Scott, William E., Jr., Ph.D. (*Purdue University, 1963*), *Professor Emeritus of Personnel and Organizational Behavior*

Seawell, Lloyd Vann, D.B.A. (*Indiana University, 1958*), C.P.A., *Professor Emeritus of Accounting*

Shaffer, Robert H., LL.D. (*Indiana University, 1985*), *Professor Emeritus of Business Administration (School of Business) and Professor Emeritus of Education (School of Education)*

Stockton, R. Stansbury, Ph.D. (*The Ohio State University, 1956*), *Professor Emeritus of Business Administration*

Suelflow, James E., Ph.D. (*University of Wisconsin, 1965*), Professor Emeritus of Business Economics and Public Policy

Thorelli, Hans B., Ph.D. (*University of Stockholm, Sweden, 1954*), E. W. Kelley Professor Emeritus of Business Administration

Waldman, Joseph M., D.B.A. (*Indiana University, 1966*), Professor Emeritus of Business Administration

Waters, L. Leslie, Ph.D. (*Indiana University, 1987*), University Professor Emeritus of Transportation and Business History

Wells, Herman B. A.M. (*Indiana University, 1927*), LL.D. (1962), Chancellor of the University and Professor Emeritus of Business Administration

Wentworth, Jack R., D.B.A. (*Indiana University, 1959*), Arthur M. Weimer Professor Emeritus of Business Administration

Williams, Edgar G., D.B.A. (*Indiana University, 1952*), Vice President Emeritus of Indiana University and Professor Emeritus of Business Administration

Wilson, George W., Ph.D. (*Cornell University, 1955*), Distinguished Professor Emeritus of Business Economics and Public Policy (School of Business) and Professor Emeritus of Economics (College of Arts and Sciences)

Faculty

Acito, Franklin, Ph.D. (*State University of New York at Buffalo, 1976*), Chairperson and Professor of Marketing, Faculty Director of the Center for Education and Research in Retailing

Akaiwa, Frank, M.B.A. (*Indiana University, 1994*), Lecturer in Operations and Decision Technologies, K201 Coordinator

Albright, S. Christian, Ph.D. (*Stanford University, 1972*), Professor of Decision and Information Systems

Allen, Jeffrey W., M.S. (*Georgia State University, 1991*), Assistant Professor of Accounting and Information Systems

Anderson, Ronald Dean, Ed.D. (*Indiana University, 1973*), Professor of Marketing and American United Life Professor of Business Administration

Andrews, Jonlee, Ph.D. (*University of Wisconsin, 1992*), Visiting Associate Professor of Marketing

Arnold, Thomas, M.S. (*Temple University, 1993*), Visiting Assistant Professor of Finance

Baginski, Stephen P., Ph.D. (*University of Illinois, 1986*), Professor of Accounting and Information Systems

Baldwin, Timothy T., Ph.D. (*Michigan State University, 1987*), Associate Professor of Business Administration

Barth, C. Diane, M.S. (*Indiana University, 1986*), Lecturer of Business Administration

Battle, Thomas E., Ph.D. (*Indiana University, 1985*), Lecturer in Finance (part-time)

Baye, Michael R., Ph.D. (*Purdue University, 1983*), Bert Elwert Professorship in Business and Professor of Business Economics and Public Policy

Beggs, Jeri Mullins, M.B.A. (*Southern Illinois University, 1993*), Visiting Lecturer in Marketing

Beneish, Messod Daniel, Ph.D. (*University of Chicago, 1987*), Associate Professor of Accounting and Information Systems, Barney Faculty Fellow

Bettencourt, Lance Allan, Ph.D. (*Arizona State University, 1998*), Assistant Professor of Marketing

Bhattacharya, Utpal, Ph.D. (*Columbia University, 1990*), Associate Professor of Finance

Birr, Martin J., M.B.A. (*Indiana University, 1987*), Lecturer in Accounting

Blacconiere, Walter G., Ph.D. (*University of Washington, 1988*), Assistant Professor of Accounting

Blocher, James D., Ph.D. (*Purdue University, 1991*), Assistant Professor of Operations Management

Bond, Clay Marc, M.A. (*Indiana University, 1987*), Lecturer in Operations and Decision Technologies

