

This list is not exhaustive. Always check the current online schedule of classes for current offerings, as well as the current online catalog for updated pre-requisite information. Acceptable electives include all 6xxx level courses from the David Eccles Business School departments: Accounting (ACCTG), Finance (FINAN), Management (MGT), Marketing (MKTG), Operations and Information Systems (OIS), and Information Systems (IS). Courses at the 5xxx level from a business school department are also acceptable up to a maximum of 6 credits. Students could elect to take up to 6 credits worth of 5xxx level credit either in the business school or from an outside department.

**Possible combinations:**

- a) 6 5xxx level credits from a business school department AND 6 6xxx level credits from a non-business department.
- b) 6 5xxx level credits from a non-business department.
- c) 3 5xxx level credits from a non-business department, 3 6xxx level credits from a non-business department AND 3 5xxx level credits from a business department.

**ACCOUNTING (ACCTG):**

**5110 Financial Accounting I** (3) Prerequisites: "C-" or better in (ACCTG 2020 OR ACCTG 2620) First of a three-course sequence, the focus of which is preparation and analysis of corporate financial reports. Begins with a study of the inherent conflicts among managers, shareholders, creditors, employees, and other interested parties and introduces the role of financial reporting in providing relevant reliable information to these divergent users. Studies the measurement and reporting of revenue and expenses and the preparation and analysis of financial statements (including income statements, balance sheets, and cash flow).

**5120 Financial Accounting II** (3) Prerequisites: "C-" or better in ACCTG 5110 AND FINAN 3040 Continuation of coverage from ACCTG 5110. Focus is on preparation and analysis of corporate financial reports. Studies the measurement and reporting of assets, liabilities, and equities.

**5130 Financial Accounting III** (3) Prerequisites: "C-" or better in ACCTG 5120 Corporation acquisitions, mergers and the formation of other strategic alliances are staples of today's business environment. The objective of the first two-thirds of this course is to provide students with an understanding of the nature and financial reporting aspects of these complex business transactions. Specific topics include accounting for business combinations and consolidations, joint ventures and foreign currency translation and segment reporting. The final third of the course is intended to provide students with a general understanding of the unique accounting and financial reporting issues facing not-for-profit organizations and governmental entities.

**5140 International Accounting** (3) Prerequisites: "C-" or better in (ACCTG 2020 OR ACCTG 2620) This course integrates (International Financial Reporting Standards) IFRS into a financial accounting course and leverages comparisons between US GAAP and IFRS to enhance the development of a "critical thinking" approach to financial accounting and reporting. The goal of the course is to enhance student understanding of the links between the underlying transactions, the application of reporting standards for those transactions, and the financial reports obtained. In addition, the course will provide students with a basic understanding of IFRS.

**5210 Management Accounting I** (3) Prerequisites: "C-" or better in (ACCTG 2020 OR ACCTG 2620) Identification and development of relevant cost information for both manufacturing and non-manufacturing situations. Emphasis given to the regulatory, analytical, and behavioral use of accounting information.

**5310 Taxation I (3)** Prerequisites: "C-" or better in (ACCTG 2020 OR ACCTG 2620) Basic analysis of the federal tax system examining the role of taxation in society, sources of tax authority, and critical areas in individual and business income taxation, including: gross income; deductions; basis determination; business losses; depreciation; nontaxable exchanges; sale of capital and business assets; and a survey of taxation of corporations, "S" corporations, and partnerships.

**5350 Introduction to Taxes and Management Decisions (3)** Prerequisites: "C-" or better in (ACCTG 2020 OR ACCTG 2620) Goal is to identify significant income, estate, and gift tax issues and potential tax problem areas as they relate to or arise within business decision-making and family tax planning scenarios, and to have some general idea regarding possible solutions in order to maximize wealth within business and families.

**5395 Tax Practicum-Low Income Tax Clinic (1 to 6)** Prerequisites: "C-" or better in ACCTG 5310 AND Instructor approval Students working directly with Tax Professionals/Faculty to provide assistance to taxpayers in dealing with the Internal Revenue Service. Students also research, design, and present tax-related materials to taxpayers and community organizations. This course provides a unique opportunity for students to work directly with the IRS on actual tax cases.

