Kelley School of Business Undergraduate Bulletin

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Kelley School of Business

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- M.A. VENKATARAMANAN, Ph.D., Associate Dean of Academic Programs
- ASHOK K. SONI, D.B.A., Associate Dean of Information Technology
- PHILIP L. COCHRAN, Ph.D., Associate Dean for Indianapolis Operations
- KENNETH A. CAROW, Ph.D., Associate Dean for Indianapolis Research and Programs
- TERESA KASE, Assistant Dean of Finance and Operations
- RICHARD K. DUPREE, Assistant Dean for Office of Development and Alumni Relations
- JOHN F. CADY, Ph.D., Executive Director of Kelley Executive Partners
- R. THOMAS LENZ, Ph.D., Chairperson of the Undergraduate Program
- PHILIP T. POWELL, Ph.D., Chairperson of the M.B.A. Program
- KURT BRETHAUER, Ph.D., Chairperson of the Doctoral Program
- RICH MAGJUKA, Chairperson of Kelley Direct Corporate Programs & EMBA
- ERIC RICHARDS, Ph.D., Chairperson of Kelley Direct Public Programs
- MIKEL TILLER, D.B.A., Chairperson of Graduate Accounting Programs
- RAMESH VENKATARAMAN, Ph.D., Chairperson of Information Systems

Overview, Mission, and Goals

Mission of the Kelley School

The mission of the Kelley School of Business is to transform lives, organizations, and communities through education and research.

Undergraduate Learning and Professional Development Goals

An Integrative Point of View

Graduates of the Kelley School of Business Undergraduate Program will be able to evaluate and make business decisions from an integrative point of view, one that reflects an understanding of mutually interdependent relationships among competitive and environmental conditions, organizational resources, and the major functional areas of a business enterprise.

Ethical Reasoning

Graduates of the Kelley School of Business Undergraduate Program will be able to recognize ethical issues, demonstrate familiarity with alternative frameworks for ethical reasoning, and discern tradeoffs

and implications of employing different ethical frames of reference when making business decisions.

Critical Thinking & Decision Making

Graduates of the Kelley School of Business Undergraduate Program will be able to use a variety of research methodologies to identify and critically evaluate implications of business decisions for organizational stakeholders (e.g., customers, colleagues, employees, suppliers, foreign governments, communities, cultures, regulatory agencies) and the natural environment.

Communication

Graduates of the Kelley School of Business Undergraduate Program will be able to communicate effectively in a wide variety of business settings (e.g., live, virtual, synchronous and asynchronous), employing multiple mediums of communications (e.g., written, oral and visual).

Quantitative Analysis and Modeling

Graduates of the Kelley School of Business Undergraduate Program will be able systematically apply tools of quantitative analysis and modeling to make recommendations and business decisions.

Team Membership & Leadership

Graduates of the Kelley School of Business Undergraduate Program will be able to collaborate productively with others, functioning effectively as both members and leaders of teams.

Respect, Inclusiveness & Valuing People

Graduates of the Kelley School of Business Undergraduate Program will be able to create and sustain personal and work environments that are respectful and inclusive, valuing the contributions of all persons.

Personal and Professional Development

Graduates of the Kelley School of Business Undergraduate Program will be prepared to become the "authors" of their own futures, make informed and deliberate choices about personal and professional development, assume responsibility for their decisions, take pride in excellence, contribute to community, and demonstrate college-level mastery of the skills needed for pursuing and managing a career as a business professional.

Global Awareness

Graduates of the Kelley School of Business Undergraduate Program will be conversant with major economic, social, political, and technological trends and conditions influencing foreign investment and development of the global economy and demonstrate an understanding of the cultural, interpersonal and analytical competencies required for engaging in global business activities.

Innovation and Creativity

Graduates of the Kelley School of Business Undergraduate Program will know how to respond to the need for innovation or creativity by engaging in ongoing learning, broadening their points of view, exploring cross-contextual links, and consulting with others.

History of the Kelley School

100 + Years of Excellence: The Kelley School of Business

The Kelley School of Business is one of the world's premiere business schools. Business education at Indiana University dates back over a century and a half to the first Indiana University catalog, dated 1830-31, which included political economy in the curriculum. From this first course, during the remainder of the century there developed a Department of Political Economy, later referred to as the Department of Economics and Social Science; it was early courses in these areas that grew into what is now referred to as the "core program" of study in the Kelley School.

In 1902, several business courses were introduced and listed in the university catalog. 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 pre-commerce requirement and included all the required courses of the liberal arts curriculum of that period. In 1904, the first business catalog, referred to as the Commercial Course Number, was published

Thus was established, 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 Kelley student. 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; in 1933 it 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. Graduate coursework 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 that city. Beginning in 1969, a divisional structure emerged in Indianapolis with an assistant chairperson at its head. In 1969-70, complete undergraduate degree programs were offered for four major areas in business, as were three two-year certificate programs

In 1997, E. W. Kelley, an undergraduate alumnus of the Indiana University School of Business, donated $23 million to assist the school in its mission to provide the premiere business program in the nation. To honor the generosity of

his gift, the IU School of Business was renamed the Kelley School of Business.

The Godfrey Graduate and Executive Education Center, which houses the MBA, Kelley Direct, graduate accounting, and executive education programs, was completed in 2002. The $33 million facility was named in honor of William J. Godfrey, an alumnus and successful businessman who bequeathed land valued at $25 million, the single largest gift from an individual to the Kelley School. Godfrey, a native of Fish Lake, Ind., is president of Trinity Associates Real Estate in Hilton Head, S.C.

Organization of the Kelley School

The school's resident faculty, composed of more than 190 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, made up of those administrators mentioned above, along with two elected faculty representatives, administers Kelley School of Business policy. In addition, a number of committees appointed by the dean recommend to the faculty various 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 of Academic Programs, the Associate Dean of Faculty and Research, the Associate Dean of Information Technology, the Associate Dean of Indianapolis Operations, the Associate Dean for Indianapolis Research and Programs, the Assistant Dean of Finance and Operations, and the Assistant Dean of Development and Alumni Relations. Administrative support for instructional programs is provided by six 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), the Graduate Accounting Programs (Bloomington), the Information Systems Graduate Program (Bloomington), and the Office of the Kelley Direct Program (Bloomington and Indianapolis). Assistance with Kelley admission, academic advising, and degree certification are provided by professional staff members assigned to each of these organizational units.

Contact Information

Undergraduate Program

Kelley School of Business
1309 East Tenth Street, BU234
Bloomington, IN 47405
(812) 855-0611
bschool@indiana.edu

Kelley School of Business - Bloomington

Current Faculty

Emeriti Faculty

Undergraduate Program Staff

Current Faculty

The current faculty of the Indiana University Kelley School of Business at Bloomington are identified below. In addition to these full-time faculty, a dedicated group of individuals, who work elsewhere full time, also teach classes for the school. Although some of these people are new each semester, many have made long-term commitments to the Kelley School of Business. We gratefully acknowledge their contributions to the strength of the faculty and the school.

- Acito, Franklin, Ph.D. *(State University of New York at Buffalo, 1976), Professor of Marketing*
- Aguinis, Herman, Ph.D. *(SUNY-Albany, 1993), Professor of Organization Behavior and Human Resources*
- Akaiwa, Frank, M.B.A. *(Indiana University, 1994), Senior Lecturer in Operations and Decision Technologies and X201 Course Coordinator*
- Andrews, Jonlee, Ph.D. *(University of Wisconsin—Madison, 1992), Clinical Professor of Marketing, Associate Chair of MBA Program and Director of the Center for Brand Leadership*
- Aydin, Goker, Ph.D. *(Stanford University, 2003), Associate Professor of Operations and Decision Technologies*
- Bailey-Hughes, Brenda, M.A. *(Ball State University, 1991), Senior Lecturer in Communication, Professional and Computer Skills*
- Bala, Hillol, Ph.D. *(University of Arkansas, 2008), Assistant Professor of Operations and Decision Technologies*
- Baldwin, Timothy T., Ph.D. *(Michigan State University, 1987), Professor of Business Administration, Co-Director of the M.B.A. Sports and Entertainment Academy and Eveleigh Professor of Business Leadership*
- Banks, Karen, M.S. *(Indiana University, 1995), Senior Lecturer in Communication, Professional and Computer Skills*
- Bastianelli, Ann L., M.B.A. *(Indiana University, 1982), Senior Lecturer in Marketing*
- Baye, Michael R., Ph.D. *(Purdue University, 1983), Bert Elwert Professor of Business, Professor of Business Economics and Public Policy, and Adjunct Professor Economics (College of Arts and Sciences)*
- Beneish, Messod Daniel, Ph.D. *(University of Chicago, 1987), Professor of Accounting and Sam Frumer Professor of Accounting*
- Bhattachrarya, Utpal, Ph.D. *(Columbia University, 1990), Associate Professor of Finance*

- Blocher, James D., Ph.D. *(Purdue University, 1991), Chairperson and Associate Professor of Operations Management, Weimer Faculty Fellow*
- Bowers, Thomas, J.D. *(New York University, 1977), Associate Professor of Business Law, Argosy Gaming Faculty Fellow and Co-Director of the M.B.A. Sports and Entertainment Academy*
- Bretthauer, Kurt M., Ph.D. *(Indiana University, 1990), Chairperson Doctoral Program, Professor of Operations and Decision Technologies and Kimball Faculty Fellow*
- Briggs, Carl M., Ph.D. *(Indiana University, 1992), Clinical Assistant Professor of Operations and Decision Technologies*
- Brimm, David, J.D. *(Indiana University, 2003), Lecturer in Communication, Professional and Computer Skills*
- Brown, Eve, J.D. *(University of California-Davis, 2005), Senior Lecturer in Business Law*
- Brown, Jason, Ph.D. *(University of Pittsburgh, 2010), Assistant Professor of Accounting and Eli Lilly Faculty Fellow*
- Buchholz, Laura, M.B.A. *(Indiana University, 1992), Senior Lecturer in Marketing*
- Burke, Raymond R., Ph.D. *(University of Florida, 1985), E. W. Kelley Chair of Business Administration, Chairperson and Professor of Marketing*
- Byrer, Joyce Kay, Ph.D. *(Indiana University, 1991), Senior Lecturer in Operations and Decision Technologies*
- Cady, John F., Ph.D. *(University at Buffalo, State University of New York, 1975), Executive Director of Kelley Executive Education Foundation and Clinical Professor of Marketing*
- Cakirer, Kerem, Ph.D. *(University of Texas at Austin, 2007), Lecturer Business Economics and Public Policy*
- Campbell, Terry, Ph.D. *(Indiana University, 1979), Clinical Professor of Accounting*
- Canada, Richard B., M.S. *(Indiana University, 1969), Senior Lecturer in Marketing and Executive Director, Center for Sales Studies and Market Intelligence*
- Cattani, Kyle, Ph.D. *(Stanford University, 1997), Associate Professor of Operations Management and W.W. Grainger, Inc. Faculty Fellow*
- Chandukala, Sandeep, Ph.D. *(The Ohio State University, 2008), Assistant Professor of Marketing and 3M Junior Faculty Fellow*
- Clark, Paige, M.A. *(Ball State University, 2006), Lecturer in Communication, Professional and Computer Skills*
- Clayton, Matthew, Ph.D. *(Northwestern University, 1996), Associate Professor of Finance and Eli Lilly Faculty Fellow*
- Clements, Walter, M.B.A. *(University of Chicago, 1986), Visiting Lecturer in Finance*
- Colon, Carlos, Ph.D. *(Indiana University, 2004), Lecturer in Communication, Professional and Computer Skills*
- Cook, Christopher, M.B.A. *(Indiana University, 1998), Visiting Lecturer in Accounting*
- Cornaggia, Jess, Ph.D. *(University of Texas at Dallas, 2009), Assistant Professor of Finance*
- Covin, Jeffrey G., Ph.D. *(University of Pittsburgh, 1985), Samuel and Pauline Glaubinger Professor of Entrepreneurship and Professor of Strategic Management*
- Craig, Byron, Masters *(Indiana University, 2002), Lecturer in Communication, Professional and Computer Skills*
- Crawley, Michael, Ph.D. *(University of Texas, 2010), Assistant Professor of Accounting*
- Cutshall, Rex, M.B.A. *(University of Evansville, 1988), Senior Lecturer in Operations and Decision Technologies and I-Core Coordinator*
- Dalton, Catherine M., Ph.D. *(Indiana University, 1991), Professor of Strategic Management and David H. Jacobs Chair of Strategic Management*
- Dalton, Dan R., Ph.D. *(University of California, Irvine, 1979), Harold A. Poling Chair of Strategic Management and Professor of Management*
- Dayton, Keith, M.B.A. *(Indiana Wesleyan, 1983), Senior Lecturer in Communication, Professional and Computer Skills*
- De Los Santos, Babur, Ph.D. *(University of Chicago, 2008), Assistant Professor of Business Economics and Public Policy*
- Denekamp, Johannes, Ph.D. *(Ohio State University, 1988), Senior Lecturer in Management*
- Dennis, Alan, Ph.D. (*University of Arizona, 1991), John T. Chambers Chair of Internet Systems and Professor of Information Systems*
- Dingman, Di, M.B.A. *(Webster University, 1999), Visiting Lecturer in Marketing and Director of the Center for Global Sales Leadership*
- Dobos, Scott, M.B.A. (*(University of Connecticut, 1996), Lecturer in Operations and Decision Technologies*
- Dollinger, Marc J., Ph.D. *(Lehigh University, 1983), Professor of Management, Editor of* Business Horizons
- Duhachek, Adam, Ph.D. *(Northwestern University, 2004), Associate Professor of Marketing and Nestle-Hustad Professor*

- Dunn-Jensen, Linda, Ph.D. *(New York University, 2006), Clinical Assistant Professor of Organizational Behavior and Human Resources*
- Easton, Anna L., M.S. *(Indiana University, 1976), Senior Lecturer in Communication, Professional and Computer Skills*
- Ellul, Andrew, Ph.D. *(London School of Economics, 2001), Associate Professor of Finance and Fred T. Greene Chair*
- Evans, Mark, Ph.D. *(Duke University, 2008), Assistant Professor of Accounting*
- Evans Groth, Nicole, M.I.S. *(Indiana University, 2004), Lecturer in Communication, Professional and Computer Skills*
- Fella, Sheri, M.B.A *(Indiana University, 1996), Lecturer in Management*
- Fisher, Joseph G., Ph.D. *(Ohio State University, 1987), Professor of Accounting and Harry C. Sauvain Chair*
- Fletcher, Kathy J., Ph.D. *(Indiana University, 1986), Senior Lecturer in Communication, Professional and Computer Skills*
- Garcia, P. Roberto, Ph.D. *(University of Michigan, 1996), Clinical Professor of International Business*
- Gerth, Anthony, M.B.A. *(Ashland College, 1983), Visiting Clinical Assistant Professor in Operations and Decision Technologies*
- Glass, Kathrine, M.B.A. *(Indiana University, 1984), Lecturer in Accounting*
- Goddin, Jeffrey K., M.A. *(Indiana University, 1974), Senior Lecturer in Communication, Professional and Computer Skills*
- Goldman, Eitan, Ph.D. *(University of Pennsylvania at Wharton, 2000), Associate Professor of Finance and FedEx Faculty Fellow*
- Grandorf, James N., M.B.A. *(Indiana University, 1964), Clinical Professor of Accounting*
- Greene, David E., J.D. *(Indiana University, 1974), Clinical Professor of Accounting*
- Greiner, Daniel, M.S. *(Virginia Polytechnic Institute and State University, 1986), Clinical Associate Professor of Finance and I-Core Case Coordinator*
- Gupta, Nandini, Ph.D. *(University of Pittsburgh, 2000), Associate Professor of Finance and Koenig Faculty Fellow*
- Haeberle, David, M.B.A., J.D. *(Indiana University, 1986), Clinical Associate Professor of Finance and J. Dwight Peterson Faculty Fellow*
- Harbaugh, Richmond, Ph.D. *(University of Pittsburgh, 1997), Associate Professor of Business Economics and Public Policy*
- Hauskrecht, Andreas, Ph.D. *(Freie University, 1995), Clinical Associate Professor of Business Economics and Public Policy*
- Hayford, Stephen L., J.D. *(Indiana University, 1987), Professor of Business Law*
- Hays, Gerry, J.D. *(Indiana University, 1997), Lecturer in Finance*
- Head, Julie S., B.S. *(Indiana University, 1982), Senior Lecturer in Accounting*
- Heese, Hans Sebastian, Ph.D. *(University of North Carolina, 2004), Associate Professor of Operations Management*
- Heidwald, Jeanette, L., M.A.T. *(Indiana University, 1998), Senior Lecturer in Communication, Professional and Computer Skills*
- Heltsley, April, M.A. *(Indiana University, 1990), Senior Lecturer in Communication, Professional and Computer Skills*
- Hewitt, Max, Ph.D. *(University of Washington, 2007), Assistant Professor of Accounting*
- Hillier, Janet, Ph.D. *(Indiana University, 1990), Clinical Assistant Professor of Management Consulting*
- Hite, Peggy A., Ph.D. *(University of Colorado, 1986), Professor of Accounting, Kelley Scholars and Honors Program Cultural Director and Monroe Shine & Co. Faculty Fellow*
- Hodder, Leslie Davis, Ph.D. *(University of Texas at Austin, 2001), Associate Professor of Accounting and Ernst & Young Faculty Fellow*
- Holden, Craig W., Ph.D. *(University of California, Los Angeles, 1990), Professor of Finance and Barney Faculty Fellow*
- Hopkins, Patrick E., Ph.D. *(University of Texas, 1995), Professor of Accounting and Deloitte Foundation Accounting Faculty Fellow*
- Hu, Shanshan, Ph.D. *(University of Michigan, 2008), Assistant Professor of Operations Management*
- Hu, Xinxin, Ph.D. *(University of Michigan, 2005), Assistant Professor of Decision Sciences*
- Israelsen, Ryan, Ph.D. *(University of Michigan, 2009), Assistant Professor of Finance*
- Jacobs, F. Robert, Ph.D. *(Ohio State University, 1979), Professor of Operations and Decision Technologies, Honors I-Core Faculty Lead and Chase Faculty Fellow*
- James, Jerry, M.B.A. *(University of Chicago, 1975), Senior Lecturer in Finance*
- Jennings, Robert H., Ph.D. *(University of Texas at Austin, 1981), Professor of Finance and Gregg T. & Judith Summerville Chair*

- Jensen, Anna, M.B.A. *(Ball State University, 2000), Lecturer in Accounting*
- Johnson, Kari, B.M. *(Belmont University, 1997), Senior Lecturer in Communication, Professional and Computer Skills*
- Kamma, Sreenivas, Ph.D. *(State University of New York at Buffalo, 1987), Chairperson and Associate Professor of Finance*
- Kanning, Myron, M.B.A. *(Xavier University, 1975), Senior Lecturer in Management*
- Kelmer, Michele, Masters *(Florida State University, 1996), Lecturer in Communication, Professional and Computer Skills*
- Kennedy, Thomas G., J.D. *(Indiana University, 1971), Clinical Associate Professor of Accounting*
- Kesner, Idalene, Ph.D. *(Indiana University, 1983), Associate Dean of Faculty and Research, Professor of Management and Frank P. Popoff Chair of Strategic Management*
- Khatri, Vijay, Ph.D. *(University of Arizona, 2002), Associate Professor of Information Systems*
- Kinser, Amy, J.D. *(Indiana University, 2001), Senior Lecturer in Operations and Decision Technologies*
- Kinser, J.Eric, Masters *(Indiana University, 2001), Lecturer in Communication, Professional and Computer Skills and Co-director of Communication, Professional and Computer Skills*
- Kitzmiller, Greg, M.B.A. *(Indiana University, 1981), Senior Lecturer in Marketing*
- Kolovou, Tatiana, B.S. *(Indiana University, 1989), Senior Lecturer in Communication, Professional and Computer Skills*
- Kreft, Steven Francis, Ph.D. *(West Virginia University, 2003), Clinical Assistant Professor of Business Economics and Public Policy*
- Krishnan, H. Shanker, Ph.D. *(University of Arizona, 1991), Professor of Marketing and Whirlpool Corporation Faculty Fellow*
- Kuratko, Donald F., D.B.A. *(Southeastern Nova University, 1984), Executive Director of Johnson Center for Entrepreneurship and Innovation, Jack M. Gill Chair in Entrepreneurship, and Professor of Entrepreneurship*
- Langvardt, Arlen W., J.D. *(University of Nebraska, 1981), Professor of Business Law*
- Langvardt, Kyle, J.D. *(University of Chicago, 2007), Lecturer in Business Law*
- Lemper, Timothy, J.D. *(Harvard University, 2001), Clinical Associate Professor of Business Law*
- Lenz, R. Thomas, D.B.A. *(Indiana University, 1978), Chairperson of Undergraduate Program, Professor of Business Administration and Lawrence D. Glaubinger Professor of Business Administration*
- Li, Dan, Ph.D. *(Texas A&M University, 2005), Assistant Professor of International Business*
- Li, Shibo, Ph.D. *(Carnegie Mellon, 2003), Associate Professor of Marketing*
- Lin, Haizhen, Ph.D. *(Boston University, 2008), Assistant Professor of Business Economics and Public Policy*
- Long, Mark, M.S. *(Florida State University, 1982), Lecturer in Management and Entrepreneurship*
- Lummus, Rhonda, Ph.D. *(University of Iowa, 1992), Clinical Professor of Operations and Decision Technologies and Co-director of Supply Chain Affiliates*
- MacKenzie, Scott B., Ph.D. *(University of California, Los Angeles, 1983), Professor of Marketing and Neal Gilliatt Chair*
- Mafi-Kreft, Elham, Ph.D. *(West Virginia University, 2003), Clinical Assistant Professor of Business Economics and Public Policy*
- Magjuka, Richard, Ph.D. (*University of Chicago, 1988), Chairperson and Associate Professor of Kelley Direct Programs*
- Maines, Laureen A., Ph.D. *(University of Chicago, 1990), Chairperson and Professor of Accounting, KPMG Professor*
- Major, David, Ph.D. *(University of Maryland, 2009), Assistant Professor of Strategic Management and Eli Lilly Faculty Fellow*
- Mallor, Jane P., J.D. *(Indiana University, 1976), Chairperson and Professor of Business Law*
- Massey, Anne P., Ph.D. *(Rensselaer Polytechnic Institute, 1991), Professor of Information Systems, IM Affiliates Faculty Director and Dean's Research Professor*
- Masson, Dubos, Ph.D. *(Indiana University, 1983), Clinical Associate Professor of Finance*
- Maxwell, John W., Ph.D. *(Queen's University, 1993), Chairperson and Professor of Business Economics and Public Policy and W. George Pinnell Professor*
- McAllister, Susan, M.B.A. *(Indiana University, 1980), Lecturer in Management and Entrepreneurship*
- McCoy, Doug, M.B.A. *(Indiana University, 1988), Lecturer in Finance*
- McCrory, Martin A., J.D. *(Indiana University, 1983), Associate Professor of Business Law, Chair of Honors Undergraduate Program and ArcelorMittal USA Undergraduate Faculty Fellow*
- McDougall, Patricia P., Ph.D. *(University of South Carolina, 1987), Professor of Strategic Management and William L. Haeberle Professor of Entrepreneurship*