Bonser-Neal, Catherine, Ph.D. (*University of Chicago, 1988*), Associate Professor of Finance (part-time)

Boquist, John A., Ph.D. (*Purdue University, 1973*), Edward E. Edwards Professor of Finance

Bordoloi, Bijoy, Ph.D. (*Indiana University, 1988*), Visiting Associate Professor of Accounting and Information Systems

Bowers, Thomas, J.D. (*New York University, 1977*), Associate Professor of Business Law

Bretthauer, Kurt M., Ph.D. (*Indiana University, 1990*), Associate Professor of Operations and Decision Technologies

Briggs, Carl M., Ph.D. (*Indiana University, 1992*), Lecturer in Decision and Information Systems, and X201 Coordinator

Brown, Carol V., Ph.D. (*Indiana University, 1989*), Associate Professor of Information Systems

Brown, Susan A., Ph.D. (*University of Minnesota, 1997*), Assistant Professor of Information Systems

Buchholz, Laura, M.B.A. (*Indiana University, 1992*), Lecturer in Marketing

Burkhart, Ronald, Associate (*Indiana University, 1996*), Lecturer in Operations and Decision Technologies (part-time)

Burley-Gant, Diana, Ph.D. (*Carnegie-Mellon University, 1998*), Assistant Professor of Accounting and Information Systems

Butler, Terry G., M.B.A. (*Harvard University, 1986*), Visiting Lecturer in Accounting and Information Systems

Byrer, Joyce Kay, Ph.D. (*Indiana University, 1991*), Lecturer in Accounting and Information Systems

Canada, Richard B., M.S. (*Indiana University, 1969*), Lecturer in Marketing and Executive Director, Center for Sales Studies and Market Intelligence

Carow, Kenneth A., Ph.D. (*Purdue University, 1993*), Assistant Professor of Finance

Chatterjea, Arkadev, M.A. (*Cornell University, 1990*), Visiting Assistant Professor of Finance

Chidambaram, Laku, Ph.D. (*Indiana University, 1989*), Associate Professor of Accounting and Information Systems (part-time)

Covin, Jeffrey Glenn, Ph.D. (*University of Pittsburgh, 1985*), Samuel and Pauline Glaubinger Professor of Entrepreneurship, Professor of Strategic Management

Cox, Anthony D., Ph.D. (*Indiana University, 1984*), Associate Professor of Marketing

Cox, Dena S., Ph.D. (*University of Houston, 1984*), Associate Professor of Marketing

Crack, Timothy F., Ph.D. (*Massachusetts Institute of Technology, 1996*), Assistant Professor of Finance

Daily, Catherine M., Ph.D., (*Indiana University, 1991*), Associate Professor of Strategic Management, Kosin Faculty Fellow

Dalton, Dan R., Ph.D. (*University of California, Irvine, 1979*), Dean, and Harold A. Poling Chair of Strategic Management

Davidson, Lawrence S., Ph.D. (*University of North Carolina, 1976*), Director, Global Business Information Network and Professor of Business Economics and Public Policy

Dayton, Keith, M.B.A. (*Indiana Wesleyan, 1983*), Lecturer in Management (part-time)

DeHayes, Daniel W. Jr., Ph.D. (*The Ohio State University, 1968*), Professor of Business Administration

Denekamp, Johannes, Ph.D. (*The Ohio State University, 1988*), Lecturer of Management

Devane, Gladys F., Ph.D. (*Indiana University, 1989*), Lecturer in Business and Managerial Communications

Dhanaraj, Charles, M.S.E. (*Memorial University of Newfoundland [Canada], 1990*), Assistant Professor of Management

DiSilvestro, Elvyn Ruth, M.A.T. (*Indiana University, 1971*), Lecturer in Business Communication

DiSilvestro, Frank R., Ed.D. (*Indiana University, 1973*), Associate Professor of Management (part-time)

Dittmar, Amy Kathleen, Ph.D. (*University of North Carolina, 1999*), Assistant Professor of Finance

Dittmar, Robert Fred, Ph.D. (*University of North Carolina, 1999*), Assistant Professor of Finance

Divakaran, Radha, P.G.D.B.A. (*Annamalai University, 1991*), Lecturer in Operations and Decision Technologies (part-time)