**5410 Accounting Information Systems (3)** Prerequisites: "C-" or better in (ACCTG 2020 OR ACCTG 2620) AND (IS 4410 OR ACCTG 4410) Introduces students to the flow of information through the various accounting cycles and the corresponding internal controls. Examines the flow using the traditional accounting model with an emphasis on the procedures of accounting and the use of current database technology, including data modeling.

**5510 Accounting Auditing (3)** Prerequisites: "C-" or better in ACCTG 5110 AND ACCTG 5410 Overview of the basic theory and concepts associated with the attest function, including the various types of audits; objectives of audit engagements; political, legal, social, and ethical environment in which auditors work; and procedures used by auditors in meeting their objectives.

**5610 Financial Reporting (3)** Prerequisites: "C-" or better in (ACCTG 2020 OR ACCTG 2620) This course is designed to improve your ability to read and interpret firm's financial statements by studying how Generally Accepted Accounting Principles (GAAP) are applied in practice. Topics include using annual financial statement footnote disclosures to assess earnings quality and uncover off-balance sheet debt related to lease agreements and pension obligations and off-income statement expenses related to employee stock options. This class is user-oriented as opposed to preparer-oriented.

**5620 Financial Statement Analysis (3)** Prerequisites: "C-" or better in (ACCTG 2020 OR ACCTG 2620) Use of financial statements to analyze business profitability, liquidity, solvency, and valuation. Analysis focuses on developing and understanding of a company's operating strategies, industry position, and related economic characteristics. In addition to the listed prerequisite, students are strongly encouraged to have also taken ACCTG 5610.

**5910 Special Topics in Accounting (1 to 6)**

Topics vary according to current issues, talents or experience of instructor. Course may be repeated when topic varies.

**5920 Independent Study (1 to 6)**

**6002 Cost Accounting, A Managerial Perspective (1.5)** Prerequisites: ACCTG 6001 This course focuses on firms' internal accounting systems. In this course, we focus on two broad topics- cost analysis and performance evaluation. The first part of the course focuses on understanding the different kinds of cost incurred by firms, and the way that firms account for them. Included in this are discussions of inter-departmental allocations, joint costs and capacity costs, as well as extensions of activity-based analyses to service industries. The second part of the course analyzes the process of evaluating the performance of firms and their business units. Included in this are issues related to transfer prices, productivity measures, the estimation of cost functions using accounting data and the study of benchmarking procedures, the choice of performance metrics for compensation purposes, and the rationale behind the balanced scorecard. Finally, we will consider multinational firms and special considerations involved in the global economy. The

course integrates the knowledge of firms internal accounting systems with problems confronting managers in the areas of finance, accounting, marketing, operations, management, and human resources.

**6131 International Field Studies (2.8)** An introduction to considerations in international trade involving strategy and operating of the multinational firm, global industry analysis and country analysis. Includes a trip to a foreign country with visits to corporate offices in that country as well as governmental and educational agencies if available. The trip will emphasize the culture of the country visited through group participation in selected cultural events and visits.

**6140 International Accounting (3)** Prerequisites: ACCTG 2010 AND ACCTG 2020 This course integrates (International Financial Reporting Standards) IFRS into a financial accounting course and leverages comparisons between US GAAP and IFRS to enhance the development of a 'critical thinking' approach to financial accounting and reporting. The goal of this course is to enhance student understanding of the links between the underlying transactions, the application of reporting standards for those transactions, and the financial reports obtained. In addition, the course will provide students with a basic understanding of IFRS.

**6210 Strategic Cost Management (3)** Identification and development of accounting information for strategic management and continuous improvement of an organization. Emphasis is given to tools and applications of strategic cost management.