- McMullen, Jeff, Ph.D. *(University of Colorado, 2003), Assistant Professor of Management and Entrepreneurship*
- Meunier, John, M.S. *(Indiana University, 1998), Lecturer of Communication, Professional and Computer Skills*
- Miller, Brian, Ph.D. *(Penn State University, 2008), Assistant Professor of Accounting*
- Miller, Toyah, Ph.D. *(Texas A&M University, 2008), Assistant Professor of Strategic Management and Eli Lilly Faculty Fellow*
- Monaco, Susan, Ph.D. *(Duke University, 1995), Senior Lecturer of Finance*
- Moore, Joseph C., M.S. *(University of Dayton, 1975), Senior Lecturer in Operations and Decision Technologies*
- Mora, Juliane, Masters *(CSU Sacramento, 2005), Lecturer in Communication, Professional and Computer Skills*
- Morgan, Neil A., Ph.D. *(University of Wales, 1996), Associate Professor of Marketing and PETsMART, Inc. Distinguished Chair in Marketing*
- Moriarity, Brant, B.A. *(Indiana University, 2002), Lecturer in* ***Communication, Professional and Computer Skills***
- Morrone, Michael, J.D. *(Southern Methodist University, 1993), Senior Lecturer in Communication, Professional and Computer Skills*
- Muhlhofer, Tobias, Ph.D. *(London School of Economics, 2005), Assistant Professor of Finance*
- Near, Janet P., Ph.D. *(State University of New York at Buffalo, 1977), Chairperson of Management and Entrepreneurship and Dale M. Coleman Chair of Management*
- Neher, Darryl R., Ph.D. *(Indiana University, 1998), Senior Lecturer in Communication, Professional and Computer Skills*
- New, Dawn, Masters *(Ball State University, 2006), Lecturer in Communication, Professional and Computer Skills*
- Newquist, Jay D., M.B.A. *(Indiana University, 1997), Senior Lecturer in Operations and Decision Technologies*
- Owen, Sandra H., M.B.A. *(University of Kentucky, 1986), Senior Lecturer in Business Communication*
- Palmer, Paul, Jr., M.B.A. *(Indiana University, 1996), Lecturer in Marketing*
- Parry, Robert W., Jr., Ph.D. *(Lehigh University, 1979), Professor of Accounting*
- Patterson, Richard, Ph.D. *(Michigan State University, 1995), Lecturer in Finance*
- Perreault, Peter, P., Ph.D. *(Indiana University, 1992), Senior Lecturer in Marketing*
- Perry, Aaron, M.S. *(Indiana University, 2008), Lecturer in Operations and Decision Technologies*
- Perry, Josh, J.D. *(Vanderbilt University, 2002), Assistant Professor of Business Law and Ethics*
- Podsakoff, Philip M., D.B.A. *(Indiana University, 1980), John F. Mee Professor of Management*
- Pool, Veronika Krepely, Ph.D. *(Vanderbilt University, 2006), Assistant Professor of Finance*
- Powell, Frona M., J.D. *(Indiana University, 1976), Associate Professor of Business Law*
- Prabhakar, Bipin, Ph.D. *(Mississippi State University, 1999), Clinical Associate Professor of Information Systems*
- Pratt, Jamie H., D.B.A. *(Indiana University, 1977), Professor of Accounting and Alva L. Prickett Chair*
- Prenkert, Jamie Darin, J.D. *(Harvard Law School, 1998), Associate Professor of Business Law and AACSB Faculty Qualifications Coordinator*
- Prince, Jeff, Ph.D. *(Miami University, 1998), Associate Professor of Business Economics and Public Policy*
- Rasmusen, Eric B., Ph.D. *(Massachusetts Institute of Technology, 1984), Professor of Business Economics and Public Policy, Dalton Professorship, and Adjunct Professor of Economics (College of Arts and Sciences)*
- Rauh, Michael, Ph.D. *(Johns Hopkins University, 1997), Associate Professor of Business Economics and Public Policy*
- Rearick, Thomas R., B.A. *(Indiana University, 1987), Senior Lecturer in Accounting*
- Richards, Eric L., J.D. *(Indiana University, 1976), Professor of Business Law and Chair of Kelley Direct Public Programs*
- Rieseberg, Rhonda, Masters *(Warren Wilson College, 2000), Lecturer in Communication, Professional and Computer Skills*
- Robbins, Christopher, M.S.I.S. *(Indiana University, 2010), Lecturer in Operations and Decision Technologies*
- Roedl, Fred W., M.B.A, *(Indiana University, 1995), Clinical Associate Professor of Marketing and MBA Business Academy Director*
- Rubin, Joel D., M.B.A. *(University of Chicago, 1996), Clinical Associate Professor of Business Law*
- Rubenstein, David, Ph.D. *(Texas A&M University, 1986), Clinical Associate Professor of Management*
- Ryan, Katherine, Ph.D. *(Indiana University, 1996), Senior Lecturer in Communication, Professional and Computer Skills*

- Schrimper, Richard J., M.B.A. *(Indiana University, 1985), Senior Lecturer in Accounting*
- Schultz, Benjamin, M.A. *(University of Akron, 1976), Senior Lecturer in Communication, Professional and Computer Skills*
- Semadeni, Matthew, Ph.D. *(Texas A&M University, 2003), Associate Professor of Management and Co-coordinator for Research for the Center for the Business of Life Sciences*
- Sera, Gipsi L., B.A. *(Indiana University, 1989), Senior Lecturer in Communication, Professional and Computer Skills*
- Serex, Paul, M.B.A. *(Indiana University, 1997), Lecturer in Operations and Decision Technologies*
- Seshasainam, Preethika, Ph.D. *(University of North Carolina, 2008), Assistant Professor of Marketing*
- Sevilir, Merih, Ph.D. *(INSEAD, 2003), Associate Professor of Finance*
- Shackelford, Scott, J.D. *(Stanford University, 2009), Assistant Professor of Business Law*
- Shepherd, Dean A., Ph.D. *(Bond University [Australia], 1997), Professor of Entrepreneurship*
- Sherry, Sarah, B.A. *(Maryville University—St. Louis, 1991), Senior Lecturer in Operations and Decision Technologies*
- Shockley, Richard, Ph.D. *(Indiana University, 1992), Associate Professor of Finance and CenterPoint Faculty Fellow*
- Slotegraaf, Rebecca J., Ph.D. *(University of Wisconsin—Madison, 2000), Associate Professor of Marketing and Whirlpool Corporation Faculty Fellow*
- Smart, Scott B., Ph.D. *(Stanford University, 1990), Clinical Professor of Finance and Whirlpool Corporation Faculty Fellow*
- Smith, Daniel C., Ph.D. *(University of Pittsburgh, 1988), Dean, Clare W. Barker Chair in Marketing, and Professor of Marketing*
- Solomon, June, M.A. *(Delhi University, 1971), Senior Lecturer in Communication, Professional and Computer Skills*
- Soni, Ashok K., D.B.A. *(Indiana University, 1981), Associate Dean of Information Technology, Professor of Operations and Decision Technologies, and Max Barney Faculty Fellow*
- Souza, Gilvan, Ph.D. *(University of North Carolina-Chapel Hill, 2000), Associate Professor of Operations and Decision Technologies*
- Spiro, Rosann L., Ph.D. *(University of Georgia, 1976), Professor of Marketing and Executive Director of the Center for Global Sales Leadership*
- Sprinkle, Geoffrey B., Ph.D. *(University of Iowa, 1996), Professor of Accounting and Whirlpool Corporation Faculty Fellow*
- Stefanescu, Catalin, M.S. *(University of North Carolina-Chapel Hill, 2007), Lecturer in Business Economics and Public Policy*
- Stefanescu, Irina, Ph.D. *(University of North Carolina —Chapel Hill, 2006), Assistant Professor of Finance*
- Steiner-Williams, Judy F., M.S. *(Indiana University, 1976), Senior Lecturer in Communication, Professional and Computer Skills*
- Stern, Jerrold J., Ph.D. *(Texas A&M University, 1979), Professor of Accounting*
- Stoffman, Noah, Ph.D. *(University of Michigan, 2008), Assistant Professor of Finance*
- Stone, Cynthia, M.S. *(Indiana University, 1980), Lecturer in Communication, Professional and Computer Skills*
- Storey, James, Masters *(University of Kansas, 2008), Lecturer in* ***Communication, Professional and Computer Skills***
- Talbott, John, Masters *(University of Tennessee at Chattanooga, 1987), Lecturer in Marketing and Assistant Director of the Center for Education and Research in Retailing*
- Telthorst, George, M.B.A. *(University of Chicago, 1984), Faculty Lecturer in Communication, Professional and Computer Skill and Director of the Center for the Business of Life Sciences*
- Terjesen, Siri, Ph.D. *(Cranfield University, UK, 2006), Assistant Professor of Strategic Management*
- Threlkeld, J. Shannon, B.A. *(Indiana University, 1995), Senior Lecturer in Marketing*
- Tian, Xuan, Ph.D. *(Boston College, 2008), Assistant Professor of Finance*
- Tiller, Mikel G., D.B.A. *(Indiana University, 1980), Chairperson of Graduate Accounting Programs and Associate Professor of Accounting*
- Tiller, Susan, B.A. *(Dartmouth College, 1982), Senior Lecturer in Accounting*
- Trzcinka, Charles, Ph.D. *(Purdue University, 1980), Professor of Finance and James and Virginia E. Cozad Chair*
- Udell, Gregory F., Ph.D. *(Indiana University, 1983), Chase Chair of Banking and Finance and Professor of Finance*
- Vargo, Sue, Ph.D. *(Indiana University, 1994), Co-director of Communication, Professional and Computer Skills and Senior Lecturer in Accounting*
- Venkataraman, Ramesh, Ph.D. *(University of Arizona, 1995), Chairperson of Information Systems Graduate Program, Associate Professor of Information Systems and Whirlpool Corporation Faculty Fellow*
- Venkataramanan, Munirpallam A., Ph.D. *(Texas A&M University, 1987), Associate Dean of Academic*

Programs, Professor of Operations and Decision Technologies and Jack R. Wentworth Professor

- Wahlen, James M., Ph.D. *(University of Michigan, 1991), Professor of Accounting and James R. Hodge Chair*
- Walters, Rockney G., Ph.D. *(Purdue University, 1984), Professor of Marketing*
- Wheeler, Bradley C., Ph.D. *(Indiana University, 1993), Professor of Information Systems, Vice President for Information Technology and Chief Information Officer*
- Whiting, Steve, Ph.D. *(Indiana University, 2006), Assistant Professor of Organizational Behavior and Human Resources*
- Wiethoff, Carolyn*, M.A. (Indiana University, 1998), Clinical Associate Professor of Management*
- Wildenbeest, Matthijs, Ph.D. *(ERASMUS University, 2007), Assistant Professor of Business Economics and Public Policy*
- Williams, Theresa D., Ph.D. *(University of Tennessee, 1994), Clinical Associate Professor of Marketing and Director of the Center of Education and Research in Retailing*
- Wimbush, James C., Ph.D. *(Virginia Polytechnic Institute and State University, 1991), Professor of Business Administration*
- Winston, Vivian, Masters *(Indiana University, 1991), Visiting Lecturer in Accounting*
- Winston, Wayne L., Ph.D. *(Yale University, 1975), Professor of Operations and Decision Technologies and John & Esther Reese Professor*
- Wisneski, John, Masters *(University of Notre Dame, 2003), Lecturer in Management and Entrepreneurship*
- Woodhouse, Douglas, M.B.A. *(London Business School, 1997), Visiting Lecturer in Operations and Decision Technologies*
- Yang, Jun, Ph.D. *(Washington University, 2004), Assistant Professor of Finance*
- Yohn, Teri, Ph.D. *(Indiana University, 1991), Associate Professor of Accounting and PricewaterhouseCoopers Faculty Fellow*
- Yonker, Scott, Ph.D. *(The Ohio State University, 2010), Assistant Professor of Finance*
- Yu, Xiaoyun, Ph.D. *(University of Minnesota, 2001) Associate Professor of Finance*

Faculty Emeriti

- Albright, S. Christian. Ph.D. (*Stanford University, 1972), Professor Emeritus of Operations and Decision Technologies*
- 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)*
- Boquist, John A., Ph.D. (*Purdue University, 1973), Professor Emeritus of Finance*
- 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*
- Dalrymple, Douglas J., D.B.A. *(Michigan State University, 1964), Professor Emeritus of Marketing*
- Davidson, Lawrence S., Ph.D. *(University of North Carolina, 1976), Professor Emeritus of Business Economics and Public Policy*
- DeHayes, Daniel W., Jr., Ph.D. *(Ohio State University, 1968), Professor Emeritus of Business Administration*
- Donnell, John D., D.B.A. *(Harvard University, 1966), Professor Emeritus of Business Administration*
- Dreher, George F., Ph.D. *(University of Houston, 1977), Professor Emeritus of Business Administration*
- Dvorak, Earl A., Ed.D. *(Indiana University, 1951), Associate Professor Emeritus of Business Education (Kelley School of Business) and Associate Professor Emeritus of Education (School of Education)*
- Dworkin, Terry M., J.D. *(Indiana University, 1974), Professor Emeritus of Business Law*
- Fisher, Jeffrey D., Ph.D. (*Ohio State University, 1980), Professor Emeritus of Finance and Real Estate*
- Fratianni, Michele, Ph.D. *(Ohio State University, 1971), Professor Emerita of Business Economics and Public Policy*
- Frisbie, Gil, M.B.A. *(Indiana University, 1969), Clinical Associate Professor Emeritus of Marketing*
- Frumer, Samuel, D.B.A. *(Indiana University, 1960), C.P.A., Professor Emeritus of Accounting*
- Ginger, Laura A., J.D. *(University of Chicago, 1979), Associate Professor Emeritus of Business Law*

- Granbois, Donald H., D.B.A. *(Indiana University, 1963), Professor Emeritus of Marketing*
- Green, R. Jeffery, Ph.D. *(University of Illinois, 1967), Professor Emeritus of Business Economics and Public Policy; Co-Director, Indiana Center for Econometric Model Research*
- Greenleaf, Robert W., D.B.A. *(Indiana University, 1961), Professor Emeritus of Finance*
- Groomer, S. Michael, Ph.D. *(University of Missouri, 1975), C.P.A., Professor Emeritus of Accounting*
- 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*
- Hall, Robert W., D.B.A. *(Indiana University, 1972), Professor Emeritus of Operations Management*
- Harnett, Donald L., Ph.D. *(Cornell University, 1964), Professor Emeritus of Operations and Decision Technologies*
- Hartley, Joseph R., D.B.A. *(Indiana University, 1957), Professor Emeritus of Business Administration*
- Hegarty, W. Harvey, Ph.D. *(University of North Carolina, 1972), Professor Emeritus of Business Administration*
- Heitger, Lester E., Ph.D. *(Michigan State University, 1971), C.P.A., Professor Emeritus of Accounting*
- Helmkamp, John G., D.B.A. *(Indiana University, 1968), Professor Emeritus of Accounting*
- Hettenhouse, George W., Ph.D. *(Purdue University, 1970), Professor Emeritus of Finance*
- Hill, John W., Ph.D. *(University of Iowa, 1986), Professor Emeritus of Accounting*
- Hustad, Thomas P., Ph.D. *(Purdue University, 1973), Professor Emeritus of Marketing*
- Jaffee, Bruce L., Ph.D. *(Johns Hopkins University, 1971), Professor Emeritus of Business Economics and Public Policy*
- Kang, Heejoon, Ph.D. *(University of Washington, 1980), Professor Emeritus of Business Economics and Public Policy*
- Klemkosky, Robert C., Ph.D. *(Michigan State University, 1971), Professor Emeritus of Finance*
- Leibman, Jordan H., J.D. *(Indiana University, 1979), Professor Emeritus of Business Law*
- Mabert, Vincent A., Ph.D. . *(Ohio State University, 1973), Professor Emeritus of Operations Management and John and Esther Reese Professorship*
- MacKay, David B., Ph.D. *(Northwestern University, 1971), Professor Emeritus of Marketing and Adjunct Professor of Geography (College of Arts and Sciences)*
- Marer, Paul, Ph.D. *(University of Pennsylvania, 1968), Professor Emeritus of International Business (Kelley School of Business) and Professor of Central Eurasian Studies (College of Arts and Sciences)*
- Martin, E. Wainright., Jr., Ph.D. *(Ohio State University, 1952), Professor Emeritus of Business Administration*
- McKowen, Diana S., M.S. *(Indiana University, 1981), Senior Lecturer Emeritus in Business Communication*
- Metzger, Michael B., J.D. *(Indiana University, 1969), Professor Emeritus of Business Law*
- Miller, Joseph C., Ph.D. *(University of Wisconsin, 1971), J.D. (University of Chicago, 1963), Professor Emeritus of Marketing*
- Novit, Mitchell S., Ph.D. *(University of Michigan, 1966), Associate Professor Emeritus of Personnel and Organizational Behavior*
- Ogan, Pekin, Ph.D. *(University of North Carolina, 1974), Professor Emeritus of Accounting and Information Systems*
- Olshavsky, Richard W., Ph.D. *(Carnegie Mellon University, 1967), Professor Emeritus of Marketing*
- Organ, Dennis W., Ph.D. *(University of North Carolina, 1970), Professor Emeritus of Personnel and Organizational Behavior*
- Patterson, James H., D.B.A. *(Indiana University, 1970), Professor Emeritus of Operations and Decision Technologies*
- Patterson, James M., Ph.D. *(Cornell University, 1961), Professor Emeritus of Marketing*
- Perkins, William C., D.B.A. *(Indiana University, 1966), Professor Emeritus of Information Systems*
- Phillips, Michael J., S.J.D. *(George Washington University, 1981), Professor Emeritus of Business Law*
- Powell, C. Randall, Ph.D. *(Ohio State University, 1973), Clinical Professor Emeritus of Business Administration*
- 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*
- Salamon, Gerald L., Ph.D. *(Ohio State University, 1971), Professor Emeritus of Accounting*
- Sartoris, William L., Ph.D. *(Purdue University, 1970), Professor Emeritus of Finance*

- 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 (Kelley School of Business) and Professor Emeritus of Education (School of Education)*
- Simkowitz, Michael A., Ph.D. *(New York University, 1970), Professor Emeritus of Finance*
- Smerk, George M., Jr., D.B.A. *(Indiana University, 1963), Professor Emeritus of Transportation*
- Smith, Robert E., Ph.D. *(University of Wisconsin, 1977), Professor Emeritus of Marketing*
- Stephenson, P. Ronald, Ph.D. *(Ohio State University, 1966), Professor Emeritus of Marketing*
- Stockton, R. Stansbury, Ph.D. *(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*
- Summers, John O., Ph.D. *(Purdue University, 1968), Professor Emeritus of Marketing*
- 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*
- 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*

Undergraduate Program, Bloomington

Administration

- Chairperson, Undergraduate Program: R. Thomas Lenz D.B.A. (Indiana University, 1978)
- Director, Undergraduate Program: Kathleen Robbins, M.I.B. (University of Maastricht, 2003)
- Administrative and Accounting Support: Teresa Hayden

Admissions & Prospective Students

- Associate Director, Undergraduate Program (Recruitment & Admission): Luke Leftwich, M.S. (Purdue University, 2006)
- Associate Director, Admissions: Megan Ray, M.A. (Michigan State University, 1995)
- Associate Director, Admissions: Marcus Theodore, M.A. (Hampton University, 2008)
- Manager of Program Communications: Kelsey Keag, M.A. (Indiana University, 2010)
- Recruitment Coordinator: Jennifer Pardue, B.G.S. (Indiana University, 2008)
- I-Core Support: Joyce Hanson
- Admissions Support: Linda Hansel