Dollinger, Marc J., Ph.D. (*Lehigh University, 1983*), Lawrence D. Glaubinger Professor of Business Administration and Chairperson, Undergraduate Program

Donahue, Kimberly A., M.B.A. (*Wright State University, 1988*), Lecturer in Marketing

Dreher, George F., Ph.D. (*University of Houston, 1977*), Professor of Business Administration

Dull, Richard B., Ph.D. (*Virginia Polytechnic Institute and State University, 1997*) Assistant Professor in Accounting

Dupuy, Francois, M.A. (*Sciences Politiques Paris, 1974*), Professor of Management (part-time)

Dworkin, Terry M., J.D. (*Indiana University, 1974*), Jack and Linda Gill Professor of Business Law and Chairperson, Business Law; Director, Center for International Business Education and Research

Dybvig, Susan, M.B.A. (*Indiana University, 1981*), Director, Graduate Programs in Accounting and Lecturer in Accounting and Information Systems

Earley, Paul Christopher, Ph.D. (*University of Illinois, 1984*), Randall L. Tobias Chair of Global Leadership, Professor of Organizational Behavior

Easton, Anna L., M.S. (*Indiana University, 1976*), Lecturer in Administrative Systems and Business Education

Echelbarger, Jewel, M.B.A. (*Indiana University, 1980*), Lecturer in Management (part-time)

Fisher, Jeffrey D., Ph.D. (*The Ohio State University, 1980*), Director, Center for Real Estate Studies, Charles H. and Barbara F. Dunn Professor of Real Estate, and Professor Finance and Real Estate

Fisher, Joseph G., Ph.D. (*The Ohio State University, 1987*), Associate Professor of Accounting

Fletcher, Kathy J., Ph.D. (*Indiana University, 1986*), Visiting Lecturer in Communications and Instructional Skills Office

Fратиanni, Michele, Ph.D. (*The Ohio State University, 1971*), Chairperson and Professor of Business Economics and Public Policy, W. George Pinnell Professorship

Frisbie, Gil, M.B.A. (*Indiana University, 1969*), Clinical Associate Professor of Marketing

Galpern, Anthony H., B.A. (*University of California, Los Angeles, 1955*), Visiting Lecturer in Marketing

Garrett, Richard W., Ph.D. (*Northwestern University, 1968*), Clinical Associate Professor of Decisions Technology

Gatewood, Elizabeth, Ph.D. (*University of Georgia, 1986*), Director, Center for Entrepreneurship and Innovation and Jack M. Gill Chair of Entrepreneurship

Ginger, Laura A., J.D. (*University of Chicago, 1979*), Associate Professor of Business Law

Glass, Kathrine, M.B.A. (*Indiana University, 1984*), Lecturer in Accounting and Information Systems

Goddin, Jeffrey K., M.A. (*Indiana University, 1974*), Lecturer in Business Communications

Goebel, Joseph Michael, Ph.D. (*Florida State University, 1991*), Visiting Assistant Professor of Finance

Grandorf, James N., M.B.A. (*Indiana University, 1964*), Visiting Associate Professor of Accounting and Information Systems

Green, R. Jeffery, Ph.D. (*University of Illinois, 1967*), Associate Dean of Research and Operations; Professor of Business Economics and Public Policy; and Co-Director, Indiana Center for Econometric Model Research

Greene, David E., J.D. (*Indiana University, 1974*), Clinical Associate Professor of Accounting and Information Systems

Greiner, Daniel, M.S. (*Virginia Polytechnic Institute and State University, 1986*), Visiting Assistant Professor of Finance

Groomer, S. Michael, Ph.D. (*University of Missouri, 1975*), C.P.A., Professor of Accounting and Information Systems

Gupta, Anjali, B.S. (*Indiana University, 1993*), Lecturer in Operations and Decision Technologies

Haerberle, David, M.B.A., J.D. (*Indiana University, 1986*), Lecturer in Management

Hall, Robert W., D.B.A. (*Indiana University, 1972*), Professor of Operations Management

Harnett, Donald L., Ph.D. (*Cornell University, 1964*), Professor of Operations and Decision Sciences

Hassell, Barbara L., Ph.D. (*Florida State University, 1990*), Clinical Associate Professor of Management