**6300 Tax Research (1.5)** Prerequisites: ACCTG 5310 Extended treatment of tax research methodology, ethical tax standards, sources of tax authority, uses of tax service, citators, communicating tax conclusions, and income tax practice and procedure.

**6310 Taxation of Deferred Compensation (1.5)** Prerequisites: ACCTG 5310 Examination of federal income tax laws and regulations regarding deferred compensation and fringe benefits, and emphasis on pension plans, profit-sharing plans, stock bonus plans, stock option plans, nonqualified plans, self-employed plans, individual retirement accounts, and other fringe benefits.

**6320 Advanced Corporate Taxation (3)** Prerequisites: ACCTG 5310 Study of federal income taxation of corporations and shareholders, emphasizing corporate formation, capital structure, distributions, redemptions, liquidations and the "S" election.

**6330 Corporate Reorganization Taxation (1.5)** Prerequisites: ACCTG 6320 In-depth study of corporate reorganizations, tax carry-over provisions, and tax planning strategies.

**6340 Estate and Gift Taxation (1.5)** Prerequisites: ACCTG 5310 Study of types of not-for-profit organizations, tax consequences of exempt status. Also examines tax issues relating to prohibited transactions, unrelated business income, private foundation status, and reporting requirements.

**6350 Partnership Taxation (3)** Prerequisites: ACCTG 5310 In-depth study of partnerships, including LLPs and LLCs, emphasizing formation, operation, distribution, liquidation and sale of interests. Opportunities, pitfalls, and strategies are emphasized.

**6360 International Taxation (1.5)** Prerequisites: ACCTG 5310 Introduction to U.S. International Taxation. This course focuses on the tax laws, issues, problems and planning strategies dealing with companies and individuals operating in multiple foreign jurisdictions. It includes an examination of inbound and outbound transactions, resident and nonresident alien taxation, withholding taxes, tax treaties, foreign income exclusion, income tax nexus, income and deduction sourcing rules, foreign tax credit, optimal forms of organization structures, cross-border distributions, Subpart F income, controlled foreign corporations and transfer pricing issues.

**6370 State & Local Taxation** (1.5) Prerequisites: ACCTG 5310 Introduction to State and Local Taxation. This course focuses on the tax laws, issues, problems and planning strategies dealing with companies and individuals operating in multiple U.S. state and local jurisdictions. It includes an examination of state and local income, franchise, sales, use property and payroll taxes, business and non-business income issues, income apportionment, income tax nexus, income and deduction sourcing rules, and state and local tax incentive issues.

**6380 Advanced Federal Tax Issues** (1.5) This course focuses on the tax laws, issues, problems and planning opportunities dealing with companies and individuals involving advanced tax strategies, including topics of current interest, tax-exempt organizations, property and investment transactions, tax reduction and avoidance techniques, charitable contributions, alternative minimum tax (AMT), year-end planning techniques, entity selection issues, and strategic planning strategies for individuals and businesses.

**6390 Tax Factors in Business Decisions** (1.5 to 3) Prerequisites: ACCTG 6000 Integrates several disciplines to take a broader, more interdisciplinary approach to the analysis of business problems and to decision-making. Also emphasizes tax opportunities, pitfalls, and alternatives, and how they can impact decision-making.

**6395 Tax Practicum-Low Income Tax Clinic** (1 to 6) Prerequisites: ACCTG 5310 Students working directly with Tax Professionals/Faculty to provide assistance to taxpayers in dealing with the Internal Revenue Service. Students also research, design, and present tax-related materials to taxpayers and community organizations. This course provides a unique opportunity for students to work directly with the IRS on actual tax cases.

**6520 IT Risks and Controls** (3) Objectives include providing students with an understanding of the security issues in a computerized environment. Students will be exposed to security guidelines, implementation and cost issues, security issues pertinent to the internet, and other issues. Students will also be exposed to the potential for fraud and abuse in a computerized environment.

**6530 Advanced Auditing** (3) Objective is to give students a working knowledge of statistical techniques used for problem-solving in both audit practice and management control. Includes nonstatistical sampling, widely used in statistical sampling methods, and nonstatistical and statistical-based accounting methods.