Advising, Curriculum, & Enrollment for Current Students

- Associate Director, Undergraduate Program (Advising & Curriculum): Gail Fairfield, B.A. (Luther College, 1971)
- Academic Advisor: Justine D'Amico, M.A. (Indiana University, 2003)
- Academic Advisor: Theresa Hitchcock, M.S. Ed. (University of Central Arkansas, 2008)
- Academic Advisor: Brian Jbara, M.Ed. (University of Las Vegas, 2009)
- Academic Advisor: Trish Kerle', M.S.Ed. (Hunter College, 1987)
- Academic Advisor: Brenda McNellen, M.A. (Indiana University, 1996)
- Academic Advisor: Christi Nunley, M.S. (Indiana University, 2009)
- Academic Advisor: Mark Oldstrom, M.Div. (CDSP-GTU, 1976)
- Academic Advisor: Sharlene Toney, M.S.W. (Indiana University, 2003)
- Academic Advisor: Corinne Truxal, M.Ed. (West Chester University, 2010)
- Acaemic Advisor: Shannon Wheeler, M.A. (University of Missouri, 2010)
- Director, Business Honors Program and Academic Advisor: Alison Kvetko, Ph.D. (Indiana University, 2005)
- Business Honors Academic Advisor: Gary Raad, M.A. (Denver Seminary, 1978)
- Director, International Programs and Academic Advisor: Laurie Colglazier, M.S. (Indiana University, 2006)
- Manager of Exchange Programs and Academic Advisor: Angie Perry, M.Ed. (Endicott College, 2002)
- Manager of Short Term Programs and Academic Advisor: Tia Trueblood, M.A. (Indiana University, 2009)
- Academic Advising Support: Tammy Kunkel
- Academic Advising Support: Ross Wood

Kelley Living & Learning Community

- Director, Kelley Living and Learning Community: JoAnne Namy, B.A. (Northwestern University, 1964)
- Kelley Living and Learning Community Support: Karen Grant

Student Engagement & Scholarships

- Assistant Director, Undergraduate Program (Student Engagement): Jim F. Johnson, M.S. (Indiana University, 1997)
- Director, Civic Leadership Development: Molly Barwick, M.A. (University of Cincinnati, 2005)
- Special Projects: Amanda K. Denton, M.S. (Indiana University, 1998)
- Manager of Scholarships: Missty Warren, M.S. (Indiana University, 2006)

- Manager of Student Engagement: Alli Frazier, M.S. (Indiana University, 2008)
- Student Engagement Support:

Kelley Office of Diversity Initiatives

- Director of Diversity: Malik D. McCluskey, Ph.D. (University of North Carolina, Chapel Hill, 2001)
- Assistant Director, Inclusion Initiatives: Emily Dutton, M.S. (Indiana University, 2006)
- Assistant Director, Inclusion Initiatives: Nissy Stetson-Grace, M.P.A. (Indiana University, 2000)
- Inclusion Initiatives Support: Jenny Olson

Records Administration

- Recorder: Cathy Gilbert
- Assistant Recorder: Christin Sparks

Admission

- Direct Freshman Admission
- Standard Admission
- Transfer Admission
- Financial Aid & Scholarships
- Second Bachelor's Degree

Direct Freshman Admission

Each year, qualified students are offered the opportunity to enter the Kelley School as freshmen. To be eligible for Freshman Direct Admission, students must:

1. Be admitted, as freshmen, to IU Bloomington for the Fall semester.
2. List business as the intended major on the IU Bloomington application.
3. Have a minimum SAT score of 1270 (Critical Reading and Math combined) or a minimum ACT score of 29.
4. Be in the top 10 percent of the high school graduating class or have a 3.7 high school GPA (on a 4.0 scale).

Direct Admission offers are sent approximately one month following their admission to IU Bloomington, to students who meet the above criteria.

Standard Admission

Standard Admission to the Kelley School is selective. To be eligible for Standard Admission, students must:

1. Be admitted to IU Bloomington and enrolled on the Bloomington campus for at least one semester.
2. Complete at least 26 credit hours of college coursework. The coursework may be taken at Indiana University or at another accredited institution offering a comparable program.
3. Achieve grades of B or better in all college courses.
4. Successfully complete the English Composition requirement.
5. Successfully complete at least three of the following courses:
   - BUS-K 201 The Computer in Business
   - MATH-M 118 Finite Mathematics
   - MATH-M 119 Brief Survey of Calculus I
   - BUS-X 100 Intro to Business or BUS-G 100 Business in the Information Age
6. Submit an online application at http://www.kelley.iu.edu/ugrad/admissions/ud.cfm by the required deadline. Application deadlines are April 1 for fall semester admission and November 1 for spring semester admission. Grades for all coursework required for fall admission must be recorded on the student's IU Bloomington transcript by the end of the spring semester.

Factors such as extracurricular activities, community service, and work experience are also considered, but are of less importance than the academic performance factors.

Transfer Admission

Transfer students must be admitted to Indiana University and enroll through the University Division for at least the first semester on campus. They are then eligible to apply using Standard Admission. Transfer students must apply for Kelley School admission and be admitted during their first two terms on the IU Bloomington campus.

Transfer students are not guaranteed the availability of needed courses during their first term and it is likely that transfer students will need more than a total of four years in order to complete the degree. Overall, the Kelley School recommends that students transfer as soon as possible so that they prepare for upper level business courses by taking the prerequisites on the IU Bloomington campus. The business admission team can assist students in evaluating which courses are best taken at IU Bloomington and which ones are appropriate to take at other schools. The Kelley School does not recommend transfer after the first four semesters of undergraduate work.

Financial Aid & Scholarships

Scholarships available through the Kelley School are based primarily on academic achievement and/or financial need. Eligible candidates must be certified as students in the Kelley School. A student transferring from another institution must complete at least one semester of full-time study at Indiana University before being admitted to the Kelley School and considered for scholarships. For further information, please contact the Undergraduate Program Office in the Kelley School or visit www.kelley.iu.edu/ugrad.

Eligibility for need-based scholarships and federal financial aid is determined by the IU 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). It is available from high school guidance counselors or at the FAFSA home page: www.fafsa.ed.gov. Students should remember to list IU's federal school code of 001809 as one of the college choices, and be sure to file the FAFSA as soon after January 1 as possible (and definitely before March 10). Information about financial aid procedures is available at www.indiana.edu/~sfa, or at the Office of Student Financial Assistance at (812) 855-0321.

Second Bachelor's Degree

Second bachelor's degrees are not offered at the Kelley School in Bloomington. While it is possible to obtain admission to the Kelley School at IUPUI to pursue a second bachelor's degree, students are advised

to consider other options such as graduate work or other skill-oriented offerings. Further, students who have already earned a bachelor's degree in business are not eligible to earn a second business degree (at either campus), regardless of their credentials. Students who have completed a Kelley School bachelor's degree may register through continuing studies to gain skills in another business major, but cannot be certified for a business degree a second time or add a major to the transcript.

About the Kelley Undergraduate Program

The Undergraduate Program of the Kelley School of Business requires a breadth of education and provides opportunities for specialization. It ensures the development of a basic understanding of the principles, practices, and trends involved in the management of business organizations in the dynamic economic, social, and political environment of the world today. All business majors complete a rigorous semester of junior-level courses in the areas of marketing, operations, finance, and strategic management, known collectively as the Integrative Core or I-Core. In addition to the basic requirements, students choose from a wide variety of business majors.

The study of business and economics is complemented by the study of general education. 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 application of this principle promotes a balanced program of study.

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. Through the Kelley School of Business Civic Leadership Development program, special emphasis is placed on volunteerism and the personal benefits derived from community service.

Objectives of the Kelley Undergraduate Program

Graduates of the Kelley School of Business Undergraduate Program should possess:

- a broad-based knowledge of business, the global business environment, and the role business plays in societies
- an understanding of the diverse national, international, political, social, and economic environments in which businesses operate
- a general knowledge and appreciation of accomplishments in the physical sciences, arts, humanities, and social sciences
- the ability to articulate their thoughts orally and in writing
- an understanding of how to incorporate ethical principles in all processes and decisions
- an appreciation of the opportunities and problems involved in managing complex organizations
- the skills and capability to work effectively with others in the completion of joint tasks
- the ability to find and formulate problems, think analytically, and recommend solutions
- the understanding and expertise needed to function effectively in an advanced technological environment

In summary, graduates of the Undergraduate Program of the Kelley School have the opportunity to acquire an education that will serve them throughout their lives and careers.

Course and Degree Requirements

- B.S. in Business Degree Options
- I-Core Prerequisites
- IUB General Education Curriculum
- Kelley Upper Level General Education Requirements
- Other Courses and Credits Required for Graduation
- The Integrative Core

IUB General Education Curriculum

Kelley School undergraduate students who matriculate to Indiana University - Bloomington, in June 2011 or later, follow the IUB General Education Curriculum outlined at http://gened.iub.edu/. This is incorporated into the 2011 degree requirements for the B.S. in Business.

Students who matriculated to Indiana University Bloomington prior to June 2011, have two choices:

- continue with the 1996-2010 degree requirements for the B.S. in Business and the General Education requirements for that degree: http://www.indiana.edu/~bulletin/iub/kelley-ugrad/2010-2011/index.shtml
- switch completely to the 2011 degree requirements for the B.S. in Business as outlined in this 2011-12 bulletin, which include the IUB General Education Curriculum requirements (see Kelley academic advisor to discuss or make this change)

Kelley Upper Level General Education Requirement

The B.S. in Business is a liberal arts degree, supported by:

- the IUB General Education Curriculum
- plenty of room for non-business minors
- six required credits of upper-level non-business courses

The **six upper-level general education credits** may be completed by any combination of:

- 300/400-level courses articulated as S&H (Social & Historical Studies) or A&H (Arts & Humanities) by the College of Arts & Sciences*
- 200/300/400-leve courses articulated as N&M (Natural & Mathematical Sciences) by the College of Arts & Sciences*
- non-articulated, non-business upper level courses, as approved by a Kelley academic advisor
- non-articulated, non-business transfer credits, as approved by a Kelley academic advisor

*Courses used for other degree requirements (e.g., IUB GenEd N&M, MATH-M 211, ECON-E 370 or STAT-S

301) may not be used to fulfill the Upper Level General Education requirement.

The Integrative Core

The Integrative Core (I-Core), a semester-long experience of five, concurrent classes, is designed to pull together all of the concepts in the I-Core pre-requisites and instill a higher level of learning that bridges the classroom and the real-world. The professors coordinate their course materials so that students are able to easily see the connections between various areas of business and use their understanding of those interrelationships to make business decisions and solve problems.

Beyond the core areas of finance, marketing, operations, and strategy, students participate in workshops as part of the fifth class (I-Core Discussion) to further strengthen professional skills, develop critical thinking, and reinforce the team skills needed for the rigorous case. The final I-Core case is an extensive team project in which students demonstrate the interconnectness of the functional areas as they solve a business problem or challenge.

Students are required to pass each I-Core course with a minimum grade of C.

Standard I-Core

- Students are placed in teams at the end of the semester and spend most of the last two weeks preparing the case
- Standard I-Core is offered in the Fall, Spring, or Summer (full summer)
- Students must apply, online for standard I-Core at http://kelley.iu.edu/ugrad/apps/icore_info.cfm
  - Applications for Fall or Summer I-Core are accepted February 15-March 15
  - Applications for Spring I-Core are accepted September 15 - March 15
  - After receiving approval, students register using BUS-BE 370

Honors I-Core

- Students participate in teams throughout the semester and present their final case at the end of the term
- Honors I-Core is available only for students in the Business Honors Program
- Honors I-Core is offered only in the Fall semester
- Students are administratively enrolled in Honors I-Core (see Business Honors academic advisor for information)

I-Core Pre-requisites

See the I-Core Pre-requisites section for a list of the fifteen courses that need to be completed (all with minimum grades of C) prior to I-Core.

Business Component

2011 B.S. in Business Degree

Students who matriculate to Indiana University Bloomington, in June 2011 or later, must follow the 2011 degree requirements, as outlined in this 2011-12 bulletin. The ***2011 Kelley Degree*** includes the following components:

- IU Bloomington General Education Curriculum
- I-Core Pre-requisites
- Integrative Core
- Kelley Upper Level General Education Requirement
- Business Major
- Other Courses and Credits Required for Graduation

1996-2010 B.S. in Business Degree

Students who matriculated to Indiana University Bloomington, prior to June 2011, are automatically assumed to be pursuing the ***1996-2010 Kelley Degree*** as outlined in the earlier Kelley Undergraduate Program bulletins: http://www.indiana.edu/~bulletin/iub/kelley-ugrad/2010-2011/index.shtml.

Switching Between Degrees

Students who matriculated to Indiana University Bloomington, prior to June 2011, do have the option of switching to the ***2011 Kelley Degree*** but, if they do so, they must satisfy all degree requirements of the ***2011 Kelley Degree***. They may not mix-and-match degree requirements. Students interested in switching to the ***2011 Kelley Degree***, should work with a Kelley academic advisor to determine the feasibility of the change and to declare their intention.

I-Core Prerequisites

The ***2011 Kelley Degree*** includes fifteen I-Core prerequisite courses (41 credit hours).

I-Core Pre-requisites

Course (honors/higher version) Title (pre-requisite; credits)

Usually Taken in First Year

- BUS-A 100 Basic Accounting (1 cr.)
- BUS-K 201 (K204) Computer in Business (3 cr.)
- BUS-X 104 (106) Business Presentations (3 cr.)
- W131 English Comp or approved substitute (3 cr.)
- MATH-M 118 (S118) Finite Math (3 cr.)
- MATH-M 119 (M211) Calculus (3 cr.)
- SLST-T 101 English language improvement courses for international students per results of Indiana EnglishProficiency Exam—required in first semester on campus

Taken in First or Second Year

- BUS-A 201 (A205) Financial Accounting (P: A100; 3 cr.)
- BUS-A 202 (A207) Managerial Accounting (P: A100; 3 cr.)
- ECON-E 201 (S201) Microeconomics (3 cr.)

Usually Taken in Second Year

- BUS-G 202 Corporate Social Strategy (P: E201 with C; 2 cr.)
- BUS-L 201 (L293) Legal Environment of Bus. (P: sophomore; 3 cr.)
- BUS-X 204 (X205) Business Communications (P: W131 with C; 3 cr.)

- BUS-X 220 Career Perspectives (2 cr.)
- ECON-E 370 Statistics (P: M118, E201; 3 cr) OR STAT-S 301 Statistics (P: M119; 3 cr.)

Other Options Before I-Core

- ECON-E 202 (S202) Macroeconomics (P: E201; 3 cr.)
- Required before studying abroad with Kelley program
- BUS-Z 302 (Z304) Managing & Behavior in Orgs (P: junior)

Other Courses and Credits Contributing to Graduation

To complete their degrees and be eligible for graduation, Kelley undergraduates take the following courses.

- **ECON-E 202 Macroeconomics (P: E201)** E202 is a required course that may be taken at any time but must be taken prior to graduation and prior to studying abroad with a Kelley program.
- **BUS-Z 302 Managing and Behavior in Organizations (P: at least Junior standing)** Z302 is a required course that may be taken at any time after the student has Junior standing (at least 56 completed college credits) and must be completed prior to graduation. It is available as an option in many Kelley study abroad programs.
- **BUS-X 420 Business Career Planning and Placement (P: at least Junior standing)** X420 is a required course that is normally taken following I-Core but may be taken at any time after the student has Junior standing (at least 56 completed college credits); it must be completed prior to graduation.

Major Courses

All Kelley students must complete one of twelve business majors, consisting of 15-31 credits (see departmental sections on major requirements). Some students also choose to pursue one of two co-majors in addition to their primary major or to add a second primary major to their course of study. Students should consult with their Kelley academic advisors and career coaches to determine whether/how a second or third major would match their interests or add value to their professional portfolios.

Non-Business Minors

Kelley student are encouraged to pursue minors outside of the business school to further explore their interests and round out their college experiences.

Supplemental Credits to Reach 124 Graduation Credits

All Kelley students must complete at least 124 credits, with an overall GPA of 2.0, in order to be eligible for graduation. Students should confer with their Kelley academic advisors to determine if, after completing all other degree requirements, they need to take additional courses to satisfy this requirement.

Majors by Department

- Department of Accounting
- Department of Business Economics and Public Policy
- Department of Business Law and Ethics
- Department of Finance
- Department of Management and Entrepreneurship
- Department of Marketing
- Department of Operations and Decision Technologies

Department of Accounting

Undergraduate Accounting Major

The Bachelor of Science (B.S.) in Business accounting curriculum prepares students for careers in auditing, corporate accounting, 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 Undergraduate Career Services Office can provide further information about 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. Most states, including Indiana, now require accounting professionals who wish to be licensed as certified public accountants to complete 150 credit hours of education. The Kelley School Graduate Accounting Programs offer two graduate programs for individuals who wish to fulfill the education requirements necessary to sit for the CPA examination while preparing for a lucrative career in the accounting profession. Students planning to practice outside Indiana should consult the CPA licensing board in their intended state of residence. More information can be found at www.cpa-exam.org or www.nasba.org.

Accounting Major Requirements: A311, A312, A325, A329, X301, A337 (or S400), A424 and either A422 or A437. Students must also select a 9 credit hour supporting concentration in a business discipline other than accounting.

Graduate Accounting Programs

The Master of Business Administration in Accounting (MBA/A) is referred to as the “3/2 MBA program” and is designed for Kelley School students majoring in accounting or finance. Students spend three years in undergraduate study at Kelley, apply for admission in the fall of the junior year, and then complete two years in graduate study. Students work in student teams; coursework is delivered in a workshop format by top-ranked faculty members. The hallmark of the market-

driven curriculum is the "experiential learning" component which might include an assignment abroad as well as a capstone business simulation, a field consulting project, learning laboratories, and case studies. After completing the 1st year business core, 2nd year students take coursework consistent with their career goals in accounting or finance. Graduates take positions in financial services, investment banking, and public accounting (audit, tax). Rather than graduating with a bachelor's degree, starting a career, and then having to interrupt it later to come back to school for two years, students stay one additional year at Kelley and earn both a B.S. and an M.B.A degree as well as satisfying the 150-hour requirement to sit for the CPA exam, if they choose. Admission to the program is competitive. Students interested in the program should meet with an undergraduate business advisor to plan a course of study that includes the necessary prerequisite coursework and stay "MBA ready." With careful planning, qualified students are ready to apply for admission in the fall term of the junior year.

The Master of Science in Accounting (MSA) is a one-year graduate accounting degree program open to qualified individuals who have completed a bachelor's degree in business from Indiana University or another accredited college or university. Non-accounting majors may complete the upper-level accounting prerequisites during the Intensive Summer Session prior to the start of fall classes. Work experience is not required. MSA students develop valuable advanced skills in a technical accounting curriculum while gaining "real-world" experience in a team-based, corporate-sponsored consulting project. Students take coursework in audit, taxation, or a blend of the two.

A graduate degree in accounting enables a student to differentiate him or herself in the marketplace, get more in-depth coursework in accounting or finance, gain "experience" in real-world situations, and be qualified and better prepared for the CPA examination. A post-graduation 6-week CPA review course is available exclusively to Kelley's graduate accounting students. For more information, contact the Graduate Accounting Programs office in Suite 2000, on the bridge connecting the two business buildings, visit the website at http://kelley.iu.edu/gap, or e-mail acctgrad@indiana.edu.

Department of 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 qualified to deal with the economic and administrative problems that they encounter as they face increased competition and government scrutiny. The undergraduate majors in business economics and public policy provide 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 department offers two majors: Economic Consulting and Public Policy Analysis.

Economic Consulting Major

The undergraduate major in Economic Consulting provides students with training in the application of micro- and macroeconomics to problems of business decision making and in forecasting techniques. This major intends to serve the in-house business economist market and the more competitive consulting market, as well as the financial industry. Most business economists are employed by companies in the fields of banking and finance, manufacturing, transportation, utilities, insurance, real estate, mining, and retailing. A growing number of consulting companies—such as A.T Kearney; Analysis Group, Inc.; Bain & Co.; Boston Consulting Group; Eco-Stat Corporation; Economics Resource Group; The Brattle Group; Chicago Partners; Cornerstone Research; McKinsey & Co.; Law and Economics Consulting Group; Nathan Associates; and NERA—are providing the services of business economic analysis to enterprises that do not want to develop in-house expertise in this area. Many financial industry firms such as Credit Swiss First Boston, Ernst & Young, Deutsche Bank, Lincoln International, and Lehman Brothers are actively hiring BEPP graduates.

Economic Consulting Major Requirements: G303, G304, G345, G350, G400, G456, and G492.

Public Policy Analysis Major

The major in Public Policy Analysis provides students with training in the application of micro- and macroeconomics to the analysis of the effect of governmental policies on the business environment and in forecasting techniques.

As job opportunities have expanded, firms have become particularly interested in the fields of policy analysis, applied economics, and forecasting. As a result, most public policy analysts are involved in a variety of tasks rather than in narrow or highly specialized work. Thus a broad (rather than specialized) education in public policy analysis and business administration is advantageous. Analysts may be employed by companies in the fields of banking, manufacturing, transportation, utilities, insurance, real estate, finance, mining, and retailing. In addition, many trade associations, consulting firms, and governmental agencies employ public policy analysts. Public policy analysts help provide information to top management for use in interpreting governmental regulations. Their skills may be called upon to assist in writing speeches, preparing testimony, or helping with company publications.

Public Policy Analysis Major Requirements: G303, G304, G345, G350, G406, and G494.