Hassell, John M., Ph.D. (*Indiana University, 1983*), Professor of Accounting

Hauswald, Robert, Ph.D. (*Stanford University, 1995*), Assistant Professor of Finance

Hayford, Stephen L., J.D. (*Indiana University, 1987*), Associate Professor of Business Law

Haywood, Rod G., J.D. (*Saint Thomas University, 1996*), Visiting Lecturer in Communications and Instructional Skills Office

Head, Julie S., B.S. (*Indiana University, 1982*), Lecturer in Accounting

Heerema, Douglas L., Ph.D. (*University of Iowa, 1966*), Assistant Professor of Accounting (part-time) and Director, Special Programs

Hegarty, W. Harvey, Ph.D. (*University of North Carolina, 1972*), Chairperson of Management and Professor of Business Administration

Heidewald, Jeanette L., M.A.T. (*Indiana University, 1998*), Visiting Lecturer in Communications and Instructional Skills Office

Heitger, Lester E., Ph.D. (*Michigan State University, 1971*), C.P.A., Professor of Accounting

Helmkamp, John G., D.B.A. (*Indiana University, 1968*), Professor of Accounting

Heltsley, April, M.A. (*Indiana University, 1990*), Visiting Lecturer in Operations and Decision Technologies

Heron, Randall A., Ph.D. (*Purdue University, 1995*), Assistant Professor of Finance

Heslin, Thomas E., B.A. (*New York University, 1961*), Clinical Professor of Business Administration

Hettenhouse, George W., Ph.D. (*Purdue University, 1970*), Professor of Finance

Hill, John W., Ph.D. (*University of Iowa, 1986*), Associate Professor of Accounting and Chairperson, Graduate Programs in Accounting

Hite, Peggy A., Ph.D. (*University of Colorado, 1986*), Associate Professor of Accounting, Faculty Coordinator of the Kelley Scholars Program

Hodge, Frank Douglas, M.B.A. (*Indiana University, 1999*), Visiting Lecturer in Accounting and Information Systems

Holden, Craig W., Ph.D. (*University of California, Los Angeles, 1990*), Assistant Professor of Finance

Hopkins, Patrick E., Ph.D. (*University of Texas, 1995*), Assistant Professor of Accounting and Information Systems

Hustad, Thomas P., Ph.D. (*Purdue University, 1973*), Professor of Marketing

Ippolito, Mark E., M.B.A. (*Seton Hall University, 1976*), Lecturer in Operations Management

Jacobs, F. Robert, Ph.D. (*The Ohio State University, 1979*), Professor of Operations and Decisions Technology

Jaffee, Bruce L., Ph.D. (*Johns Hopkins University, 1971*), Associate Dean for Academics and Professor of Business Economics and Public Policy

James, Jerry, M.B.A. (*University of Chicago, 1975*), Lecturer in Finance (part-time)

Jamison, Robert Jr., Ph.D. (*University of Texas at Austin, 1980*), Professor of Accounting

Jarvis, Cheryl, Ph.D. (*Indiana University, 1999*), Visiting Assistant Professor, Marketing

Jennings, Robert H., Ph.D. (*University of Texas at Austin, 1981*), Chairperson and Professor of Finance, Jack Wentworth Professorship

Jerman, Roger E., D.B.A. (*University of Oklahoma, 1974*), Professor of Business Administration

Jessup, Leonard M., Ph.D. (*University of Arizona, 1989*), Associate Professor of Information Systems

Johnson, Eric, Ph.D. (*Arizona State University, 1989*), Associate Professor of Accounting

Jones, Steven L., Ph.D. (*Purdue University, 1988*), Assistant Professor of Finance

Kamma, Sreenivas, Ph.D. (*State University of New York at Buffalo, 1987*), Associate Professor of Finance

Kang, Heejoon, Ph.D. (*University of Washington, 1980*), Professor of Business Economics and Public Policy

Keenan, Susan, M. B.A. (*Dartmouth College, 1982*), Visiting Lecturer in Accounting and Information Systems

Keller, J. Howard, M.B.A. (*Indiana University, 1978*), Lecturer in Accounting

Kesner, Idalene F., Ph.D. (*Indiana University, 1983*), Frank P. Popoff Chair of Strategic Management