**6540 Fraud Examination and Forensic Accounting** (3) The course will cover both the concepts and tools involved in fraud examination and forensic accounting. Students will be involved in cases and projects designed to help them understand the guidelines for successful fraud prevention and detection. In addition, they will gain hands on experience using a variety of fraud prevention tools. They will also be exposed to concepts of forensic accounting which involves any accounting work done for litigation purpose.

**6610 Financial Reporting** (3) Prerequisites: ACCTG 6000 This course is designed to improve your ability to read and interpret firms' financial statements by studying how Generally Accepted Accounting Principles (GAAP) are applied in practice. Topics include using annual financial statement footnote disclosures to assess earnings quality and uncover off-balance sheet debt related to lease agreements and pension obligations and off-income statement expenses related to employee stock options. This class is user-oriented as opposed to preparer-oriented.

**6620 Financial Statement Analysis** (3) Use of financial statements to analyze business profitability, liquidity, solvency and valuation. Analysis focuses on developing an understanding of a company's operating strategies, industry position, and related economic characteristics. In addition to the listed prerequisites, students are strongly encouraged to have also taken ACCTG 6610.

**6630 Accounting Theory Seminar** (3) Advanced-level course emphasizing the development of modern accounting theory. Topics include income measurement, valuation, market efficiency, standards setting and accounting research. Objectives include enhancement of problem identification and solving skills and application of various accounting paradigms to current accounting issues.

**6810 Accounting Integration** (3) Focuses on the integration of financial accounting, auditing, managerial accounting and systems in assessing their relationships individually and collectively to business decision-making. Emphasizes the use of case studies and consideration of current business and accounting issues to demonstrate the link between various functional areas.

**6820 Business and Tax Strategies** (3) Integrates taxes, accounting, economics, finance, and mathematics to help prepare students to take a broader, more interdisciplinary approach to business problems and financial decision-making. Also emphasizes tax opportunities, pitfalls, and alternatives.

**6830 International Accounting** (3) Prerequisites: ACCTG 6000 Surveys financial, managerial, and tax accounting in a global arena. Considers special decision-making complexities inherent in multinational operations and analyzes the roles accounting information plays in these settings.

**6840 Accounting Professionalism and Team Building** (2) Developing team building skills and professionalism needed by accountants within their professional environments.

**6850 Special Topics in Accounting** (1.5-3) Topics vary with current issues, talents or instructor experience Repeatable as topic varies.

**6910 Special Study for Master's Students** (0.5 to 6)

## FINANCE (FINAN):

**5010 Applied Financial Institution Case Study** (1.5) Class provides a hands-on experience into the operation of financial institutions. The class is interdisciplinary in nature and resembles on-the-job training for such organization. A major part of the class is taught by representatives from a major financial institution. Does not fulfill a Finance elective.

**5210 Short-Term Financial Management: Theory and Practice** (3) Theories and practice of short-term finance, e.g., areas of cash management, accounts receivable, inventory, accounts, and notes payable management.

**5250 Insurance and Financial Planning** (3) Prerequisites: "C-" or better in (FINAN 3040 OR FINAN 3041) This course covers planning techniques used by individuals and closely-held business owners to address risk management, wealth accumulation, retirement income, and business continuation needs. A variety of insurance and investment products used to implement these planning techniques will be covered. For students considering a career in financial services, this class will provide a foundation of education helpful when pursuing the CLU, ChFC, and CFP professional designations. For more information about these designations: <http://www.theamericancollege.edu/assets/pdfs/designation-brochure.pdf>

**5270 Business Risk Management** (3) Prerequisite: FINAN 3040 or Departmental Consent. Topics include the application of modern risk management to identify, measure, and control property, liability, and personnel risks in business. Also included is the use of safety management, self-insurance, captive insurance, and commercial insurance to control business risk.