Department of Business Law and Ethics

Legal Studies Major

The business law department's course offerings acquaint students with what is probably the most important external factor affecting business decisions: the law. These courses provide an understanding of the nature, functions, and practical operation of the legal system. They also provide considerable information about the most important substantive legal rules restricting—and facilitating—business conduct. 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.

Legal Studies Major Requirements: L201 (or L293), L470, three courses from L100, L250, L302, L303, L311, L312, L315, L350, L356, L406, L408, L409, L411, and M429, and one additional course from the above list or from D301, G406, Z404, JOUR-J 300, SPEA-V 450, and POLS-Y 304. 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. Three credit hours in Business Law topics courses (L255, L355, or L455) may be substituted for any of the above courses except for L201, L293, and L470.

Department of Finance

The Finance department offers two majors: Finance and Finance-Real Estate. Students in both majors are required to complete the "Finance Core," which consists of two courses: F303 Intermediate Investments and F305 Intermediate Corporate Finance. The Finance Core provides a rigorous treatment of the core concepts of finance and develops spreadsheet skills in financial modeling. This core also provides a solid depth of knowledge and serves as a foundation for all of the 400-level finance electives. In addition, both majors include credit hours in accounting which lay a critical foundation that employers demand. Kelley School students may select either the Finance major or the Finance-Real Estate major but not both. A minimum GPA of 2.0 is required over all courses in each major.

Finance Major

The Finance major prepares students for careers in finance, including positions in five subfields: (1) corporate finance positions, such as financial analyst or treasurer (F307, F402, F408), (2) investment positions, such as broker, security analyst, portfolio manager, or trader (F335, F420, F421), (3) banking positions, such as credit analyst, loan officer, or branch manager (F446, G345), (4) international finance positions, such as working in finance outside the U.S. or working in finance in the U.S. arm of a multinational corporation (F494), (5) entrepreneurial finance positions, such as venture capitalist or small business finance (F317). Nearly all of these courses further develop spreadsheet skills in financial modeling. Detailed one-page course descriptions are available at www.kelley.iu.edu/finance.

Finance Major Requirements: F303, F305, A310, A324 and (A327 or A329), and twelve elective credits (six at the 400-level) from F307, F317, F335, F390, F402, F408, F420, F421, F446, F494, and G345.

Permitted Substitutions:

- A311 and A312 (combined) may substitute for A310 and 3.0 credit hours of a 400-level finance elective. Credit is given for only one of A310 or (A311 and/or A312).
- A325 may substitute for A324 and (A327 or A329)
- ECON-E 305 may substitute for BUS-G 345.

Finance-Real Estate Major

The Finance-Real Estate major 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.

Finance-Real Estate Major Requirements: A310, F303, F305, L408, R305, R440, R443 and three elective credit hours from A329, F307, F317, F335, F402, F408, F420, F421, F446, F494, L409, and G345.

Department of Management and Entrepreneurship

The Department of Management and Entrepreneurship encompasses the areas of management and organizations, human resource management, organizational behavior, strategic management, entrepreneurship, corporate innovation, and international business. The department offers majors in Entrepreneurship and Corporate Innovation, International Business, and Management.

The Management Major provides students with a broad-based background that is particularly helpful as a second major for students already majoring in a specific functional or technical area (e.g., accounting, finance, operations, etc.). The Entrepreneurship and Corporate Innovation Major is aimed at two types of students: those who wish to start their own firms (i.e., Entrepreneurship) and those who wish to work in innovation areas at existing firms (e.g., a new start-up at a large firm). Finally, the International Business Co-major is available for students who wish to be involved in global management, either working abroad in global firms or working for US firms in areas that support their international operations.

Entrepreneurship and Corporate Innovation Major

The image of business in the United States is often one of mammoth national and multinational corporations. Too often the role of the entrepreneur in the corporate setting 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 within larger organizations.

The Kelley School of Business, recognizing the contributions of entrepreneurs and the interest shown by students, offers an entrepreneurship and corporation innovation major. This major focuses on the special skills and knowledge needed by entrepreneurs, managers of small and medium-sized firms, and innovators within corporate contexts.

Entrepreneurship and Corporate Innovation Major Requirements: W232, W233, W313, W406, W420, and F317 and three elective credits from W409, Z340, Z404, Z447, A310, J411/J420, F307, F402, M303, L311, and W212 (if W212 is taken before I-Core).

International Business Co-Major

U.S. firms have progressed far beyond the comparatively simple stage of import-export operations in response to new and dynamic patterns of international business. Many companies are becoming multinational, with production

units in numerous foreign countries. Many foreign entities also operate in the United States. For these reasons, private enterprise in the U.S. has become more intimately concerned not only with international business but also with the underlying economic, political, and social trends of foreign nations. The multidisciplinary international business co-major focuses on these developments. As a co-major, International Business must be declared in conjunction with another Kelley business major.

International Business Co-Major Requirements: D301, D302; three credits of foreign language at 200-level; and six credit hours of electives from the following: D490, D496, , F494, G256, G494, L411, M401, P256, X255, X330, X480, X488, EALC-E 393, EALC-E 394, ECON-E 303, ECON-E 309, ECON-E 331, ECON-E 332, ECON-E 337, three additional credit hours of 200-level foreign language, or courses in an approved study abroad program (see international programs advisor for approval). Of the six credit hours of electives, at least three credits must be in BUS or ECON. EALC and ECON courses used for the International Business major may not double-count for the 27-hour Core or for Supplemental General Education credit.

Management Major

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 major 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 major provides the flexibility to accommodate students whose interests include preparing for entry into corporate management training positions, applying behavioral science to management, in both line and staff capacities, operating small businesses and working as management consultants. The Management Major is especially useful as a second major to students who have a first major in a technical or functional area (e.g., accounting, business economics, finance, etc.) and hope to eventually become managers in their fields, in which case they will need the management skills necessary to lead teams and motivate their subordinates.

Management Major Requirements: Z340, W430, Z447, J420, J411; 3-6 elective credit hours from D301, D302, W212, W232, W233, Z355, and Z404; 0-3 elective credit hours from L312, L406, F402, M303, P320, G303, and A325.

Department of Marketing

Marketing Major

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 consumer behavior, the development of new products, pricing policies, institutions and channels of distribution (including retailing, the Internet, 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, and distribution. Students may pursue within the curriculum a modest degree of specialization in the area of their vocational interest.

Marketing Major Requirements: M303, M342, M343, M344, M450, and nine elective credit hours from M255 (if taken prior to I-Core), M330, M355, M401, M402, M405, M407, M415, M419, M426, M429, and M455.

Department of Operations and Decision Technologies

Information and Process Management Major

The Information and Process Management (IPM) major is designed to address information technology and process issues for operating and managing complex and distributed global businesses. 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 information systems and information technologies that integrate and optimize processes across the enterprise. The Information and Process Management major blends information systems, decision sciences, and process management concepts and is ideal for working in such global environments. Many IPM graduates begin their careers as business analysts or consultants, but an increasing number of IPM graduates are likely to be employed as business liaisons in the traditional functional areas of accounting, finance, marketing, or production and supply chain management to apply information technologies to solving business problems. Demand for IPM graduates is expected to remain high for the foreseeable future, with average starting salaries likely to be the highest among all majors available in the Kelley School. The IPM major is ideal for students with an interest in information technology and systems, a high level of analytical ability, and a desire to work on challenging problems in a business environment.

Information and Process Management Major Requirements: S305, S307, S308 and K315 and twelve elective credit hours from S310, S400 (or A337), K410, S428, S433, K450 and S450.

Technology Management Co-Major

The evolution of organizations into digital enterprises has created a strong demand for employees who understand and can integrate business practices, functional discipline knowledge, and information technology concepts. The intent of the Technology Management (TM) co-major is to provide Kelley School students the opportunity to complement their primary major with information technology and process management related coursework. Given the pervasiveness of information technologies

in organizations, this combination of knowledge is very attractive to many potential employers, especially consulting firms. The TM co-major is flexible in course requirements and can thus be easily combined with a primary business major to create a very attractive double major. Students pursuing this co-major are required to take four courses. As a co-major, Technology Management must be declared in conjunction with another Kelley business major.

Technology Management Co-Major Requirements: S307, K315, S400 (or A337) and three elective credit hours from S305, S310, K317 and S450.

Supply Chain Management Major

Globalization has changed the nature of the locations in which companies sell their products—and those in which they source their components for various products. All of this has focused management on the need to have supply lines coming from the best sources of raw materials all the way through to the customer, no matter where they are in the world. Corporations around the world are using supply chains to effectively compete in the global marketplace. These global economic environments have thrust the area of Supply Chain Management (SCM) to the forefront of business prominence and practice where companies are focusing on developing efficient and effective Supply Chains in order to obtain a competitive advantage. Supply chain management has become a hot area and offers exciting new careers in areas such as strategic sourcing, distribution and logistics, and business analysis, both in corporations and consulting firms. The Supply Chain Management major is a blend of supply chain management, operations management and analytical modeling and focuses on developing and managing efficient and effective supply chains.

Supply Chain Major Requirements: P320, P421, P429, P431, K410 and six elective credit hours from A325, F305, F307, K315, K317, M303, M342/343, S305, S307, S400 (or A337), and Z404.

Production/Operations Management Major

The Production/Operations Management major allows students to tailor their interests in either line or staff positions in industries such as manufacturing, consulting, distribution and financial operations. The Production/Operations Management major offers career opportunities in consulting or in corporate positions in specialties such as operations, processes, materials management, and quality assurance. It is a perfect complement as a second major to functional areas such as finance, accounting, and marketing.

Production/Operations Co-Major Requirements: P320, P421, P429 and six elective credit hours from A325, F305, F307, K315, K317, M303, M342/343, S305, S307, S400 (or A337), and Z404.

Minors and Certificate

Optional Minors for Kelley Students

Students in the Kelley School may elect to complete the requirements for a minor in another IU Bloomington School. The department offering the minor defines the requirements for the minor and students are required to follow that department's rules regarding grades, prerequisites, and course requirements. Up to three minors may appear on the student's Indiana University transcript.

Minors for Non-Kelley Students

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; the School of Informatics; or the School of Public and Environmental Affairs may obtain one or more minors in business by successfully fulfilling the appropriate requirements. Courses may not be taken through independent study/correspondence; all 300/400 level courses must be taken on the IU Bloomington campus; courses may not be taken pass/fail. The College of Arts and Sciences, School of Continuing Studies, and School of Journalism require a grade of C- or higher in each course (except for K201, which requires a grade of C or higher), and an overall GPA of 2.0 in all courses required for the minor. All other units or schools on the IU Bloomington campus require a grade of C in K201 and an overall GPA of 2.0 in all courses required for the minor. The College of Arts and Sciences limits the number of credit hours outside the College that will count toward their degree; see the College of Arts and Sciences Bulletin for details. Students who are unclear about requirements or minimum grades should check with the College Recorder's Office, Kirkwood Hall 001.

It is the student's responsibility to check with his or her individual school to make sure the proper procedures for declaring the minor and completing requirements are followed. Students completing a business minor should fill out an online application or the Application for Minor form in the Recorder's Office of the school in which they intend to graduate in order to have the minor listed on their transcripts. If a school has not yet accepted a minor for inclusion in transcripts, a business academic advisor may write a letter stating that a student has completed all the coursework required for a particular minor.

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

- Minor in Business
- Minor in Entrepreneurship and Small Business Management
- Minor in Financial Literacy
- Minor in Marketing

Certificate for Non-Kelley Students

- Business Foundations Certificate

Minor in Business

The 21-credit Minor in Business is intended for non-business majors who have personal or career goals that will be reinforced by business coursework.

Requirements for the Minor in Business are:

- Complete 26 or more credit hours of college work that counts toward graduation and be admitted to an appropriate degree-granting school at IU Bloomington.
- Successfully complete the following courses
  - BUS-A 200 or BUS-A 201 or BUS-A 202 (3 cr.)
  - BUS-K 201 (3 cr.)[1]

- BUS-L 201 (3 cr.)

- Successfully complete four of the following elective courses:
  - BUS-F 300 (3 cr.)
  - BUS-G 300 (3 cr.)
  - BUS-M 300 (3 cr.)
  - BUS-P 300 (3 cr.)
  - BUS-Z 302 or BUS-J 306 (3 cr.)

NOTE: ECON-E 201 is recommended to round out the student's minor in Business but not required.

[1] CSCI majors may substitute CSCI-C 211 for BUS-K 201 if they are pursuing a **business** minor or cognate; however, if they change majors or become business majors, they must take BUS-K 201.

Minor in Entrepreneurship and Small Business Management

The 21-credit Minor in Entrepreneurship and Small Business Management is intended for 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 could fulfill such students' educational needs while allowing them to pursue their career goals more directly.

Requirements for the Minor in Entrepreneurship and Small Business Management are:

- Complete 26 or more credit hours of college work that counts toward graduation and be admitted to an appropriate degree-granting school at IU Bloomington.
- Successfully complete the following courses
  - BUS-A 200 or BUS-A 201 or BUS-A 202 (3 cr.)
  - BUS-K 201 (3 cr.)[1]
  - BUS-L 201 or BUS-L 311 (3 cr.)
  - BUS-W 212 (3 cr.)
  - BUS-M 300 (3 cr.)
  - BUS-W 300 (3 cr.)

- Successfully complete one of the following elective courses (Note: Students who matriculated to IU Bloomington prior to fall 2003, do not need to take an elective for this minor):
  - BUS-F 300 (3 cr.)
  - BUS-G 300 (3 cr.)
  - BUS-P 300 (3 cr.)
  - BUS-Z 302 or BUS-J 306 (3 cr.)

[1]CSCI majors may substitute CSCI-C 211 for BUS-K 201 but if they change majors or become business majors, they must take BUS-K 201.

Minor in Marketing

The 21-credit Minor in Marketing is intended for non-business majors who have aspirations and goals in business that will require marketing skills. As an alternative to the more traditional Minor in Business, the Minor in Marketing fulfills such students' educational needs while allowing them to pursue their own career goals more directly.

Requirements for the Minor in Marketing are:

- Complete 26 or more credit hours of college work that counts toward graduation and be admitted to an appropriate degree-granting school at IU Bloomington.
- Successfully complete the following courses
  - BUS-A 200 or BUS-A 201 or BUS-A 202 (3 cr.)
  - BUS-K 201 (3 cr.)[1]
  - BUS-L 201 (3 cr.)
  - BUS-M 300 (3 cr.)
  - BUS-M 311 or BUS-M 312 (3 cr.)

- Successfully complete two of the following elective courses:
  - BUS-M 311 or BUS-M 312 (if not used for required course above) (3 cr.)
  - BUS-F 300 (3 cr.)
  - BUS-G 300 (3 cr.)
  - BUS-P 300 (3 cr.)
  - BUS-Z 302 or BUS-J 306 (3 cr.)

[1]CSCI majors may substitute CSCI-C 211 for BUS-K 201 but if they change majors or become business majors, they must take BUS-K 201.

Business Foundations Certificate Program

The Kelley School 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. Students who are not pursuing four-year degrees, may also complete the Business Foundations Certificate as non-degree-seeking students.

Courses may not be taken online or through independent study/correspondence; at least 15 or the 21 business and economics credit hours must be taken on the IU Bloomington or the IUPUI campuses; all 300/400 level courses must be taken on the IU Bloomington campus; courses may not be taken pass/fail; remedial courses may not be included; students must pass all required courses and have a minimum GPA of 2.0 in the 21 credit hours of the business foundations curriculum as well as a GPA of 2.0, overall for all 30 credits of the Certificate. 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 grades 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.

Requirements for the Business Foundations Certificate:

- Successfully complete the following courses
  - ECON-E 201 (3 cr.)
  - ECON-E 202 (3 cr.)
  - BUS-A 200 or BUS-A 201 or BUS-A 202 (3 cr.)
  - BUS-F 260
  - BUS-X 100 or BUS-G 100 (3 cr.)

- Successfully complete two of the following elective courses:

- BUS-D 301 (3 cr.)
- BUS-G 300 (3 cr.)
- BUS-J 306 (3 cr.)
- BUS-K 201 (3 cr.)[1]
- BUS-L 100 (3 cr.)
- BUS-L 201 (3 cr.)
- BUS-L 408 (3 cr.)
- BUS-M 300 (3 cr.)
- BUS-P 300 (3 cr.)
- BUS-R 300 (3 cr.)
- BUS-W 212 (3 cr.)
- BUS-W 300 (3 cr.)
- BUS-X 204 (3 cr.)
- BUS-X 330 (3 cr.)

- Successfully complete nine additional elective credits which may be taken from any department on the IU Bloomington campus.

In addition to satisfying course requirements, candidates for the Business Foundations Certificate must apply online at https://kelley.iu.edu/ugrad/secure/onlineapps/2yeardeg_app.cfm.

Questions about the Business Foundations Certificate should be directed to Kelley academic advisors.

[1]CSCI majors may substitute CSCI-C 211 for BUS-K 201 but if they change majors or become business majors, they must take BUS-K 201.

Minor in Financial Literacy

The 21-credit Minor in Financial Literacy is intended for students who desire an appreciation of financial markets, concepts and tools without having to become a full-fledged business student. Many non-business majors can be more effective in their careers with a sounder understanding of the financial environment they operate in. The goal of the minor is fill this need: it will allow non-business professionals (journalists, government officials, lawyers, public relations professionals, etc.) to be able to write newspaper articles, think about public policy issues, etc. based on sound financial concepts and also to be able to do basic financial analysis that may be relevant to a law firm, an ad agency, etc. Students would learn basic financial concepts and financial terminology, institutions, and issues.

Requirements for the Minor in Financial Literacy are:

- Complete 26 or more credit hours of college work that counts toward graduation and be admitted to an appropriate degree-granting school at IU Bloomington.
- Successfully complete the following courses
  - BUS-A 200 or BUS-A 201 or BUS-A 202 (3 cr.)
  - BUS-K 201 (3 cr.)[1]
  - BUS-F 260 (3 cr.)
  - BUS-F 262 (3 cr.)
  - BUS-F 300 (3 cr.)
- Successfully complete two of the following elective courses:
  - BUS-G 300 (3 cr.)
  - BUS-L 201 (3 cr.)
  - BUS-M 300 (3 cr.)
  - BUS-P 300 (3 cr.)
  - BUS-R 300 (3 cr.)
  - BUS-Z 302 (3 cr.) or BUS-J 306 (3 cr.)

ECON-E 201 is recommended to round out the student's minor in Business but not required.

[1]CSCI majors may substitute CSCI-C 211 for BUS-K 201 if they are pursuing a business minor or cognate; however, if they change majors or become business majors, they must take BUS-K 201.

Academic Honors and Awards

- Business Honors Program
- Kelley School Academic Honors

Kelley School Academic Honors

Dean's Honor List

All undergraduate students in the Kelley School with a semester grade point average of 3.8 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 at Honors Convocation. For information: **http://www.indiana.edu/~ceremony/honors/index.shtml.**

Academic Distinction

Academic distinction for excellence in scholarship is awarded at Commencement to a limited number of students graduating in business with the Bachelor of Science degree. All students graduating with distinction must have completed at least 60 credits at Indiana University. 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. Students must complete their final semester with a grade point average sufficient to warrant the diploma and transcript notation of academic distinction.

- Highest Distinction: GPA of 3.900-4.000
- High Distinction: GPA of 3.800-3.899
- Distinction: GPA of 3.700-3.799

Beta Gamma Sigma Honor Society

Since 1923, top business students at Indiana have been invited to join the international honor society Beta Gamma Sigma. Undergraduate membership in Beta Gamma Sigma is restricted to the top 10 percent, or fewer, of the senior class and the top seven percent, or fewer, of the junior class.

Delta Sigma Pi Scholarship Key

Since 1912, Delta Sigma Pi has annually awarded the Scholarship Key at each college or university where the Fraternity maintains an active chapter. The Scholarship Key is presented to the graduating student with the highest cumulative academic average toward a degree in business administration, regardless of whether the person is or is not a member of Delta Sigma Pi. In cases where two or more students exactly tie for the highest academic average, additional Scholarship Keys are awarded.

Dean William A. Rawles Memorial Key Award

Originating in 1939, the Rawles Key is awarded annually to a single senior student who is ranked in the top 1% of the senior class and who represents the highest

achievement in both academic and extracurricular activities. Senior Scholastic Award recipients are invited to apply for this monetary award.

Senior Scholastic Awards

The Senior Scholastic Award recognizes the top 1% of graduating seniors.

Business Honors Program

The Kelley School of Business Honors Program is a highly selective academic experience that provides students with increased challenges and innovative learning experiences. The program facilitates students attaining their potential both inside and outside the classroom through special curricula, leadership opportunities, increased networking opportunities, and the individual student/faculty interaction that is necessary to fully develop those students who possess the capacity and motivation to excel.

Admission and Eligibility

Students who are applying to or have been admitted to the Kelley School, who will have completed 26 credit hours of college coursework, and have earned a minimum cumulative grade point average of 3.7 by the end of the freshman year, may apply for admission to the Business Honors Program. Students apply online, at http://www.kelley.iu.edu/ugrad/academics/honors.cfm, between February 1 and April 1. They are admitted only for the fall semester of the sophomore year. Applicants are evaluated on the basis of their grade point average, participation in extracurricular activities as illustrated on their resumes, demonstrated leadership ability, faculty recommendation, and a brief writing sample.

To maintain eligibility and membership in the Business Honors Program, students must maintain a minimum grade point average of 3.5 throughout the program of study.

Honors Curriculum

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

Once admitted, honors students are required to participate in a team-building orientation, complete at least nine credit hours of honors courses, and take the honors version of I-Core in the fall semester of the junior year. Honors I-Core includes an integrating exercise and is usually taught by tenured faculty.