Kitzmler, Greg, M.B.A. (*Indiana University, 1981*), Lecturer in Marketing

Klemkosky, Robert C., Ph.D. (*Michigan State University, 1971*), Fred T. Greene Chair of Finance

Kofmehl, Ronald J., B.S.E.E. (*Gonzaga University, 1966*), Lecturer in Operations and Decisions Technology

Krishnan, H. Shanker, Ph.D. (*University of Arizona, 1991*), Associate Professor of Marketing

Kulsrud, William N., Ph.D. (*University of Texas at Austin, 1980*), Associate Professor of Accounting and Chairperson, M.P.A. Accounting Program, Indianapolis

Langvardt, Arlen W., J.D. (*University of Nebraska, 1981*), Professor of Business Law

Larimer, Preston A., A.G.S. (*Indiana University, 1993*), Lecturer in Operations and Decision Technologies (part-time)

Larsen, Glen A., Jr., D.B.A. (*Indiana University, 1989*), Chairperson of the Undergraduate Program, Indianapolis, and Associate Professor of Finance

Lenz, R. Thomas, D.B.A. (*Indiana University, 1978*), Professor of Business Administration

Littlefield, Bill, M.P.A. (*Indiana University, 1987*), Lecturer in Operations and Decision Technologies

Luckenbill, Charles W., M.B.A. (*Indiana University, 1980*), Lecturer in Management

Lyles, Marjorie M., Ph.D. (*University of Pittsburgh, 1977*), Professor of International Strategic Management

Lyon, Thomas P., Ph.D. (*Stanford University, 1989*), Associate Professor of Business Economics and Public Policy

Mabert, Vincent A., Ph.D. (*The Ohio State University, 1973*), Professor of Operations Management, John and Esther Reese Professorship

MacKay, David B., Ph.D. (*Northwestern University, 1971*), Professor of Marketing (Kelley School of Business) and Professor of Geography (part-time)(College of Arts and Sciences)

MacKenzie, Scott B., Ph.D. (*University of California, Los Angeles, 1983*), Professor of Marketing

Madar, Barbara A., M.B.A. (*University of Pittsburgh, 1993*), Visiting Lecturer in Marketing

Magid, Julie, J.D. (*University of Michigan, 1993*), Visiting Assistant Professor of Business Law

Magjuka, Richard J., Ph.D. (*University of Chicago, 1986*), Associate Professor of Business Administration and Chairperson, Distance Education, Indianapolis

Maines, Lauren A., Ph.D. (*University of Chicago, 1990*), Associate Professor of Accounting and Information Systems

Mallor, Jane P., J.D. (*Indiana University, 1976*), Professor of Business Law

Mani, Gayathri, M.B.A. (*Madras Christian College [India], 1988*), Visiting Assistant Professor of Marketing

Marakas, George Michael, Ph.D. (*Florida International University, 1995*), Assistant Professor of Accounting and Information Systems

Marcus, Morton J., M.A. (*Washington University, 1963*), Lecturer in Business Economics and Public Policy; Director, Indiana Business Research Center; and Co-Director, Indiana Center for Econometric Model Research

Marer, Paul, Ph.D. (*University of Pennsylvania, 1968*), Professor of International Business (Kelley School of Business) and Professor of Central Eurasian Studies (College of Arts and Sciences)

Martin, Roger D., Ph.D. (*University of Texas, 1996*), Assistant Professor of Accounting and Information Systems

Massey, Anne P., Ph.D. (*Rensselaer Polytechnic Institute, 1991*), Associate Professor of Information Systems

Maxwell, John W., Ph.D. (*Queens University [Canada], 1992*), Assistant Professor of Business Economics and Public Policy

McCrory, Martin A., J.D. (*Indiana University, 1983*), Assistant Professor of Business Law

McDougall, Patricia Phillips, Ph.D. (*University of South Carolina, 1987*), Professor of Strategic Management

McCrory, Martin A., J.D. (*Indiana University, 1983*), Assistant Professor of Business Law

McKowen, Diana S., M.S. (*Indiana University, 1981*), Lecturer in Communications and Instructional Skills Office