**5300 New Venture Finance** (3) Prerequisites: "C-" or better in (FINAN 3040 OR FINAN 3041) This course will cover topics involved with raising capital for new and growing businesses. Topics include venture capital, private placements, initial public offerings (IPOs), mezzanine debt, preferred stock, warrants, and other forms of new venture financing.

**5370 Investment Analysis Techniques** (3) Prerequisites: "C-" or better in FINAN 3050 Fundamental analysis and selection of common stocks, investment timing, investment policy, and portfolio management.

**5400 Financial Bank Analysis (3)** Prerequisites: "C-" or better in (FINAN 3040 OR FINAN 3041) This course focuses on understanding principal bank regulations and analyzing financial ratios from the Uniform Bank Performance Reports. Topics include analyzing the levels and trends of key financial ratios in the areas of capital, asset quality, earnings, liquidity, and sensitivity to market risk. The course also covers the loan loss reserve and the credit/risk analysis for both commercial and credit card banks. The objectives of the regulatory agencies and issues related to commercial/industrial banks are discussed. The course also includes guest lecturers from the private banking industry and regulatory sector.

**5550 Global Corporate Finance (3)** Prerequisites: "C-" or better in FINAN 3040 OR 3041 Focused on the International financial/corporate/business environment, developing technical, transactional, practical and coordinated knowledge about corporate/business expansion, debt/equity investments and financing and related structures, most relevant securities/corporate/bankruptcy/money-laundry/tax laws and jurisdictions in the International market practice, as well as highlighting the differences between US and foreign financial/business/management/legal cultures, to the ends of effectively understanding and dealing- consistently with U.S. business culture and ethics- with such differences and constraints.

**5600 Investment Banking (3)** Prerequisites: "C-" or better in (FINAN 3040 OR FINAN 3041) This course will focus on the organization, products, and functions of investment banks. The topics include: financing in the global capital markets through bond, equity, and convertible transactions. Mergers and acquisitions will also be discussed in this course. Finally, the role of hedge funds, LBO funds, and investment bankers in corporate decision making will be reviewed.

**5610 Hedge Funds and Private Equity (3)** Prerequisites: "C-" or better in (FINAN 3040 OR FINAN 3041) Focuses on hedge funds and private equity, including venture capital and LBO funds, their influence on corporate decision-making and corporate measures that are taken to counter threats and exploit opportunities represented by these investors. Competition and cooperation between investment banks, LBO funds and hedge funds will also be analyzed. In addition, the course reviews innovative equity, debt and convertible transactions, with a focus on hedge fund investing and hedging strategies in relation to these securities.

**5730 Residential Real Estate Finance and Law (3)** Prerequisites: "C-" or better in FINAN 4740 This class will prepare the student to function as a residential loan officer in Utah with all the underwriting, processing, packaging skills needed to compete in this industry. The student will learn general real estate principles, contract law, Real Estate Purchase Contract, consumer protection laws and regulations, the general philosophy of lending, specific loan packaging and underwriting skills, secondary market knowledge, understanding of loan types, and specific state of Utah law and regulations that apply to loan originators. This class qualifies as hours of pre-license education required by the State of Utah in order to take the license exam.

**5750 Real Estate Development (3)** Prerequisites: "C-" or better in FINAN 4740 Topics include the practice and process of commercial and residential development from land acquisition to permanent placement. Primary focus will consider project specific entitlement, economic and capital markets issues. Classes will be a mixture of lecture and case study.

**5760 Real Estate Finance (3)** Prerequisites: "C-" or better in FINAN 4740 Project level real estate finance focused on analysis of feasibility and return elements of primarily commercial real estate development and management. The course concentrates on development of appropriate analytical tools for investment decision: including Excel modeling centered on "for lease" multi-family, retail, office, and industrial projects; with a brief discussion of "for sale" residential development.

**5770 Real Estate Appraisal and Investments (3)** Prerequisites: "C-" or better in FINAN 4740 Economic theories of value as applied to residential and income properties, factors influencing real-property values, appraising real property, framework for real estate investment decisions, rate of return analysis, determinants of real estate investment policy for borrowers and lenders.