As seniors, honors students must complete a **capstone**. There are three options. Two options allow students to receive three credits: a supervised independent research project (BUS-X 496), or a senior-level leadership seminar (BUS-Z 494). Choices for independent research include a traditional research paper, a business plan, or an industry analysis. The research is supervised by a faculty member of the Kelley School. Topics taught in Z494 are chosen each semester by faculty and might include leadership, globalization, negotiation, and professionalism. The third way to fulfill the capstone is to serve as a member of the Honors Leadership Team that mentors younger students and helps coordinate events for the Honors Program. Students accepted into the 3/2 MBA in Accounting Program are exempt from the capstone requirement.

Business Honors students are also required to either **complete an internship or participate in an overseas study program**.

Upon graduation, students who have successfully completed the program will have “with Departmental Honors” noted on their diplomas and transcripts.

Overseas Study

The Kelley School offers students the opportunity to discover the culture of a different country through a fall, spring, or summer 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. Several of the programs include internships.

Qualified students may participate in the following programs:

Semester-long Programs

1. Barcelona, Spain (a minimum of 2 semesters of college-level Spanish required for the IES program; 4 semesters of college level Spanish for the CIEE program; 4 semesters for the ESADE exchange program; some courses taught in Spanish)
2. Budapest, Hungary
3. Cairo, Egypt
4. Copenhagen, Denmark
5. Hong Kong, China (exchange programs offered through City University and Hong Kong University of Science and Technology)
6. CIC London Internship
7. Maastricht, Netherlands
8. Milan, Italy (no language required for the IES program, 2 semesters of college level Italian required for the Bocconi exchange program)
9. Monterrey, Mexico (4 semesters of college-level Spanish required; some courses taught in Spanish-currently suspended)
10. Rouen, France (4 semesters of college-level French required; some courses taught in French)
11. São Paulo, Brazil
12. Seville, Spain (5 semesters of college-level Spanish required; some courses taught in Spanish)
13. Shanghai, China
14. Sydney, Australia
15. Vallendar, Germany (4 semesters of college level German preferred)
16. Vienna, Austria (one year of college level German required)

Summer Programs

1. Beijing, China (2 weeks and 3 credits) *NO I-CORE REQUIRED*
2. Barcelona, Spain, IES internship (8 weeks and a minimum of 4 semesters of College-level Spanish required; some courses taught in Spanish)
3. CIC London Internship (8 weeks)
4. Copenhagen, Denmark (6 weeks)
5. Maastricht, the Netherlands (6 weeks)
6. Seville, Spain Internship (8 weeks) *NO I-CORE REQUIRED*

7. Sydney, Australia internship (8 weeks)

These academic programs enable students to earn Indiana University credits (3-6 credits hours in the summer and 14-16 credit hours during the semester) by attending classes taught by faculty from the host university (exceptions to the language of instruction noted above). Typically, business students participate in these programs during the junior or senior year. The Integrative Core and ECON-E 202 are prerequisites for participation in most Kelley School overseas study programs. A GPA of 3.0 is preferred for acceptance to all programs.

Approved overseas study programs in which students take six or more credits while abroad for six or more weeks, satisfy the IU-Bloomington General Education World Languages and Cultures requirement.

Courses

The courses listed in this bulletin represent the Kelley School's complete undergraduate offerings at the time of publication.

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

The abbreviation "P" refers to the course prerequisite or prerequisites; the abbreviation "C" refers to the course co-requisite or co-requisites.

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

Key to Course Codes

AFRO	African American and African Diaspora 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	Econmics
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

Accounting

- **BUS–A 100 Basic Accounting Skills (1 cr.)** A100 is an I-Core prerequisite and required of all business majors. Introduces students to the accounting and financial information environment of the firm. Presents information including (1) financial accounting, (2) auditing and assurance, (3) management accounting, and (4) tax accounting. Includes current real-world examples taken from the popular business press. Provides students with the foundation necessary for higher-level accounting courses.

- **BUS–A 200 Foundations of Accounting (Non-majors) (3 cr.)** Only for non-business majors. This course addresses 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. Not open to business majors. No credit toward a degree in business. Students may not receive credit for both A200 and (A201 or A202).

- **BUS–A 201 Introduction to Financial Accounting (3 cr.)** P: A100. Students cannot receive credit for both A201 and (A205 or A200). A201 is an I-Core prerequisite and required of all business majors. 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) and 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.

- **BUS–A 202 Introduction to Managerial Accounting (3 cr.)** P: A100. Students cannot receive credit for both A202 and (A207 or A200). A202 is an I-Core prerequisite and required of all business majors. Concepts and issues associated

with the accounting 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.

- **BUS–A 205 Honors Introduction to Financial Accounting (3 cr.)** P: A100 and students must be admitted to the Hutton Honors College or the Business Honors Program. Credit not given for both A205 and (A201 or A200). A205 substitutes for A201, an I-Core prerequisite that is required of all business majors. 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 lifelong learning.

- **BUS–A 207 Honors Introduction to Managerial Accounting (3 cr.)** P: A100 and students must be admitted to the Hutton Honors College or the Business Honors Program. Credit not given for both A206 and (A202 or A200). A207 substitutes for A202, an I-Core prerequisite that is required of all business majors. This course is about developing and using measurement systems to support firms' internal decision making. The course shows students how accounting information fits into the dynamics of managing a complex entity and provides students with a conceptual framework for using managerial accounting practices to solve economic problems.

- **BUS–A 310 Management Decisions and Financial Reporting (3 cr.)** P: (A201 or A205) and (A202 or A207), each course with a grade of C or better. Credit not given for both A310 and (A311 or A312). Accounting majors must take A311 and A312 (not A310). Provides students with a thorough understanding of the theoretical foundations underlying financial reporting, the rules used by accountants to measure the effects of business decisions and to report the effects to external parties, the use of judgment in financial reporting, and the transformation of cash flow decisions into accrual-based and cash-based financial statements. Students are expected to develop technical, analytical, and interpretive skills related to economic transactions and accrual-based financial statements.

- **BUS–A 311 Intermediate Accounting (3 cr.)** P: (A201 or A205) and (A202 or A207), each course with a grade of C or better. Credit not given for both A311 and A310. Provides students with a thorough understanding of the theoretical foundations and mechanics underlying financial reporting. This rigorous course is suitable for students seeking a career in accounting or finance. The course's primary objective is to give students the tools necessary to understand and execute appropriate accounting procedures, with an appreciation of the broader context in which accounting information is produced and utilized. A311 provides an overview of the financial statements and then focuses in more detail on revenue recognition, current assets, long-term assets, and accounting for investments.

- **BUS–A 312 Intermediate Accounting II (3 cr.)** P: A311 with a grade of C or better. Credit not given for both A312 and A310. 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.

- **BUS–A 324 Cost Management (1.5 cr.)** P: (A201 or A205) and (A202 or A207), each course with a grade of C or better. Credit not given for both A324 and A325. Accounting majors must take A325 (not A324). 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.

- **BUS–A 325 Cost Accounting (3 cr.)** P: (A201 or A205) and (A202 or A207), each course with a grade of C or better. Credit not given for both A325 and A324. 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. Particular emphasis is placed on interpretation of the numbers and analyses generated by various accounting systems in order to make effective managerial decisions.

- **BUS–A 327 Tax Analysis (1.5 cr.)** P: (A201 or A205) and (A202 or A207), each course with a grade of C or better. Credit not given for both A327 and A329. Accounting majors must take A329 (not A327). 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.

- **BUS–A 329 Taxes and Decision Making (3 cr.)** P: (A201 or A205) and (A202 or A207) each course with a grade of C or better. Credit not given for both A329 and A327. 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.

- **BUS–A 337 Accounting Information Systems (3 cr.)** P: I-Core. The course's primary objective is to build upon, extend, and facilitate the integration of business and technical knowledge to help students succeed as managers in a technology-intensive, corporate environment. Through the use of a variety of cases, the course enables students to understand how information technology can be used to achieve competitive advantage, and to improve decision making, business processes, operations, and organizational design. Taught concurrently with BUS-S 400; Accounting and ODT majors may use either course.

- **BUS–A 422 Advanced Financial Accounting I (3 cr.)** P: A312 or A 310 with a grade of C or better. Generally accepted accounting principles as applied to partnership accounting, business combinations, financial reporting for combined entities, foreign-currency and hedging issues, derivatives, segment reporting and goodwill allocation/impairment. Particular emphasis is given to consolidated financial statements.

- **BUS–A 424 Auditing & Assurance Services (3 cr.)** P: A312 with a grade of C or better. 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.

- **BUS–A 437 Advanced Management Accounting (3 cr.)** P: A325 with a grade of C or better. 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.

- **BUS–A 490 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.

- **BUS–X 301 Communication for Accountants (1 cr.)** P: X204 or equivalent with a grade of C or better. For Accounting majors only. This course is restricted to and required for all accounting majors and is intended to develop proficiency in written communication skills. It prepares students to write strategic, effective, and ethical messages in managerial or tax accounting contexts.

Business Law and Ethics

- **BUS–L 100 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).

- **BUS–L 201 Legal Environment of Business (3 cr.)** P: Sophomore standing or Hutton Honors College freshman. L201 is an I-Core prerequisite that is required of all business majors. 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.

- **BUS–L 250 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.

- **BUS–L 255 Topics in Business Law (1–3 cr.)** Variable topic, variable credit course on issues and trends in Business Law.

- **BUS–L 293 Honors: Legal Environment of Business (3 cr.)** P: Students must be admitted to the Hutton Honors College or the Business Honors Program with sophomore standing. L293 substitutes for L201, an I-Core prerequisite that is required of all business majors. 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 L293 and L201.

- **BUS-L 302 Sustainability Law & Policy (3 cr.)** The primary aim of the course is to provide students with a basic working knowledge of sustainability generally and environmental law and policy in particular, focusing on the United States but put in a global perspective. The course is designed to give students a deeper sense of the important relationship between law, ethics, business, and the natural environment and to encourage them to think critically about how best to manage these relationships. Core course content includes U.S. statutes, regulations, and international treaties dealing with managing waste, air and water pollution, public lands, and global environmental resources. Alternative ways of addressing environmental problems, such as market-based incentives, information disclosure

requirements, and voluntary programs will also be considered.

- **BUS–L 303 Commercial Law II (3 cr.)** P: BUS-L 201 or L293 with a grade of C or better. 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.
- **BUS–L 311 Law for Entrepreneurs (3 cr.)** Focuses on legal issues affecting new and growing businesses. Topics include choosing a legal form for the business; financing-related legal issues; avoiding employment-related liability; contracts and sales; marketing and intellectual property laws; and legal issues concerning business sales, mergers, acquisitions, and liquidations. Completion of BUS-L 201 suggested, though not required. This course is taught once a year, in the fall.
- **BUS–L 312 The Ethical Responsibilities of Business (3 cr.)** Focuses on legal issues affecting new and growing businesses. Topics include choosing a legal form for the business; financing-related legal issues; avoiding employment-related liability; contracts and sales; marketing and intellectual property laws; and legal issues concerning business sales; mergers, acquisitions, and liquidations.
- **BUS–L 315 The Business and Law of Entertainment and Sports (3 cr.)** P: (L201 or L293) and (K201 or K204) with grades of C or better. 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.
- **BUS–L 350 Online Law (3 cr.)** 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.
- **BUS–L 355 Topics in Business Law (1-3 cr.)** Variable topic, variable credit course on issues and trends in Business Law.
- **BUS-L 356 Intellectual Property Law & Strategy in a Global Environment (3 cr.)** The course introduces students to the concept of intellectual property (trade secrets, patents, copyrights, trademarks), which accounts for more than two-thirds of the value of large U.S. businesses. It explores the basic framework of legal protection for intellectual property under U.S. and international law, as well as free competition and free speech doctrines that limit the protection of intellectual property and define the boundary between fair and unfair competition.
- **BUS–L 406 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.
- **BUS–L 408 Real Estate Law (3 cr.)** P: L201 or L293 with a grade of C or better. Legal problems related 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).
- **BUS–L 409 Law and the Environment (3 cr.)** Uses of law to deal with problems involving the degradation of our physical environment.
- **BUS–L 411 International Business Law (3 cr.)** P: L201. 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.
- **BUS–M 429 Legal Aspects of Marketing (3 cr.)** P: M303. Analysis of statutes, regulations, and legal doctrines applicable to marketing practices. Examination of legal issues encountered by marketers in dealing with consumers, competitors, and other marketplace participants.
- **BUS–L 455 Topics in Business Law (1–3 cr.)** Variable topic, variable credit course on issues and trends in Business Law.
- **BUS–L 470 Research in Business Law and Public Policy (3 cr.)** P: Admitted Kelley student, Senior Standing and declared LGLST major or permission of department chair or instructor. Advanced instruction and practice in effectively presenting ideas and factual information. Specific skills taught include: formulating a thesis, developing persuasive arguments, and selecting and using research resources. Students will be expected to submit frequent research-based writing assignments that require the analysis, evaluation, and synthesis of diverse sources and perspectives.
- **BUS–L 490 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.

Business Economics and Public Policy

- **BUS–G 100 Business in the Information Age (3 cr.)** This course is designed to provide beginning students with an introductory but comprehensive survey of business practices, public policy, and economic information. The course focuses on sources of information, what that information means and how to interpret it, the accuracy and reliability of the data, and its use and abuse. This course will serve as an introduction to the use of library and other major domestic and foreign information sources such as The Wall Street Journal. Emphasis is on trends, current events, and issue analysis.

- **BUS–G 101 Business in the Information Age: Honors (3 cr.)** P: Students must be admitted to the Hutton Honors College or the Business Honors Program. This course is designed to provide beginning students with an introductory but comprehensive survey of business practices, public policy, and economic information. The course 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. This course will serve as an introduction to and other major domestic and foreign information sources such as The Wall Street Journal. Emphasis is on trends, current events, and issue analysis. G101 is the honors version of G 100 and it shares the same basic course content as G100.

- **BUS–G 202 Corporate Social Strategy (2 cr.)** P: ECON-E 201 or ECON-S 201 with a grade of C or better. G202 is an I-Core prerequisite that is required of all business majors. This course is intended to make you aware of the broad range of ways in which the non-market environment—especially government policy—affects business, and give you an understanding of the process through which businesses and other special interest groups create and change the rules of the game under which they function. In today's economy, successful business strategy entails more than outmaneuvering rival companies; managers must also devise strategies to cope with the global, non-market forces that confront businesses and other forms of organization. Managers need to understand how public policy is made and how special interest groups, including their own businesses, can affect the policy process. This is true both for the CEO of a multinational corporation dealing with multiple governments and the administrator for a local partnership trying to deal with city officials.

- **BUS–G 300 Introduction to Managerial Economics (3 cr.)** Only for non-business majors. Managerial Economics is a course which illustrates how economic principles can be applied to making effective and profitable management decisions for a company. Within the course, students also learn the potentially disastrous ramifications for a firm which does not take economic principles into account. The goal, then, of this course is to expose the student to effective managerial decision making. For a student interested in any management type position, this course will provide a fundamental basis for further study. Managerial economics is also a course that will serve the student throughout their daily life. Not open to business majors. No credit toward a degree in business. Students may not receive credit for both G300 and G304.

- **BUS–G 303 Game Theory for Business Strategy (3 cr.)** P: (ECON-E 201 or ECON-S 201) with grade of C or better. Game theory, a traditional tool for academic economists, has become increasingly popular in the business world and is an essential tool of economic consultants. A major in Business Economics and Public Policy must have more than a rudimentary knowledge of Game Theory. 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 his or her subordinates and superiors within the company. Game theory is designed for the study of these types of interactions. The ultimate aim of the course is to strengthen your ability to think strategically in business situations, rather than to teach you facts or theories. To achieve this aim, we will iterate between theory and practice. We will use both formal case studies and real world examples to sharpen our strategic thinking skills.

- **BUS–G 304 Managerial Economics (3 cr.)** P: ECON-E 201 or ECON-S 201 with a grade of C or better. Only for business majors; non-majors should take G300 Managerial Economics is a course which illustrates how economic principles can be applied to making effective and profitable management decisions for a company. Within the course students also learn the potentially disastrous ramifications for a firm which does not take economic principles into account. The goal, then, of this course is to expose the student to effective managerial decision making. For a student interested in any management type position, this course will provide a fundamental basis for further study. Managerial economics is also a course that will serve the student throughout their daily life.

- **BUS–G 345 Money, Banking, and Capital Markets (3 cr.)** P: (ECON-E 201 or ECON-S 201) and (ECON-E 202 or ECON-S 202) with grades of C or better. This course is designed to give students a broad introduction to the operation and structure of the U.S. financial system. It provides an analysis of the structure and functions of contemporary financial institutions and markets, together with an analysis of the prices that are determined in these markets. Contemporary macroeconomic and financial developments are emphasized and current phenomena and policy proposals and their implications are discussed.

- **BUS–G 350 Business Econometrics (3 cr.)** P: (ECON-E 370 or equivalent) with grade of C or better. 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.

- **BUS–G 400 Workshop on Economic Consulting (3 cr.)** P: (BUS-G 304) with grade of C or better. This workshop intends to develop or sharpen those skills that are associated with a successful consultant. A good economic consultant must be able to ask the right questions, possess a strong analytical background, and be able to communicate findings and recommendations effectively to his or her client. By analytical background, we mean familiarity with sound economic thinking; ability to create or use financial, econometric, statistical, or other types of modeling; effective command of spreadsheets, statistical software, and databases. In addition to all of the foregoing, a successful consultant must demonstrate a professional attitude, good judgment, the ability to work well both individually and as part of a team, and the ability to work under pressure without compromising on work quality. The student who takes this course is expected to be highly motivated and have basic diagnostic, analytical, and communication skills. A workshop signals a highly interactive structure between faculty and students.
- **BUS–G 406 Business Enterprise and Public Policy (3 cr.)** This course is on government regulation. Areas of government regulation that affect business include Antitrust Laws, Consumer Protection Laws, Regulation of Natural Monopoly, Workplace Safety, and Pollution Regulation. A business's ability to deal with such regulations is often the single most important determination of its profitability. The course will look at the reasons regulations exist, including not only why they might help the efficiency of the economy but why they might exist even if they are inefficient, and at how businesses respond to the incentives given them by government.
- **BUS–G 456 Sustainable Enterprise (3 cr.)** This course details the connection between sustainable business strategies and maximizing long-term corporate profits, and provides students with the skills necessary to assess firm strategy in terms of sustainable development and pinpoint strengths and weaknesses. The course develops a stakeholder model of the global corporation, where the firm has responsibility to internal stakeholders, such as shareholders and employees, as well as external shareholders, such as environmentally concerned nongovernmental organizations (green NGOs) that represent social concerns. This course will always highlight firm strategy and what is in the company's best interest, but often shows that, with the right rules and social pressures, the firm action can produce gains in terms of social welfare.
- **BUS–G 490 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 the 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. In conjunction with the Economic Consulting Track, a student can select to work with an economic consulting firm in the summer following the junior year. Upon returning to campus, the student will write a detailed report on the internship activities. An alternative is for the student to work on an actual consulting job under the guidance of a faculty member.
- **BUS–G 492 Specialized Topics in Economic Consulting (3 cr.)** P or C: BUS-G 350. This course develops and sharpens the research and writing skills relevant to a career in economic consulting. It is centered around a student-specific research paper. Each student identifies possible topics for the paper such as the analysis of a specific industry or company, the effects of globalization on an industry, mergers and acquisitions in an industry, the effect of particular government policies, or the effect of a new technology. The course sessions provide a forum for students and instructor to give each other input on the various subjects. Students will learn how to choose a topic for analysis, how to apply knowledge of economics, and how to write up the analysis so that someone less knowledgeable can still benefit from it.
- **BUS–G 494 Public Policy and the International Economy (3 cr.)** P: I-Core with grades of C or better. Analyzes international flows of trade and capital, why the exchange in goods and capital is increasing so rapidly, and explores the consequences for different economies. Students study international trade theory and practice and identify potential winners and losers of globalization. The course tackles issues such as structural composition of flows of goods and capital, the implications of balanced trade imbalances, and the motivations and implications of job outsourcing. In addition, the role of supranational organizations such as the International Monetary Fund, the World Bank, and the World Trade Organization will be examined.

Finance and Real Estate

Finance

- **BUS–F 228 Introduction to Investment Banking (1.5 cr.)** Elective credit only. This is a careers-based course that broadly covers the securities industry and institutional finance as a whole, including venture capital, private equity, mezzanine investing, and the public equity and debt markets. Specific to this learning is the role of the investment banking firm within institutional finance including corporate advisory, capital markets, research, sales and trading, and private wealth management. Although many topics of corporate finance are integrated into the course, the focus is conceptual, not on the applications emphasized in 300-level and 400-level finance courses. Serves as a foundation for F428 Investment Banking I, and F429 Investment Banking II, and F390 Excellence in Investment Banking Seminar.
- **BUS–F 260 Personal Finance (3 cr.)** Financial problems encountered in managing individual affairs:

family budgeting, installment purchase, insurance, and home ownership. No credit for juniors and seniors in the Kelley School.