Medrano, Patricia, M.S. (*Indiana University, 1980*), Lecturer in Communications and Instructional Skills Office

Metzger, Michael B., J.D. (*Indiana University, 1969*), Arthur M. Weimer Chaired Professor of Business Administration and Professor of Business Law

Miller, Barbara V., M.S. (*Indiana University, 1983*), Lecturer in Business Administration

Miller, Georgia B., Ed.D. (*University of Kentucky, 1975*), Executive Director of Integrated Technologies in Indianapolis and Assistant Professor of Business Administration (part-time)

Miller, Joseph C., Ph.D. (*University of Wisconsin, 1971*), J.D. (*University of Chicago, 1963*), Professor of Marketing

Monaco, Susan, Ph.D. (*Duke University, 1995*), Assistant Professor of Finance

Montgomery, Michael R., Ph.D. (*University of Florida, 1988*), Visiting Associate Professor of Business Economics and Public Policy

Moore, Joseph C., M.S. (*University of Dayton, 1975*), Lecturer in Operations and Decision Technologies

Morrone, Michael, J.D. (*Southern Methodist University, 1993*), Lecturer in Communications and Instructional Skills Office

Neal, Robert, Ph.D. (*University of Chicago, 1987*), Associate Professor of Finance

Near, Janet P., Ph.D. (*State University of New York at Buffalo, 1977*), Dale M. Coleman Chaired Professor of Management (Kelley School of Business), and Adjunct Associate Professor of Sociology (College of Arts and Sciences)

Nemeth, Melissa K., M.S. (*Indiana University, 1994*), Visiting Lecturer in Operations and Decision Technologies

Newquist, Jay D., M.B.A. (*Indiana University, 1997*), Lecturer in Accounting and Information Systems

Nixon, Terry D., Ph.D. (*University of South Carolina, 1996*), Visiting Assistant Professor of Finance

O'Donnell, George T., M.A. (*Indiana University, 1995*), Visiting Lecturer in Accounting and Information Systems

Ogan, Pekin, Ph.D. (*University of North Carolina, 1974*), Professor of Accounting and Information Systems

Olshavsky, Richard W., Ph.D. (*Carnegie-Mellon University, 1967*), Professor of Marketing

Organ, Dennis W., Ph.D. (*University of North Carolina, 1970*), Professor of Personnel and Organizational Behavior Management and Editor, Business Horizons

Owen, Sandra H., M.B.A. (*University of Kentucky, 1986*), Visiting Lecturer in Communications and Instructional Skills Office

Parkhe, Arvind, Ph.D. (*Temple University, 1989*), Associate Professor of Business Administration

Parry, Robert W., Jr., Ph.D. (*Lehigh University, 1979*), Professor of Accounting

Pastor, Linda, M.A. (*Columbia University, 1972*), Lecturer in Communications and Instructional Skills Office

Patterson, James H., D.B.A. (*Indiana University, 1970*), Professor of Operations Systems Management

Perkins, William C., D.B.A. (*Indiana University, 1966*), Professor of Information Systems, Information Systems Coordinator

Perreault, Peter Paul, Ph.D. (*Indiana University, 1992*), Visiting Assistant Professor of Marketing

Phillips, Michael J., S.J.D. (*George Washington University, 1981*), Professor of Business Law

Podsakoff, Philip M., D.B.A. (*Indiana University, 1980*), John F. Mee Professor of Management, Director, Leadership Institute and Leadership Development Institute

Powell, C. Randall, Ph.D. (*The Ohio State University, 1973*), Professor of Business Administration (part-time); Assistant Dean of Company Relations; and Director, Undergraduate Career Services

Powell, Frona M., J.D. (*Indiana University, 1976*), Associate Professor of Business Law

Powell, Philip T., Ph.D. (*Vanderbilt University, 1995*), Assistant Professor of Business Economics and Public Policy

Pratt, Jamie H., D.B.A. (*Indiana University, 1977*), Professor of Accounting, Chairperson of Accounting and Information Systems

Proebsting, Annette, B.G.S. (*University of Texas at Dallas, 1979*), Lecturer in Accounting and Information Systems

Randolph, Ann H., M.A. (*Miami University, Oxford, Ohio, 1994*), Lecturer in Accounting and Information Systems

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