**5880 Honor Student Investment Fund** (0.5 to 3) Prerequisites: "B+" or better in (FINAN 3040 OR FINAN 3041) Content varies depending on instructor. Topics have included options and futures, mergers and acquisitions.

**5881 Managing the Venture Process** (1.5 to 3) Cross listed as MGT 5840. Prerequisites: "C-" or better in FINAN 3040 OR 3041 Corequisites: FINAN 4211 This capstone course provides students with hands-on experience in managing the process of evaluating and funding a start-up company with venture capital funds. Working in teams, the class will place funds from the David Eccles School of Business Student Venture Fund and work with the managers of funded companies and with the board of the Fund. The class will be structured as a year-long venture capital management project supported by a series of seminars taught by regular faculty, venture capitalists, and new venture service providers from the community. Topics will include identification of new ventures, due diligence procedures, firm valuation methods, the role of the venture capitalist as a board member, selecting and structuring management teams, setting up compensation and reward structures, and other relevant topics to be determined by the instructional team.

**5980 Special Study for Advanced Undergraduates** (1 to 3)

**6120 Economics** (2 to 3) Teaches the basic principles of micro and macroeconomics, usefulness in making business decisions. The course covers supply and demand, individual's consumption, savings, and labor behavior. In addition, the course analyzes both short-run fluctuations and long-run growth of the aggregate economy. Topics include profit maximization, utility maximization, demand, supply, uncertainty, game theory, agency theory, booms and recessions, inflation and unemployment, monetary and fiscal policy, budget and trade deficits, and interest and exchange rates.

**6121 Corporate Finance** (2.8) Uses modern financial theory and analytical methods as the framework for decision-making by corporate financial officers. Topics include financial mathematics, valuation of financial and real assets, capital budgeting, capital structure, cost of capital, management of working capital, issuing bonds and stocks, mergers and acquisitions, and international finance. The overall framework is maximizing shareholder value.

**6122 Advanced Finance** (2.8) The objectives are twofold: to apply corporate financial concepts to case situations; and to introduce more advanced concepts in corporate and investment finance. Topics include financial statement analysis, forecasting of financial statements, estimation of firms required return, determination of appropriate capital structure, application of risk management, analysis of appropriate dividend policies, economic value-added analysis, and estimation of firm valuation. The above topics are focused on financial strategies from the prospective of management, lenders, and investors.

**6152 Ethics and Foundations of Business Thought** (1.4) Personal and organizational values and ethics are discussed in an environment of competing and complementary rights and monetary goals. Readings of a classic nature are presented to underscore the timeless nature of business and the relevancy of great works to today's business environment.

**6210 Cases in Financial Strategy** (3) Prerequisites: FINAN 6020 Application of financial principles and analysis to real business situations. Management decision making in all areas of business finance. Ethical, regulatory, and international applications to finance. Emphasis on oral and written communication skills. Personal computer applications.

**6220 Advanced Corporate Finance** (3) Prerequisites: FINAN 6020 Theoretical aspects of modern corporate finance. Optimal capital structure in different market environments, dividend policy, conflict of interest between groups involved in decision making, and issues of asymmetric information and signaling.

**6240 Risk Management and Derivatives** (3) Prerequisites: FINAN 6020 Recognition, measurement, and management of financial risks to which a corporation is exposed. Topics include portfolio management, measuring credit, currency, or interest rate risk, and the use of derivatives to hedge against risk.

**6250 Advanced Managerial Economics** (3) Prerequisites: FINAN 6025 Course will develop economic frameworks that are useful for business decision-making, develop[ the economics of the principal-agent relationship to examine intra-

organizational issues, examine both input markets (labor markets) and output markets (with small numbers of competitors). Teaching methods will alternate between lecture and case study.

**6300 Venture Capital (3)** Prerequisites: FINAN 6020 This course will cover topics involved with raising capital for new and growing businesses. Topics include venture capital, private placements, initial public offerings (IPOs), mezzanine debt, preferred stock, warrants, and other forms of new venture financing.