- **BUS-F 262 Financial Markets (3 cr.)** This course provides an overview of financial markets, including stock markets, bond markets, derivative markets, and active management markets. Specifically, it examines portfolio diversification, risk and return, mutual fund performance, market efficiency, bonds, options, and futures. No credit for juniors and seniors in the Kelley School.
- **BUS–F 300 Introduction to Financial Management (3 cr.)** P: A200 or A201 or A202. Only for non-business majors. Broad survey of finance for non-Kelley School 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. Not open to business majors. No credit toward a degree in business. Students may not receive credit for both F300 and (F370, F304, or F301).
- **BUS–F 303 Intermediate Investments (3 cr.)** P: F370 with a grade of C or better. Part of the finance major core. Rigorous treatment of the core concepts of investments for finance majors. Covers portfolio optimization; examines the pricing of equity, fixed income, and derivatives; and analyzes the degree of market efficiency. Makes extensive use of spreadsheet modeling to implement financial models. Serves as a foundation for all 400-level finance electives.
- **BUS–F 304 Financial Management: Honors (3 cr.)** P: P: A100, A201, A202, G202, K201, L201, X104, X204, X201, X220, ECON-E 201, ECON-E 370, ENG-W 131, MATH-M 118, MATH-M 119 (all with grades of C or better) and admission to the Business Honors Program. C: I304, J304, M304, and P304; students are administratively enrolled. Part of Honors I-Core. Broad survey of finance for all honors business students. Provides a conceptual framework for a firm's investment, financing, and dividend decisions; includes working capital management, capital budgeting, and capital structure strategies. Students may not receive credit for both F304 and (F370 or F301 or F300).
- **BUS–F 305 Intermediate Corporate Finance (3 cr.)** P: F370 or F304 with a grade of C or better. Part of the finance major core. 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.
- **BUS–F 307 Working Capital Management (3 cr.)** P: F370 or F304 with a grade of C or better. 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.
- **BUS–F 317 Venture Capital and Entrepreneurial Finance (3 cr.)** P: F370 or F304 with a grade of C or better. Covers the private equity and private debt markets that service smaller entrepreneurial firms. Specific topics include: (1) the financial contracting associated with the provision of external finance to a small informationally opaque firm, (2) angel finance and the formal venture capital market, (3) commercial banks and commercial finance companies, and (4) the financial issues associated with a leveraged buyout.
- **BUS–F 335 Security Trading and Market Making (3 cr.)** P: F370 or F304 with a grade of C or better. Theory and practice of securities trading at exchanges around the world; how trading and the design of markets affect liquidity, informativeness, transparency, volatility, and fairness. Analyzes alternative trading strategies and the cost of trading. Examines innovations in security exchanges and regulatory policy, and provides hands-on trading experience using realistic trading simulations.
- **BUS–F 370 Integrated Business Core—Finance Component (3 cr.)** P: A100, A201, A202, G202, K201, L201, X104, X204, X201, X220, ECON-E 201, ECON-E 370, ENG-W 131, MATH-M 118, MATH-M 119 (all with grades of C or better). C: I370, J370, M370 and P370. Students must apply online (http://kelley.iu.edu/ugrad/apps/icore_info.cfm) to take I-Core and, after getting permission, enroll using BUS-BE 370. Cross-functional survey of business management. The finance component provides an introduction into basic principles and perspectives of financial thought. Covered topics include the time value of money, risk and return, interest rates and debt risk, capital budgeting, security pricing, and portfolio concepts. Includes a cross-functional case done in teams. Students may not receive credit for both F370 and (F304 or F301 or F300).
- **BUS–F 390 Topics in Finance (1.5–3 cr.)** P: F370 or F304. Course content varies. A common topic is Excellence in Investment Banking Seminar (EIBS) - an alternative to The Investment Banking Workshop (F428-429) without the stringent application procedure for F428-429.
- **BUS–F 402 Corporate Financial Strategy and Governance (3 cr.)** P: F303 and F305 with grades of C- or better. 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.
- **BUS–F 408 Real Options and Strategic Capital Investment (3 cr.)** P: F303 and F305 with grades of C- or better. Covers how companies should evaluate projects and business relationships when they are

faced with conditions of uncertainty but yet have the potential to learn and adapt as the project or relationship unfolds and uncertainty is resolved. This topic has been traditionally addressed through the use of decision-tree models and discounted cash flow analysis. It is now being reshaped by the innovative use of options methodology. The course also provides an increased understanding and proficiency in the use of spreadsheet modeling and simulation programs.

- **F419 Behavioral Finance (3 cr.)** P: F303 and F305 with grades of C- or better. How human psychology influences the decisions of investors, markets, and managers. Learn how to avoid systematic investment errors, critically evaluate evidence of apparent anomalies in financial markets, and how to escape decision traps that afflict corporate managers.
- **BUS–F 420 Equity and Fixed Income Investments (3 cr.)** P: F303 and F305 with grades of C- or better. 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.
- **BUS–F 421 Derivative Securities and Corporate Risk Management (3 cr.)** P: F303 and F305 with grades of C- or better. 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. How corporate risk managers use derivatives to hedge exchange rate risk, interest rate risk, commodity risk, credit risk, etc.
- **BUS–F 428 Investment Banking (1.5 cr.)** P: Consent of instructor. This course first introduces students to the history and structure of the investment banking industry. The remainder of the semester is spent developing the skills necessary to fill the basic responsibility that a summer intern faces at an investment banking firm. Specifically, these are spreadsheet skills focusing on pro-forma statement preparation of new issues and pro-forma statements of merged firms. In addition, students are introduced to tax implications of mergers and the due diligence requirements in assessing new issues. No credit toward finance major requirements.
- **BUS–F 429 Investment Banking II (1.5 cr.)** P: F428 or consent of instructor. This course continues the development of students' spreadsheet skills and their knowledge base of deal structures. There is an emphasis on developing presentation and writing skills. The major part of the course involves 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. No credit toward finance major requirements.
- **BUS–F 446 Banking and Financial Intermediation (3 cr.)** P: F303 and F305 with grades of C- or better. 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.
- **BUS–F 470 Current Topics in Finance (3 cr.)** P: F303 and F305 with grades of C- or better. Course content varies. Course is offered only occasionally.
- **BUS–F 490 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 proposes the investigation desired and, in conjunction with the instructor, develops the scope of work to be completed. Comprehensive written report required.
- **BUS–F 494 International Finance (3 cr.)** P: F303 and F 305 with grades of C- or better. 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

- **BUS–R 300 Principles of Real Estate (3 cr.)** 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.
- **BUS–R 305 Introduction to Real Estate Analysis (3 cr.)** P: Econ-E 201 and Kelley School admission. For students who want to 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.
- **BUS–R 440 Real Estate Appraisals (3 cr.)** P: (F370 or F304) and R305. Offered in fall semester only. 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.
- **BUS–R 443 Real Estate Finance and Investment Analysis (3 cr.)** P: (F370 or F304) and R305. Offered in spring semester only. Application of financial concepts and techniques to the analysis of real estate financing and investment alternatives. Computer analysis and case studies are used.

- **BUS–R 490 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 proposes the investigation desired and, in conjunction with the instructor, develops the scope of work to be completed. Comprehensive written report required.

Management & Entrepreneurship

Management Courses

- **BUS–J 304 Strategic Management: Honors (3 cr.)** P: A100, A201, A202, G202, K201, L201, X104, X204, X201, X220, ECON-E 201, ECON-E 370, ENG-W 131, MATH-M 118, MATH-M 119 (all with grades of C or better) and admission to the Business Honors Program. C: F304, I304, M304, and P304; students are administratively enrolled. Part of Honors I-Core. 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. Students may not receive credit for both J304 and (J370 or J301).

- **BUS–J 306 Strategic Management and Leadership (3 cr.)** P: Junior standing. Only for non-business majors. Concerned with the roles and tasks of a firm's top managers. This course is designed to provide an appreciation for the total firm perspective, the role of the general manager, and the means by which firms create and sustain competitive advantage. Strategic management of a firm involves diagnosing the firm's current competitive situation and effectively responding to complex, real-world organizational problems. This course focuses on multiple organizational contexts, spanning a range from the entrepreneurial firm to the large, established organization. No credit toward a degree in business. Students may not receive credit for both J306 and (Z302 or Z304).

- **BUS–J 370 Integrated Business Core—Strategic Management Component (3 cr.)** P: A100, A201, A202, G202, K201, L201, X104, X204, X201, X220, ECON-E 201, ECON-E 370, ENG-W 131, MATH-M 118, MATH-M 119 (all with grades of C or better). C: F370, I370, J370, and M370. Students must apply online (http://kelley.iu.edu/ugrad/apps/icore_info.cfm) to take I-Core and, after getting permission, enroll using BUS-BE 370. A cross-functional survey of business management. The strategy component is concerned with the roles and tasks of firm's top managers (i.e., strategic decision makers). 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 the 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 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. Includes a cross-functional case done in teams. Students may not receive credit for both J370 and (J304 or J301).

- **BUS–J 411 Analysis of Business Decisions* (1.5 cr.)** P: I-Core. This course adds to the knowledge and skills gained in the strategy portion of I-Core (J370). It explores various strategic modes, concepts, and frameworks essential in analyzing complex, business problems. Students will learn how to use external and internal analyses as inputs into the strategic formulation and implementation processes. *For purposes of scheduling, J411 and J420 will be treated as a single course. Students enroll in this pair of courses using BUS-BE 411. Although one course will be offered in the first 8 weeks of the semester and the second course in the last 8 weeks of the semester, the student cohorts will be identical and the rooms, days of the week, and times will also be identical. Business Honors students (who have taken J304) are exempt from taking J411 but should still take J420.

- **BUS–J 420 Advanced Case Analysis and Effective Consulting Presentations* (1.5 cr.)** P: I-Core. This course is dedicated to arming top students with state-of-the-art problem solving skills, intensive teamwork techniques, and powerful consulting-style presentation tools. A number of frameworks will be introduced, including a focus on hypothesis-driven analysis and the pyramid principle of presentations. This course will involve several inter-class case competitions. Consulting Workshop students should take a separate section of J420 for Consulting Workshop students only.

- **BUS–J 490 Independent Study in Policy (1–3 cr.)** P: Consent of department chairperson and instructor. Supervised 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.

- **BUS–X 100 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.
- **BUS–X 333 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. No credit toward a degree in business.
- **BUS–X 403 Management Consulting (1.5 cr.)** P: 3.5 GPA or better (or faculty sponsorship), junior standing, I-Core, and admitted to the Consulting Workshop. Note that this course is an exclusive class for Consulting Workshop students. This course is devoted to understanding the inner workings of the consulting industry. Our primary learning objectives are to better understand the consulting industry as a whole, form differences therein, and lifestyle considerations. The course involves research on the industry and visits to several consulting firms to learn more about their cultures and begin networking.
- **BUS–X 404 Effective Case Interviewing and Interpersonal Interaction (1.5 cr.)** P: 3.5 GPA or better (or faculty sponsorship), junior standing, I-Core, and admitted to the Consulting Workshop. Note that this course is an exclusive class for Consulting Workshop students. This class meets during first eight weeks only. This course is focused on learning effective case analysis techniques and tools for successful interpersonal interaction (both in interviewing situations and during consulting engagements). Our primary learning objectives are to better understand case interviewing (how cases work and tips for success) and interpersonal interactions (systematic study of the nature of personal and business interactions and proven tools for influencing others). The course will be delivered through a series of weekly discussions, meetings with consulting firms, and case interview practice.
- **BUS–Z 302 Managing & Behavior in Organizations (3 cr.)** P: Junior standing. Z302 is a required course for all business majors. 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. Student may not receive credit for both Z302 and Z304.
- **BUS–Z 304 Honors: Managing & Behavior in Organizations** (3 cr.) P: Junior Standing and admission to the Business Honors Program or Hutton Honors College. Z304 substitutes for Z302, a required course for all business majors. The main purpose of Z304 is to provide students with the tools necessary to manage people in a wide variety of contexts. The course will enable students to identify and appropriately respond to the most common managerial challenges. Our primary objective is to facilitate the development of management-related knowledge and skills that will be immediately applicable in positions students are likely to hold early in their careers. Students may not receive credit for both Z304 and Z302.
- **BUS–Z 340 Introduction to Human Resources (3 cr.)** P: Sophomore standing and admission to the Kelley School of Business. Covers the nature of human resource development and utilization in American society and organizations; government programs and policies, labor force statistics, organizational personnel department, personnel planning, forecasting, selection, training, development, and integration of government and organizational human resource programs.
- **BUS–Z 404 Effective Negotiations (3 cr.)** P: Z302 or Z304. Provides 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 are used throughout the course.
- **BUS–Z 447 Leadership, Teamwork, and Diversity (3 cr.)** P: Z302 or Z304. In this course, students develop a “tool kit” of leadership behaviors to use in a variety of situations when those working with and/or for them need to be motivated toward a common good, particularly when that work involves the use of teams made up of diverse individuals.
- **BUS–Z 490 Independent Student in Personnel Management and Organizational Behavior (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.
- **BUS–Z 494 Herman B Wells Seminar in Leadership (3 cr.)** Open to seniors in the Business Honors Program. Topics may include leadership, globalization, and e-commerce. (Formerly W494 or Z493.)

Entrepreneurship Courses

- **BUS–W 212 Exploring Entrepreneurship (3 cr.)** This course provides a survey of the basic concepts of starting a business. The course covers the personal origins for motivation for entrepreneurship and the skills, knowledge, and abilities of the entrepreneur. The course includes guests who have successfully started their own businesses and who speak with students about their experiences. The course concludes with students assessing their own potential and developing an idea for a new business.
- **BUS–W 232 Venture Ideas (1.5 cr.)** P: Admission to the Kelley School of Business and sophomore

standing. This is an experiential course that explores the student's creativity and skills to generate business ideas and concepts. Once ideas are developed, the class works on strengthening the ideas and concepts and developing these into prospects for start-ups. Finally, a venture screening filter is introduced and the field is narrowed to high potential businesses. An Idea Competition may be held within this course.

- **BUS–W 233 Venture Models (1.5 cr.)** P: W232. A venture model is the story of a new business. This course explores various business models for new ventures and covers entry modes and franchise systems. Ideas developed, strengthened, and filtered from Venture Ideas are used to design model businesses and alternative modes of entry are examined. A Best Business Model competition may be held within this course.
- **BUS–W 300 Small Business Management (3 cr.)** P: A200 or A201 or A202. For non-business majors only. This course provides an exploration into the fundamentals of effective small business management. It will cover diverse activities such as management, marketing, finance, and operations. Topics such as growth, advertising, financial analysis, budgeting, purchasing, inventory management, and financial control are also covered. The course will explore some of the special issues facing small business owners and managers: technology, crime, risk management, family business, ethics, and the global marketplace. No credit toward a degree in business.
- **BUS–W 313 New Venture Planning (3 cr.)** P: W232 and W233. P or C: I-Core. This course focuses on the research, planning, and strategies that are key parts in the process of creating a new venture. The outcome for this class should be a complete business plan ready for outside review. Plans may be entered in the Johnson Center for Entrepreneurship & Innovation (JCEI) business plan competition.
- **BUS–W 406 Venture Growth Management (3 cr.)** P: W313 and (Z302 or Z304). This course focuses on business issues that arise after start-up through the rapid growth phase. Topics include growth strategies as well as the organizational and leadership concerns of a growing firm.
- **BUS–W 409 Practicum in Entrepreneurship (3 cr.)** P: W313, W406, and permission of the instructor. This course, usually called the E-Lab Workshop, is designed for students to examine and understand the successful development of a new venture. A seminar approach is utilized in order for students to initiate, develop, and present a comprehensive "Business Plan" thorough enough to successfully obtain seed capital from Indiana Entrepreneurs, Venture Capitalists, or Angel Investors. This course is required for the E-lab.
- **BUS–W 420 Corporate Venturing (3 cr.)** P: I-Core, W406. This course takes the corporate perspective on entrepreneurship and examines the issues and challenges of starting a venture within an existing organization.
- **BUS–W 490 Independent Study in Business Administration (1–3 cr.)** P: Consent of the 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.

International Business Courses

- **BUS–D 301 International Business Environment (3 cr.)** P: Sophomore 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.
- **BUS–D 302 International Business: Operations of International Enterprises (3 cr.)** P: D301. Focuses on 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.
- **BUS–D 490 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.
- **BUS–D 496 Foreign Study in Business (2-6 cr.)** P: 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.
- **BUS–X 488 Current International Topics (1–6 cr.)** P: Departmental authorization and current/previous enrollment in an overseas study program or significant international experience. Online course. 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.

Marketing

- **BUS–M 255 Topics in Marketing – Marketing in our World Today (3 cr.)** P: Admission to the Kelley School. This course provides an introduction to the field of marketing and a discussion of key marketing decisions, including market segmentation, branding and brand differentiation, pricing, product management, promotion, channel selection and customer service. It also focuses on recent trends in marketing, including online marketing, buzz marketing, and CRM. The course is open to Kelley

sophomores and above. Note that M255 counts as an elective toward the marketing degree, but only if taken before I-Core.

- **BUS–M 300 Introduction to Marketing (3 cr.)** P: A200, A201, or A202. Only for non-business majors. Offered for students pursuing a minor in business while majoring in a non-business major on campus, including 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. Not open to business majors. No credit toward a degree in business. Students may not receive credit for both M300 and (M370 or M304 or M301).

- **BUS–M 303 Marketing Research (3 cr.)** P: I-Core and declaration of marketing major. 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, observational research techniques, experimental design, sampling procedures, data collection and analysis, and communicating research findings.

- **BUS–M 304 Introduction to Marketing Management: Honors (3 cr.)** P: A100, A201, A202, G202, K201, L201, X104, X204, X201, X220, ECON-E 201, ECON-E 370, ENG-W 131, MATH-M 118, MATH-M 119 (all with grades of C or better) and admission to the Business Honors Program. C: F304, J304, P304, and I304; students are administratively enrolled. Part of Honors I-Core. Examines marketing concepts, 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. Students may not receive credit for both M304 and (M370 or M301 or M300).

- **BUS–M 311 Introduction to Marketing Communications (3 cr.)** P: M300. Only for non-business majors. This course is designed to introduce non-business majors to the field of advertising and promotion. Focuses on examining the factors impacting consumers' receptivity to marketing messages and purchase behavior. Developing competitive marketing strategies, persuasive messages, and appropriate media vehicles for delivering them are covered. Emphasis on practical application of these concepts through course-long development and presentation of an Integrated Marketing Communications Plan. Not open to business majors. No credit toward a degree in business.

- **BUS–M 312 Retail Marketing Management (3 cr.)** P: M300. Only for non-business majors. This course is designed specifically for the non-business major interested in retailing. The course objective is to critically analyze the marketing processes and strategic decisions made by major retail firms directly or indirectly associated with the retailing industry. The course examines business challenges related to driving shareholder value through merchandising practices, inventory management, advertising and promotional techniques, and multichannel opportunities. Not open to business majors. No credit toward a degree in business.

- **BUS–M 330 Consultative Selling (3 cr.)** P: I-Core and declaration of marketing major. This course is designed to provide insights into the sales and consulting professions by examining the role of persuasive communication and customer relationship management behaviors, principles, strategies, and actions. It will provide students an opportunity to plan, practice, and review those verbal behaviors associated with sales call success in order to persuade others to think differently regarding ideas, opinions, products, and services.

- **BUS–M 342 Management, Analysis, and Display of Marketing Data (1.5 cr.)** P: I-Core and declaration of marketing major; must be taken concurrently with M343—students must enroll using BUS-BE 342 which will put them in both courses. 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.

- **BUS–M 343 Database Marketing (1.5 cr.)** P: I-Core and declaration of marketing major; must be taken concurrently with M343—students must enroll using BUS-BE 342 which will put them in both courses. Provides skills in the use of single-source and CRM data 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, CRM systems, and analysis tools for databases.

- **BUS–M 344 Creativity and Communication (3 cr.)** P: I-Core and declaration of marketing major. Develops various creativity and communication skills necessary for marketing careers. Topics include models of and barriers to creativity and various techniques for stimulating personal and professional creative skills. In addition, interpersonal, professional, visual design, and computer skills are developed. Sample assignments include producing various marketing materials, such as brochures, advertisements, and elaborate communication packages. In-class activities and examples stimulate interest through hands-on experience. Unique concluding activities require students to integrate skills acquired into one final project and/or presentation.

- **BUS–M 370 Integrated Business Core—Marketing Component (3 cr.)** P: A100, A201, A202, G202, K201, L201, X104, X204, X201, X220, ECON-E 201, ECON-E 370, ENG-W 131, MATH-M 118, MATH-M 119 (all with grades of C or better). C: F370, I370, J370, and P370. Students must apply online (http://kelley.iu.edu/ugrad/apps/icore_info.cfm) to take I-Core and, after getting permission, enroll using BUS-BE 370. Cross-functional survey of business management. The marketing component covers 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. Includes a cross-functional case done in teams. Students may not receive credit for both M370 and (M304 or M301 or M300).

- **BUS–M 401 International Marketing (3 cr.)** P: M303. 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. With a global emphasis the course includes substantial focus on emerging markets.

- **BUS–M 402 Marketing Channels (3 cr.)** P: M303. Marketing channels are analyzed as organized behavioral systems. Focus is on the institutional structures, relationships, and functions of channels of distribution as part of the marketing process. Franchising, vertical integration, and vertical channel agreements are also emphasized.

- **BUS–M 405 Consumer Behavior (3 cr.)** P: M303. 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.

- **BUS–M 407 Business-to-Business Marketing (3 cr.)** P: M303. Problems, activities, and decision methods involved in the marketing of goods and services by business-to-business entities. Product development, pricing, promotion distribution systems, and analysis of the roles of non-consumer buyers.

- **BUS–M 415 Advertising and Promotion Management (3 cr.)** P: M303. Basic advertising and sales/promotion concepts. The design, management, and integration of a firm's promotional strategy. Public policy aspects and the role of advertising in marketing communications in different cultures.