**6310 Advanced Venture Capital (1.5)** Prerequisites: FINAN 6300 This is a case study discussion class. We will explore different strategies of valuation analysis as it pertains to investing in growth stage companies. Emphasis will be put on comparative company and industry analysis. The class will also deal with financial risk analysis of making an investment. We will spend part of the term dealing with real companies seeking the optimal methods of capitalizing and recapitalizing their companies. Further analysis of the interaction legal and financial structures will be dealt with as well.

**6330 Credit Institutions (1.5)** Prerequisites: FINAN 6020 A graduate level class that considers financial-institution management via an in-depth analysis of commercial banks. Issues relating to interest rates and current business conditions, balance-sheet and income-statement management will be explored.

**6350 Investing in Financial Markets in the E-era: Beyond Greed and Fear (1.5)** Prerequisites: FINAN 6020 The proliferation of the internet has dramatically increased investors' access to financial markets. This course will introduce students to the efficient markets paradigm and to behavioral finance issues with a goal of providing students with a framework for evaluating the costs and benefits associated with various investment strategies, and the implications for both investors and managers.

**6360 Investments and Portfolio Management (3)** Examine stocks, bonds, derivatives, and financial markets. Analytic treatment of portfolio selection and measurement of investment performance.

**6370 Introduction to Investment Analysis Techniques (1.5)** Prerequisites: FINAN 6020 This class introduces the student to modern techniques in investment analysis. Fundamental analysis is used in the process of common stock and other financial assets selection. Market timing and the general investment approach are other concepts that are used to perform effective portfolio management.

**6380 Financial Modeling (3)** Prerequisites: FINAN 6020 AND MGT 6040 The course is an introduction to computation finance and financial econometrics. The emphasis of the course will be on making the transition from the theory of financial modeling to the econometric model using real data. Microsoft Excel is a primary tool to implement the financial models. These include but are not limited to asset return calculations, portfolio theory, index models, the capital asset pricing model, investment performance analysis, option pricing models, duration models, bond valuation and time series models. The course will also make extensive use of statistics and probability.

**6390 Advanced Investments (1.5 to 3)** Options, futures contracts, and other contingent claims. Their uses, equilibrium prices, and relationships to primary securities such as stocks, bonds, and commodities. Theoretical analysis in context of markets in which they are traded.

**6400 Financial Engineering (3)** Prerequisites: FINAN 6020 This course provides students with a practical introduction to the fixed income market. Focusing in particular on interest rate products such as bonds, swaps, futures and forwards. The objective is to understand the principals driving this market. In particular we will focus on the pricing and hedging of interest rate products, paying close attention to trading strategies. Topics include: arbitrage-based pricing; yield, duration and convexity of bonds; swaps both single and multiple currency; building yield curves; using the yield curve to price and hedge instruments; bond futures; understanding factors that go into making trades and offsetting risk. This course will also emphasize various mathematical tools used to price and hedge a wide variety of interest rate products.

**6550 International Finance** (3) Prerequisites: FINAN 6020 Financial management of the multinational firm or firm with international affiliates, suppliers, or markets. Subjects parallel those of standard financial management with added dimensions of exchange rate phenomena, risks and hedging, payment mechanisms, instruments, and institutions for international business.

**6570 Financial Distress and Corporate Restructuring** (1.5) Prerequisites: FINAN 6020 The course will examine important issues in corporate bankruptcy and distressed restructurings. Primary issues will be managers' choices when faced with financial distress and the interplay between creditors and the firm in resolving distress. We will examine investment banking techniques used to enhance the firm value in financial distress, alternative methods of reorganizing a firm outside of bankruptcy, and corporate bankruptcy. Understanding the legal framework of bankruptcy is important even for firms which avoid bankruptcy because the rules exert an important influence on the behavior of both creditors and debtor firms. Classes will be a mixture of lectures and cases.