- **BUS–M 419 Retail Strategy (3 cr.)** P: M303. The course objective is to critically analyze the key marketing processes and strategic decisions made by major retail companies within the U.S. retailing industry. The course examines business challenges and opportunities related to driving and sustaining retailer's shareholder value. Topics include financial requirements for publicly held retail firms, sustaining store-as-brand identity, developing and refining merchandising plans, pricing tactics, in-store execution, and customer's experience management.

- **BUS–M 426 Sales Management (3 cr.)** P: M303. 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.

- **BUS–M 429 Legal Aspects of Marketing (3 cr.)** P: M303. 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.

- **BUS–M 450 Marketing Strategy (3 cr.)** P: Senior standing, M303, M342/343, and M344. Focuses on marketing's role in gaining a sustainable competitive advantage. Emphasis is on the application of key concepts through the use of case studies and/or computer game simulation.

- **BUS–M 455 Topics in Marketing – Digital Marketing (1.5 cr.)** P: I-Core and declaration of marketing major. From social networks to prosumer content and mobile applications, marketing in the digital age is markedly different than in the past. Students in this course will get hands on experience with many of today's cutting edge social and digital marketing tools, learn to critique and create digital marketing strategies, and participate in exploratory assignments to test out the theories that make these tools work. Students will read about the functional theories related to social media including network theory, game theory, and collective intelligence and will then engage in experiencing these theories in action first hand, building to a campaign of their own design. This course includes a full survey of digital marketing approaches from email to augmented reality with an emphasis on matching technology to specific marketing goals. Students in the course must be willing to create accounts on various social media tools.

- **BUS–M 455 Topics in Marketing – Brand Management (1.5 cr.)** P: I-Core and declaration of marketing major. Brand management is a central function in many consumer firms. This course will provide an overview of brand management and its role in fostering growth within firms. We will develop the notion that brands are assets that need to be developed and nurtured to fulfill the organization's financial goals. While the value of brands has been informally acknowledged for many years, brand management frameworks are relatively new. We will use various frameworks and tools to

examine how to assess a brand's value and how to leverage this value in various brand decisions. This course will help students: Develop a framework for structuring brand management decisions; Be able to use different approaches to assessing brand equity; Know how to leverage brand assets through extensions, co-branding and other methods, and assess the impact of these actions; and Understand the concept of brand architecture and be able to explain the conditions under which one type of architecture is more appropriate than another.

- **BUS–M 490 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.

Operations and Decision Technologies

Information and Process Management and Technology Management

- **BUS–K 315 Business Process Management (3 cr.)** P: X201 or X202 (honors). This course serves as an introduction to Business Process Management (BPM). BPM is the discipline of modeling, automating, managing and optimizing a business process through its lifecycle to reach a business goal. In particular, the focus is on enabling technologies of Enterprise Application Integration (EAI) and workflow. The sub-topic of automating introduces students to the numerous XML languages (BPML, BPEL) associated with business process management systems. Techniques in process measurement such as 6# and process simulation are also covered.

- **BUS–K 317 Collaboration and Workflow (3 cr.)** P: I-Core and K315. This class provides an introduction to the enterprise business processing with particular emphasis on enterprise software systems applied to global processes. Workflow systems integrate people, processes, and technology, commonly known as organizational structure, business processes, and business objects. It covers an in-depth exploration of SAP's Webflow technology, which provides an introduction to organizational systems, the role of people and organizational structures, as well as the role of regulatory constraints on enterprise systems. It will also cover SAP's BPM architecture known as NetWeaver, and map processes with Intalio's BPMS, which lays over SAP's NetWeaver to demonstrate how global organizations perform business process management over traditional ERP systems.

- **BUS–K 410 Decision Support Systems (3 cr.)** P: I-Core. 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.

- **BUS–K 490 Independent Study in Decision Sciences (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.

- **BUS–S 305 Technology Infrastructure (3 cr.)** P: X201 or X202 (honors). 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.

- **BUS–S 307 Data Management (3 cr.)** P: X201 or X202 (honors). The course is designed to improve the understanding of and to develop skills in the design and implementation of business databases using database management systems (DBMS). Emphasis is on the practical aspects of database design and development. Topics include conceptual design of database systems using the entity-relationship (ER) model, logical design and normalization, physical design, and the relational database model with SQL as a language for creating and manipulating database objects. There is a significant hands-on use of DBMS technology and its use in systems design and implementation.

- **BUS–S 308 Business Application Development (3 cr.)** P: X201 or X202 (honors). Students are introduced to the concepts of programming and software development. A modern programming language such as Visual Basic.Net or C++ is used to illustrate the concepts. Weekly lecture content is supplemented with lab sessions that provide a hands-on exposition of various programming language constructs and software development strategies. Foundational concepts in object-orientation are also introduced.

- **BUS–S 310 Systems Analysis and Project Management (3 cr.)** P: I-Core. Analysis of an organization and the subsequent design of solutions to meet business requirements are at the heart of the information systems field. This course follows a structured process called the systems development life cycle that companies use to identify and solve business problems, although alternative methodologies are also covered. Students learn tools and techniques for conducting projects, including how to gather system requirements, how to construct models of business processes using data flow diagrams, and the role of computer-aided software engineering (CASE) technology. While S310 emphasizes the system analyst role, all business students will benefit from the ability to analyze the processes, data, and computer systems they will encounter in their work as well as the

knowledge of how to work with the system analyst to define strategic business solutions.

- **BUS–S 400 Integration of Systems and the Business (3 cr.)** P: I-Core. The course's primary objective is to build upon, extend, and facilitate the integration of business and technical knowledge to help students succeed as managers in a technology-intensive, corporate environment. Through the use of a variety of cases, the course will enable students to understand how information technology can be used to achieve competitive advantage, and to improve decision making, business processes, operations, and organizational design. Taught concurrently with BUS-A 337; Accounting and ODT majors may use either course.

- **BUS–S 428 Advanced Application Development (3 cr.)** P: I-Core and S308. Introduces students to advanced concepts of programming relevant to the development of business applications. The emphasis will be on the concepts of object-orientation. A modern programming language such as Java will be used to illustrate the programming concepts. UML will be used to illustrate the design concepts.

- **BUS–S 433 Information Systems Security (3 cr.)** P: I-Core and S305. This class covers the broad aspects of information security. Topics covered include: physical security, password security, biometrics, an intensive review of TCP/IP as it relates to security, routers, Network Intrusion Detection, NAT, firewalls, content-filtering, locking down the client machine, Linux and Unix, encryption, vulnerability testing, and a whole series of attacks. Hands-on labs are also an essential component of the course. In addition to the above topics, the class also covers the managerial, human, auditing, and legal aspects of security.

- **BUS–S 450 Information Technology Controls (3 cr.)** P: S307. Introduces IT processes and controls for Sarbanes-Oxley compliance in an organization. Frameworks such as COSO, COBIT, ISO 17799, and ITIL will be analyzed along with general IT controls and core IT concepts that are the focus of internal control reviews.

- **BUS–S 490 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.

- **BUS–X 201 Technology (3 cr.)** P: K201 or K204 with a grade of C or better. X201 is an I-Core prerequisite that is required of all business majors. It consists of two components: a lab and a lecture. The lecture provides an introduction to a range of technologies currently deployed in organizations including a broad understanding of how technologies are deployed, their impact and potential, their strategic importance, and their impact on organizations and on society. The labs focus on technologies that transform data into usable information to enhance decision making. They rely heavily upon Microsoft Excel and, to a lesser extent, Microsoft Access to develop sophisticated data analysis and modeling tools. Students may not get credit for both X201 and X202.

- **BUS–X 202 Technology: Honors (3 cr.)** P: K201 or K204 with a grade of C or better and admission to the Hutton Honors College or the Business Honors Program. X202 substitutes for X201, an I-Core prerequisite that is required of all business majors. It consists of two components: a lab and a lecture. The course provides an introduction to a range of technologies currently used in organizations including a broad understanding of how technologies are deployed, their impact and potential, and their strategic importance. Student projects focus on technologies that transform data into usable information to enhance decision making. They rely heavily upon Microsoft Excel and, to a lesser extent, Microsoft Access to develop sophisticated data analysis and modeling tools. X202 is the honors version of X201, and it shares the same basic course content as X201. However, its in-class applications and its projects and exams are more challenging than those in X201. Students may not get credit for both X202 and X201.

Supply Chain Management and Production/Operations Management

- **BUS–P 256 Businesses in the Flat World (3 cr.)** P: Application to Kelley's undergraduate short-term international programs office in the Fall semester. Direct Admit Freshmen only. In view of greater global integration in economic, technological, political, and ecological spheres, it is increasingly important to understand businesses in the "flat" world. This course focuses on global interdependence and concentrates on socio-political background as well as the business and its institutional context in India, an emerging economy. The course is offered only to Direct Admit Freshmen students in the second 8 weeks of the Spring semester, and is followed by a trip to India in late summer.

- **BUS–P 300 Introduction to Operations Management (3 cr.)** P: A200 or A201 or A202. Only for non-business majors. 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. Students may not receive credit for both P300 and (P370, P304, or B301).

- **BUS–P 304 Operations Management: Honors (3 cr.)** P: A100, A201, A202, G202, K201, L201, X104, X204, X201, X220, ECON-E 201, ECON-E 370, ENG-W 131, MATH-M 118, MATH-M 119

(all with grades of C or better) and admission to the Business Honors Program. C: F304, I304, J304, and M304; students are administratively enrolled. Part of Honors I-Core. 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. Students may not receive credit for both P304 and (P370 or P301 or P300).

- **BUS–P 320 Supply Chain Management: Sourcing (3 cr.)** P: I-Core. 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.
- **BUS–P 370 Integrated Business Core—Operations Component (3 cr.)** P: A100, A201, A202, G202, K201, L201, X104, X204, X201, X220, ECON-E 201, ECON-E 370, ENG-W 131, MATH-M 118, MATH-M 119 (all with grades of C or better). C: F370, I370, J370, and M370. Students must apply online (http://kelley.iu.edu/ugrad/apps/icore_info.cfm) to take I-Core and, after getting permission, enroll using BUS-BE 370. Cross-functional survey of business management. The operations component is 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. Includes a cross-functional case done in teams. Students may not receive credit for both P370 and (P304 or P301 or P300).
- **BUS–P 421 Supply Chain Management (3 cr.)** P: I-Core. 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.
- **BUS–P 429 Operations Processes (3 cr.)** P: I-Core. Focuses on the study of the processes by which products are created. 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 is emphasized.
- **BUS–P 431 Supply Chain Management: Logistics and Distribution (3 cr.)** P: I-Core. The focus of this course is on logistics and distribution management, from both analytical and practical perspectives. Key logistics and distribution functions covered include logistics strategy, demand planning, design of the warehouse/distribution network, transportation planning and execution, logistics information systems, material handling and packaging systems, and reverse logistics.
- **BUS–P 490 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.

Schoolwide Courses

- Communication, Professional, and Computer Skills
- Integrative-Core
- Internship
- Globalization and Overseas Studies

Communication, Professional, and Computer Skills

Communication Skills

- **BUS–X 104 Business Presentations (3 cr.)** Students are introduced to oral communication in business contexts. The course focus is on theory-based skill development that will enable students to deliver audience-centered messages, work in teams, and analyze and develop oral arguments. Students may not receive credit for both X104 and (X106 or CMCL-C 121).
- **BUS–X 106 Business Presentations - Honors (3 cr.)** P: Students must be admitted to the Hutton Honors College or the Business Honors Program. Students are introduced to oral communication in business contexts. The course focus is on theory-based skill development that will enable students to deliver audience-centered messages, work in teams, and analyze and develop oral arguments. Students are given an additional opportunity to engage in an international or political communication exercise. Students cannot receive credit for both X106 and (X104 or CMCL-C 121).
- **BUS–X 204 Business Communication (3 cr.)** P: ENG-W 131 or equivalent with a grade of C or better. Business Communication prepares each student to write strategic, effective, and ethical messages and to collaborate in global business environments. Students learn to: apply the complex communication process model to specific contexts; construct and critically analyze arguments; write clear, concise, and audience-centered business documents; collaborate within team environments to deliver effective messages. X204 satisfies the criteria for the Shared Goal of Intensive Writing criteria in the Indiana University General Education

curriculum. Students may not receive credit for both X204 and X205.

- **BUS–X 205 Business Communication - Honors (3 cr.)** P: ENG-W 131 or equivalent with a grade of C or better and admission to the Hutton Honors College or the Business Honors Program. The overall goal of this course is to develop an awareness of the complexity involved in the communication process in order to communicate effectively both verbally (orally and in writing) and nonverbally in a business setting. The X205 capstone experience is participation in a team case competition. X205 satisfies the criteria for the Shared Goal of Intensive Writing criteria in the Indiana University General Education curriculum. Students may not receive credit for both X205 and X204.

- **BUS-X 301 Communication for Accountants (3 cr.)** P: declared Accounting major. Required for all Accounting majors. Students are introduced to effective written and oral communication skills, specifically for use in an accounting career. The courses's approach is to view accounting-related interactions (accounting interviews with clietns, preparing audit reports, and so on) from a communication perspective.

- **BUS–X 330 International Communication Strategies (3 cr.)** This course explores communication strategies useful for dealing with the demands of doing business in a foreign culture. Students learn about the similarities and differences of verbal and nonverbal communication styles between multiple cultures and countries.

Professional Skills

- **BUS–X 220 Career Perspectives (2 cr.)** X220 is an I-Core prerequisite that is required of all business majors. Introduces students to the process of career planning and development through self-assessment, exploration of business options, and early planning and goal setting. Provides weekly individualized feedback to students on oral and written communication skills and on the substance of career-related projects. The course is highly interactive, incorporating many guests per semester including alums and other corporate mentors and speakers, faculty, and senior students.

- **BUS–X 420 Business Career Planning and Placement (2 cr.)** P: Junior standing. X420, a required course for all business majors, is taken after I-Core. Assists students in obtaining positions consistent with career goals. Covers career planning, career options, organized employment campaigns, interviewing techniques, alternate job search strategies, employment communications, networking, on-the-job success skills, 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. Juniors or seniors of any major may enroll in X420.

Computer Skills

- **BUS–K 201 The Computer in Business (3 cr.)** K201 is an I-Core prerequisite that is required of all business majors. It provides an introduction to the role of computers and other information technologies in business. It 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. This part of the course presents an introduction to two of the most widely used database and spreadsheet packages: Microsoft Access and Microsoft Excel. Students learn, via hands-on examples, many of the powerful tools contained in these two packages, with emphasis on how to analyze a variety of business problems with Access and Excel. The goal is not to teach these packages in an abstract sense, but rather to show how they can be applied to real business problems to help make important decisions.

- **BUS–K 204 The Computer in Business - Honors (3 cr.)** P: Students must be admitted to the Hutton Honors College or the Business Honors Program. K204 substitutes for K201, an I-Core prerequisite that is required for all business majors. It provides an introduction to the role of computers and other information technologies in business. It 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. This part of the course presents an introduction to two of the most widely used database and spreadsheet packages: Microsoft Access and Microsoft Excel. Students learn, via hands-on examples, many of the powerful tools contained in these two packages with emphasis on how to analyze a variety of business problems with Access and Excel. The goal is not to teach these packages in an abstract sense, but rather to show how they can be applied to real business problems to help make important decisions. K204 is the honors version of K201, and it shares the same basic course content as K201. However, its in-class applications and its projects and exams are more challenging than those in K201.

The Integrative Core (I-Core)

I-Core prerequisites: A100, A201/205, A202/207, G202, K201/204, L201/293, X104/206, X204/205, X201/202, X220, ECON-E 201/S201, ECON-E 370/STAT-S 301, ENG-W 131 (or equivalent), MATH-M 118/S118, MATH-M 119 or equivalent, all with grades of C or better.

Standard I-Core

Students must apply online to take standard I-Core: http://kelley.iu.edu/ugrad/apps/icore_info.cfm

- Applications for Fall or Summer I-Core are accepted February 15-March 15
- Applications for Spring I-Core are accepted September 15 - March 15

After receiving approval, students register using BUS-BE 370

- **BUS–F 370 Integrated Business Core—Finance Component (3 cr.)** Cross-functional survey of business management. The finance component provides an introduction into basic principles and perspectives of financial thought. Covered topics include the time value of money, risk and return, interest rates and debt risk, capital budgeting, security pricing, and portfolio concepts. Includes a cross-functional case done in teams. Students may not receive credit for both F370 and (F304 or F301 or F300).
- **BUS–J 370 Integrated Business Core—Strategic Management Component (3 cr.)** Cross-functional survey of business management. The strategy component is concerned with the roles and tasks of a firm's top managers (i.e., strategic decision makers). 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 the 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 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. Includes a cross-functional case done in teams. Students may not receive credit for both J370 and (J304 or J301).
- **BUS–M 370 Integrated Business Core—Marketing Component (3 cr.)** Cross-functional survey of business management. The marketing component covers 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. Includes a cross-functional case done in teams. Students may not receive credit for both M370 and (M304 or M301 or M300).
- **BUS–P 370 Integrated Business Core—Operations Component (3 cr.)** Cross-functional survey of business management. The operations component is 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. Includes a cross-functional case done in teams. Students may not receive credit for both P370 and (P304 or P301 or P300).
- **BUS–I 370 Integrative Core: Discussion (2 cr.)** This course contains components that advance the student's professionalism in areas such as ethics and social responsibility, workplace diversity, and other timely business issues while functional areas of business are developed in the other courses within the Integrative Core. A culminating case study is used to analyze, integrate, and synthesize a complex business situation in a team environment. Students may not receive credit for both I370 and I304.

Honors I-Core

All Business Honors students take Honors I-Core in the Fall of the junior year. Students preparing for Honors I-Core should confirm their intention and eligibility with their Honors Academic Advisors so they can be administratively enrolled.

- **BUS–F 304 Financial Management: Honors (3 cr.)** Part of Honors I-Core. Broad survey of finance for all honors business students. Provides a conceptual framework for a firm's investment, financing, and dividend decisions; includes working capital management, capital budgeting, and capital structure strategies. Students may not receive credit for both F304 and (F370 or F301 or F300).
- **BUS–J 304 Strategic Management: Honors (3 cr.)** Part of Honors I-Core. 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. Students may not receive credit for both J304 and (J370 or J301).

- **BUS–M 304 Introduction to Marketing Management: Honors (3 cr.)** Part of Honors I-Core. Examines marketing concepts, 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. Students may not receive credit for both M304 and (M370 or M301 or M300).
- **BUS–P 304 Operations Management: Honors (3 cr.)** Part of Honors I-Core. 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. Students may not receive credit for both P304 and (P370 or P301 or P300).
- **BUS–I 304 Honors Integrative Core: Discussion (2 cr.)** Part of Honors I-Core. This course contains components that enhance the functional course to advance the student's professional development. Students may not receive credit for both I304 and I370.

Internship

BUS–W 499 Co-op/Intern Work Assignment Off-Campus (0 cr.) This course is the Kelley School of Business course designation for off-campus COOP/Internship participation. Registration in BUS-W 499 will be listed on a student's transcript during the semester(s) that the student is participating in an internship. Students request "enrollment" in W499 by completing the online W499 registration form located on the Undergraduate Career Services Office (UCSO) website at https://ucso.indiana.edu/cgi-bin/students/brochures/InternshipReportingbrochure.cfm. W499 registration provides documentation of an off-campus internship experience only and does not grant any credits or additional privileges.

BUS–X 498 Credit for Internship Course (2 cr.) P: Junior standing or permission of the instructor. This course is designed to deepen the overall learning gained from an internship. By completing structured assignments that relate to both the internship work and to elements of the broad-based business curriculum at the Kelley School, the value of the internship may be markedly increased. To earn credit for an internship, a student must participate in an internship that:

- is supervised; they must be based in the company premises and meet in person with a supervisor at least once a week to discuss progress, challenges, etc. is at least nine weeks in length and 35–40 hours per week
- involves learning something useful, not just doing "busy work"
- includes project-oriented work, and the student must have the responsibility for a relevant business project from start to finish
- is related to the further understanding of career fields and/or coursework
- increases employability in major field of interest
- includes the student's successful completion of all coursework and assignments

See the UCSO website for further details about internships that qualify for this course. To register, students must submit the online application form through the UCSO website at: https://ucso.indiana.edu/cgi-bin/students/brochures/InternshipReportingbrochure.cfm prior to beginning the internship position.

Globalization and Overseas Studies

- **BUS–X 480 Professional Practice Abroad (3 cr.)** P: Departmental authorization and enrollment in a Kelley School of Business overseas study internship program. Students will receive credit for an internship completed abroad with required completion of academic deliverables. Counts as an international business elective.
- **BUS–X 485 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. Counts as an Arts and Humanities course for general education distribution option.
- **BUS–X 486 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. Counts as a Social and Historical Studies course for general education distribution option.
- **BUS–X 488 Current International Topics (1–6 cr.)** P: Departmental authorization and current/previous enrollment in an overseas study program or significant international experience as an adult. Online course. 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.
- **BUS–X 491 Overseas Study III (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. Counts as a Natural and Mathematical course for general education distribution option.

Organizations & Services

- Academic Advising
- Business/SPEA Library
- Student Organizations
- Undergraduate Career Services

Academic Advising

In alignment with the missions of Indiana University and the Kelley School of Business, Kelley undergraduate academic advisors:

- Educate students in the management of their academic affairs
- Provide a personal connection to the Kelley experience
- Participate in the transformation of students by promoting and reinforcing their academic success, professional development, and individual maturity

Specifically, Kelley academic advisors support students as they identify overall educational goals, develop individualized strategies for academic progress and success, and make detailed semester-by-semester plans that lead to degree completion. They also provide information and/or appropriate referrals for any interests or issues related to the broader college experience at IU Bloomington.

Admitted Kelley Students

- Schedule 30-minute planning appointments at BU 254 or (812) 855-2614
- Discuss quick questions at walk-in advising in BU 254
- Pose really quick questions via emails to individual advisors or busadv@indiana.edu
- Find out more about Kelley Advising at http://kelley.iu.edu/ugrad/academics/advising.cfm
- Access information about the degree, deadlines, policies, and procedures at the Kelley Advising Oncourse site
- Gain tips related to academic success at http://kelley.iu.edu/ugrad/academics/support.cfm

Current or Prospective Business Honors Students

- Schedule 30-minute planning appointments at BU 254 or (812) 855-8066
- Participate in walk-in advising in BU 218
- Find out more about the Business Honors Program at http://kelley.iu.edu/ugrad/academics/honors.cfm

Students interested in Kelley International Programs

- Schedule 30-minute planning appointments at BU 254 or (812) 855-8066
- Participate in walk-in advising in BU 218
- Pose quick questions via emails to individual advisors or ksabroad@indiana.edu
- Explore international program options at http://kelley.iu.edu/ugrad/academics/abroad.cfm

Non-business majors pursuing a Business Minor or the Business Foundations Certificate

- Schedule 30-minute planning appointments at BU 254 or (812) 855-2614
- Participate in walk-in advising at BU 254

Prospective students, from other IU or non-IU schools and units

- Meet with members of the Kelley Admissions team (instead of Kelley academic advisors)
- Gain information or schedule their appointments at BU 234 or (812) 855-8066
- Pose quick questions or request credential reviews via email at bschool@indiana.edu
- Find out information related to admission at http://kelley.iu.edu/ugrad/admissions/index.cfm

Business/SPEA Information Commons

- Associate Librarian and Head: Steven L. Sowell, M.L.S. (University of Maryland, 1976), M.S. (Indiana University, 2002)

The Business/SPEA Information Commons is a welcoming academic environment that blends technology and digital and traditional information resources with user-focused services to support individual and collaborative learning and research. It is housed in a newly renovated facility with 40+ workstations, 16 group study rooms, and a cafe. It has been a leader in the provision of online access to information. Among the systems now available on campus and remotely to affiliated users are: ABI/Inform, Bloomberg, Business Source Premier, Factiva, Investext Plus, Lexis/Nexis Academic, Mintel Oxygen, RDS Business Reference Suite, and Thomson Research. In addition to electronic resources, there are over 200,000 volumes on the Bloomington campus to support business research and teaching.

Student Organizations

Kelley students are active in many of the hundreds of student organizations at Indiana University, including a number of business-related organizations that enable students to develop their interests in various fields. The faculty of the Kelley School recognizes that student organizations are a critical component of the Kelley School's academic environment and educational programs, giving students valuable opportunities beyond the classroom to develop professional maturity and to strengthen leadership skills. In addition, through involvement in these organizations, students can practice Kelley values such as respect, responsibility, and ethical actions and decision-making. The school supports its undergraduate organizations and strongly urges academically successful students to become active members of one or more of the following organizations.

Kelley Student Government (http://kelley.iu.edu/ksg/)—The Kelley Student Government (KSG) represents the official voice of the Kelley School of Business undergraduate student body and works together with the faculty and staff of the Kelley School of Business Undergraduate Program to influence curriculum and policy changes, as well as implement various student-led initiatives. The KSG Student Ethics Committee encourages ethics within the Kelley School through programming, education, and policy initiatives. Through the participation of Kelley student organization presidents, KSG serves member organizations by promoting collaboration and information sharing.

Civic Leadership Development (http://kelley.iu.edu/civic/)—Founded in 1988, the Civic Leadership Development program (CLD) enhances the Kelley School of Business academic preparation with opportunities for students to increase awareness of local, national, and global social challenges. Under the guidance of a full-time professional staff member, CLD offers several participation venues including strong direct community service, motivational

meetings, a lecture series, fundraising, and leadership experience. CLD also offers Alternative Break Program, which selects and prepares students for in-depth service experiences throughout the United States and abroad.

Student Business Ambassadors (http://kelley.iu.edu/ugrad/life/sba.cfm)—The Student Business Ambassadors (SBA) help us attract the best and brightest prospective students. The SBAs share their personal stories at daily information sessions for prospective students and families, act as Day Hosts to visiting students, attend recruitment and open house events, and assist with new marketing and recruitment initiatives.

Other Organizations (http://www.kelley.iu.edu/ugrad/life/organizations.cfm)—Each year, more than 50 additional organizations of interest to business students register as Kelley Student Organizations. An up-to-date list of Kelley Student Organizations can always be located online at http://www.kelley.iu.edu/ugrad/life/.

Undergraduate Career Services

- Director: Susie Clarke, B.S. (Indiana University, 1979)
- Senior Associate Director: Scott Zanger, M.S. (Indiana University, 1991)
- Associate Director: Deborah Morris, B.S. (Indiana University, 1990)

The Kelley School of Business has one of the most highly regarded career services departments in the nation. Each year, hundreds of companies send representatives to interview prospective candidates with business career aspirations. Other firms provide information regarding opportunities of interest to both graduating students and juniors seeking internships. Undergraduate Career Services coordinates the recruiting programs, makes information available regarding job openings, provides networking opportunities, and refers qualified students to companies that do not interview locally. An extensive website of continuously updated career resources is available at http://kelley.iu.edu/ucso/.

The Undergraduate Career Services Office (UCSO) is located in room BU P100 in the Kelley School; it serves as a meeting ground for all IU-Bloomington undergraduates seeking business careers and for business organizations seeking to employ them. To utilize these services, all students must complete certain career education requirements. For those seeking business internship opportunities, this means completing the IU-Bloomington BUS-X 220 class, Career Perspectives. For those seeking full-time career opportunities, this means completing the IU-Bloomington BUS-X 420 class, Career Planning and Placement. It is recommended that all students take X420 in the second semester of their junior year and no later than the first semester of their senior year. In these two courses, every effort is made to assist students in evaluating personal career potential, determining where individual skills can be best used, and organizing job search campaigns.

Academic Policies & Procedures

- Academic Regulations
- Computer Recommendations
- Grading System
- Graduation Eligibility
- Scholastic Standards
- Transfer Credits and Waivers

Academic Regulations

Academic Standing

Academic standing is determined by the total number of credit hours completed toward graduation.

- Freshman standing: fewer than 26 credits completed
- Sophomore standing: 26-55 credits completed
- Junior standing: 56-85 credits completed
- Senior standing: 86 or more credits completed

Term Load

A typical academic load is 15 to 17 credit hours per term. Students wishing to register for more than 19 credit hours in a given term should have a cumulative grade point average of 3.0 or higher or have attained a grade point average of at least 3.0 during the previous full term. To enroll in more than 19 credit hours, students must see a business academic advisor for authorization.

Addition of Classes

No course may be added after the first week of a full term 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. Because of the nature of the work, the length of the class, or group assignments, some instructors only allow students to add their courses during the first week of a term.

Business Courses Numbered 300-499

Enrollment in business courses numbered 300-499 is limited to the following students:

1. Kelley School students.
2. Non-Kelley School students who are planning to complete one of the business minors or a Business Foundations Certificate.
3. Non-Kelley School 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, Informatics, 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).

Credit for Independent Study by Correspondence/ Distance Education

The Kelley School faculty and staff strongly advise students to complete all their coursework in the classroom. The school will, however, accept a total of six credits by correspondence study or distance education to count toward some portions of the degree. Because of their

basic importance in the degree program, the following courses may not be taken online, by correspondence study or distance education: admission courses, business courses, I-Core prerequisites, and ECON-E 202. In addition, the IU General Education Curriculum courses must also be completed in classroom settings.

Note: All correspondence/distance education courses, taken through IU in the intended graduation semester, must be completed three weeks prior to the end of the semester to allow time for final grades to be posted.

Internships

Kelley School students are encouraged to pursue internships; those interested should contact the Kelley Undergraduate Career Services Office (UCSO). During the term (summer, fall, or spring) of the internship, students should enroll in BUS-W 499 (no credit). If they also choose to enroll in BUS-X 498 (includes academic work, for credit), they should enroll in this course according to the guidelines on the UCSO website. Students apply for authorization to enroll in either of these courses through the UCSO website at https://ucso.indiana.edu/cgi-bin/students/brochures/InternshipReportingbrochure.cfm

Physical Education Courses

A maximum of 4 credit hours of physical education (HPER-E xxx) courses may be used for supplemental credits and applied toward the 124 total credits required for graduation.

0-level Music Courses

A maximum of 4 credit hours of 0-level Music (MUS-? 0xx) courses may be used for supplemental credits and applied toward the 124 total credits 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 may be used for supplemental credits and applied toward the 124 total credits required for graduation.

Prerequisites for Business Courses

Students must have the prerequisites on their IU transcript or be currently enrolled in the prerequisites exactly as indicated in the notes of the online Schedule of Classes for each course. If, at the time the course begins, the pre-requisites are not documented, students will be removed from the course.

Duplication of Credit

Before enrolling in any course, students are strongly advised to check with a business academic advisor about potential problems with cross listing or course duplication.

Transfer of Integrative Core Credit

Students who expect to earn the Bachelor of Science in Business from the Bloomington campus must complete the courses in the business Integrative Core on the Bloomington campus.

Grading System

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

A+ or A	4.0
A-	3.7
B+	3.3
B	3.0
B-	2.7
C+	2.3
C	2.0
C-	1.7
D+	1.3
D	1.0
D-	0.7
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), and FN (failed/not attending).

- Grade Point Average
- Auditing Classes
- Extended X Policy
- Incomplete Courses
- Pass/Fail Option
- R Grade
- Withdrawals

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 coursework taken at Indiana University campuses. Credit earned at another institution might be applied toward degree requirements, but the grades earned at other institutions will not be calculated in the Indiana University semester or cumulative grade point averages.

Auditing Classes

The Kelley School does not allow students to audit undergraduate business courses.

Extended X Policy

Indiana University Bloomington's Extended X (or EX) grade forgiveness policy allows students to re-take up to three courses and replace the grades for the original attempts with the re-take grades for the purposes of calculating the IU GPA. Kelley students may utilize the EX policy. However, the Kelley School does ***not*** apply grade forgiveness to the Kelley Program (internal) GPA which is used for scholarships, admission, graduation, and all categories of academic standing for current students. Instead, both the original grade and the re-take grade are included in the Kelley Program GPA. When students repeat a course, they do not receive additional credits for it, whether or not it is EXed.

The EX request ***must*** be submitted by the EX deadline during the re-take semester. This is always early in the semester, on the same date as the pass/fail deadline. For further information, please see the guidelines outlined in the Office of the Registrar's online bulletin at http://registrar.indiana.edu/extendedx.shtml.

Incomplete Courses

A temporary grade of Incomplete (I) on the transcript indicates that the coursework 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. Upon satisfactory completion of the work within the time allowed, the I will be removed and the earned grade recorded. An incomplete grade will be automatically changed to an F after one calendar year unless the course instructor has submitted a grade or a request for an extension. 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.

Pass/Fail Option

Students in the Kelley School may elect to take a maximum of two courses under the Pass/Fail option per year. The procedure and deadline for declaring this option may be found in the Registrar's online Enrollment and Student Academic Information Bulletin at http://registrar.indiana.edu/passfail.shtml. Special regulations affecting the Pass/Fail option for Kelley School 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. Pass/Fail may only be used for Supplemental Hours. Kelley School students may not take any business, general education, or other required course Pass/Fail.
3. A grade of P is not counted in the grade point average; a grade of F is included. Once the Pass/Fail option has been requested, grades of P may not be changed to any other letter grade.

R Grade

The R grade (deferred grade) on the final report indicates that, for this course, the work of the student can be evaluated only after two or more terms. Courses in which an R grades are assigned will be announced as deferred-grade courses in the Enrollment and Student Academic Information Bulletin and the Schedule of Classes.

Withdrawals

The grade of W (withdrawal) is given automatically to the student who withdraws from courses by the registrar's designated deadline as listed in the Enrollment and Student Academic Information Bulletin. The grade of W will be recorded on the date of withdrawal.

Withdrawals after the registrar's deadline are rarely permitted. Exceptions are made only for urgent reasons. The desire to avoid a low grade is not an acceptable reason for withdrawal from a course after the registrar's deadline.

In order to withdraw from a course after the automatic withdrawal period, Kelley School students must obtain a petition form from a business academic advisor and submit it to the Petitions Committee through the Undergraduate Program Office in the Kelley School. Students must provide written documentation supporting the petition. The Petitions Committee may give the instructor of the course the opportunity to comment on the petition if appropriate. A minimum of 10 business days is required for the Petitions Committee to determine approval or denial of a petition. If the petition is approved, the student will be assigned an automatic grade of W. If the petition is denied, the student has two options: (1) to remain in the course and receive whatever grade is earned, or (2) to withdraw from the course with a grade of F, regardless of the student's current grade in the course.

Non–business students enrolled in business courses must petition their own schools.

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 wish to withdraw from all courses during a semester must contact the Office of Student Advocates, at (812) 855-0761, advocate@indiana.edu, or at Owen Hall 202, to complete the withdrawal process.

Graduation Eligibility

Students who expect to receive the B.S. degree in business from IU Bloomington, should consider the following:

Senior Residency

Students must complete the final 30 credit hours of coursework toward the degree program on the Bloomington campus or in an approved study abroad program. For exceptions to this requirement, please see a business academic advisor in the Kelley School.

Degree Completion

Students must complete all degree requirements and enough approved supplemental credits to reach a minimum of 124 credits counting toward the degree.

Minimum GPA

- Achieve an overall GPA of 2.0 in all courses counting toward the degree.
- Achieve an overall GPA of 2.0 in all courses counting toward each declared business major.

Complete Transcripts

Credits for all coursework, including final term courses, independent study, correspondence, distance education, and transfer coursework, must be recorded on the candidate's Indiana University transcript prior to the degree conferral deadline. Note that, even after transfer transcripts have been received at Indiana University - Bloomington, it can sometimes take several months for those grades to be posted to the student's IU transcript. Therefore, students should request that official transcripts

be sent to IU immediately after completing coursework at any other campus.

Grad Check

In the semester prior to the intended graduation semester, students should schedule a Grad Check appointment with an academic advisor to make sure thay are on track for graduation - and to have time to make any necessary adjustments to their final semester's enrollment.

Graduation Application

Candidates for the B.S. degree in business must apply for graduation online at http://www.kelley.iu.edu/ugrad/apps/grad_info.cfm. Application deadlines are:

- September 15 for December graduation
- November 15 for May graduation
- February 1 for June or August graduation

Students who apply by the deadline can be sure to:

- receive accurate and timely feedback about challenges to graduation eligibility
- receive notifications from IU about Commencement
- find their names on official Commencement Ceremony documents
- graduate, as planned, as long as all requirements have been met
- receive their diplomas

Students who fail to apply by the deadline, are at-risk for one or more of the above.

Attendance at Commencement

Students may attend the IU - Bloomington Commencement Ceremony (http://www.indiana.edu/~ceremony/) and the Kelley Graduation Recognition event as long as they have applied for graduation. However, participation in these ceremonies is not an indication that final grades have been posted and reviewed or that the degree has been conferred. Degree conferral occurs several weeks after Commencement and diplomas are sent by the Office of Registrar several months after Commencement.

Statute of Limitations for Degree Requirements

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 communicate with Kelley Undergraduate Academic Advising (busadv@indiana.edu) to have their transcripts evaluated and to possibly have their degree plans updated to current requirements.

Scholastic Standards

- Academic Misconduct
- Academic Standing
- Honor Code
- Minimum Grades
- Probation and Dismissal

Academic Misconduct

Indiana University and the Kelley School 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 integrity is defined in the online Code of Student Rights, Responsibilities, and Conduct at: at: http://www.iu.edu/~code/code/index.shtml. 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 online Enrollment and Student Academic Information Bulletin.

The Kelley School 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.

Academic Standing

A student is considered to be in good standing when his or her grade point average is 2.0 or higher for the last semester's coursework and when his or her cumulative grade point average is at least 2.0.

Honor Code

The 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. The Honor Code may be found at www.kelley.iu.edu/ugrad/honorCode.cfm.

Minimum Grades

The Kelley School requires minimum grades as follows:

- A grade of C or higher in all I-Core prerequisite courses
- A minimum grade of C in each of the five courses that comprise the Integrative Core
- Minimum grades for some specific courses, within some majors
- An overall GPA of 2.0 in all courses counting toward the degree - in order to be eligible for graduation
- An overall GPA of 2.0 in all courses counting toward each declared business major - in order to be eligible for graduation

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

In general, students should see their academic advisors for any questions related to minimum grade requirements.

Probation and Dismissal

A student will be placed on general academic probation following any enrollment period in which he or she fails to attain a minimum grade point average of 2.0. A student is placed on critical probation and may be subject to restricted enrollment or dismissal when the student's grade point average has been below 2.0 in two enrollment

periods. A student will not be able to graduate if the major grade point average or the cumulative grade point average is below 2.0.

The Probation Committee may review a student's academic record at any time and take appropriate action. Students on probation must, at a minimum, reflect on their past academic challenges through an online survey and meet with an identified business academic advisor to discuss these challenges and outline strategies for academic improvement and success. Further, any student who does not possess the necessary preliminary training or who lacks other qualifications may be required by the committee to enroll in such courses as the committee may designate or to take other corrective action.

At the discretion of the Probation Committee, students may also be dismissed from the Kelley School if the student fails to meet the requirements of the probation policies. The dismissal is, in effect, a year-long leave of absence during which the student has an opportunity to re-think his or her academic goals and plans. Students who have been dismissed, do have the the opportunity to petition for re-admission; in such cases, petitions must be submitted in accordance with the deadlines and the terms of dismissal as specified in the dismissal letter.

Upon re-entry, if a student fails to meet probation requirements for a succeeding semester, that student is at-risk for ***permanent*** dismissal.

For more information about academic probation and academic success initiatives, go to http://kelley.iu.edu/ugrad/academics/support.cfm.

Transfer Credit & Waivers

Transfers from Colleges and Universities outside the U.S.

The Kelley School does not award specific business course credit for business courses transferred from colleges or universities outside the United States. All business courses taken outside the United States will be accepted for undistributed (elective) credit hours only. This policy especially affects the amount of time required for international transfer students to complete Kelley School degree requirements. Therefore, students considering transfer, who have already completed a considerable number of business courses, are encouraged to carefully examine the advisability of transferring to the Kelley School to complete an undergraduate degree.

Transfers from Other Colleges and Universities inside the U.S.

Acceptance of credit from other U.S. institutions is determined by the Indiana University Office of Admissions. The applicability of credit toward degree requirements in the Kelley School is determined by the school.

- 100/200 level business courses that are accepted for transfer are usually accepted for specific course equivalency. Those that do not have equivalents at the Kelley School will be accepted as undistributed (elective) credit.
- 300/400 level business courses may not be taken away from the Bloomington campus; transfer credit for these courses will be accepted as undistributed (elective) credit only.

Transfer of Credits from Other Indiana University Campuses

Students who wish to transfer to the Kelley School at Bloomington from another IU campus are required to meet the same Kelley admission requirements as students from other institutions. As is true for other transfer students, 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; they are eligible to apply for admission to business after they have completed at least one Bloomington term and all of their business admission courses; they must apply for Kelley School admission and be admitted during their first two terms on the IU Bloomington campus.

Students who expect to earn the B.S. degree in business from IU's Bloomington campus must complete the last 30 credit hours of the degree program in Bloomington. I-Core must be taken on the Bloomington campus.

Transfer Credit Details

The total number of credits accepted for transfer from a four-year institution is limited to a maximum of 90 credit hours. 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. If credits are transferred from both two- and four-year schools, the combined number of credits accepted for transfer is 90. Although they are often visible on the transcript and are considered for admission purposes, course grades from non-IU institutions are not included in the IU GPA; only credit hours earned in a course are recorded. Course grades from other IU campuses are included in the GPA. The official evaluation of credit is completed after a student is admitted to the university. However, many course equivalencies can be found on the IU Admissions Credit Transfer Services website at http://cts.admissions.indiana.edu/index.cfm.

Specific Course Waivers

Students who have taken a business computer skills, financial accounting, or managerial accounting class that appears to have covered the same material as that in the related Kelley School course, may sit for a competency exam in any of these three areas during the first week of fall or spring classes. Students who perform successfully on these competency tests will receive course waivers (for BUS-K 201 or BUS-A 201 or BUS-A 202), but not course credit.

Credit by Self-Acquired Competency

The Kelley School does not award academic credit on the basis of self-acquired competency. However, the school will give examinations for waiver of specific courses (BUS-K 201, BUS-A 201, and BUS-A 202) if 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 waiver exam, the student must be currently enrolled at Indiana University and demonstrate that previous coursework is similar to that in the Kelley course.

The Kelley School will not accept self-acquired competency credit, for business coursework, awarded by any other division/school of Indiana University or by other institutions.

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.

Computer Recommendations

Students must use computers that are capable of running Microsoft Office applications. For recommendations on hardware and software, discounts for enrolled students, and technology access at IU, please visit http://kelley.iu.edu/ugrad/resources/computer.cfm.

UITS maintains a walk-in support center called the Information Commons located in the main library on the first floor (Monday–Thursday 8 a.m.–midnight; Friday 8 a.m.–9 p.m., Saturday noon–5 p.m., Sunday noon–midnight).