**6590 Mergers and Acquisitions** (3) Prerequisites: FINAN 6020 The class explores the process of mergers and acquisitions (M&A). The alignment of M&A with strategic directions of the enterprise combined with the search process and target identification are studied. An important element of the M&A process is the valuation of the target. Accounting issues, tax, and legal considerations are examined in this context. Finally, deal negotiations, closing the deal, and effective integration of the target conclude this class.

**6600 CFA (registered Trademark) Level I Seminar** (3) Prerequisites: FINAN 6020 Course designed to partially review and supplement the information required by the Association of Investment Management and Research's (AIMR) for their Chartered Financial Analyst (registered trademark) Level I exam. The Level I exam focuses on tools and concepts that apply to investment valuation, portfolio management and includes an overview of the processes of asset valuation and portfolio management. Subject areas including financial statement analysis, macro- and micro-economics, quantitative methods of investment analysis and management, financial markets and instruments, and corporate finance will be covered with particular emphasis on those areas that are not covered thoroughly in other MS Finance classes. The course will be taught by an investment management professional and various guest lecturers.

**6610 CFA (registered trademark) Level I and II Seminar** (3) Prerequisites: FINAN 6600 AND Department Consent This course is designed to partially review and supplement the information required by the Association of Investment Management and Research's (AIMR) for their Chartered Financial Analyst (registered trademark) Level I and II exams. The Level I and II exams review the material covered in FINAN 6600 with additional emphasis on industry and company analysis, specific equity and fixed income securities analysis, the ability to estimate expected investment return and risk, to compare alternative investment choices, to make investment recommendations, and to apply the AIMR Code of Ethics and Standards of Professional Conduct from an organizational and compliance perspective. The course will be taught by an investment management professional and various guest lectures.

**6660 Financial Fraud, Scams and Other Shenanigans** (3) Prerequisites: FINAN 6020 Financial fraud has been, and continues to be, a significant drain on society's collective wealth and ethos. The purpose of this course are many: to trace the history of often repeated frauds, to review their Utah connections, to grasp the psychology of the victims, to discuss the ethics of the perpetrators, to examine the role of financial markets, to understand the costs to society of financial fraud, to study the responses of the law, regulation and the courts to such frauds, to investigate the reactions of the accounting and finance professions, to become better able to recognize fraud when confronted, and to know what actions to take in those circumstances. While serious in any environment, fraud seems especially egregious in periods of serious financial strain and seems unusually easy to detect during those times. This course will examine why.

**6740 Real Estate Principles** (3) Prerequisites: FINAN 3040 OR FINAN 6020 OR Departmental Consent May be taken concurrently with FINAN 3050. Topics include the economics of land, property rights, transaction instruments and legal considerations, brokerage appraisals, financing, zoning, and property management. Also included are issues of basic estate law covering estates and interests in land, contracts, mortgages and trust deeds, liens, conveyancing, and subdivision and development.

**6750 Survey of Real Estate Development (3)** Prerequisites: FINAN 4740 OR FINAN 6740 Meets with FINAN 5750. Topics include the practice and process of commercial and residential development from land acquisition to permanent placement. Primary focus will consider project specific entitlement, economic and capital markets issues. Classes will be a mixture of lecture and case study.

**6760 Real Estate Finance (3)** Prerequisites: FINAN 4740 OR FINAN 6740 Project level real estate finance focused on analysis of feasibility and return elements of primarily commercial real estate development and management. The course concentrates on development of appropriate analytical tools for investment decision: including Excel modeling centered on "for lease" multi-family, retail, office, and industrial projects; with a brief discussion of "for sale" residential development.

**6770 Real Estate Analysis Techniques (1.5)** Prerequisites: FINAN 6020 Economic theories of value as applied to income properties, factors influencing real-property values, appraising real property, framework for real estate investment decisions and rate of return analysis.

**6780 Real Estate Appraisal and Investing (3)** Prerequisites: FINAN 4740 OR FINAN 6740 Economic theories of value as applied to residential and income properties, factors influencing real-property values, appraising real property, framework for real estate investment decisions, rate of return analysis, determinants of real estate investment policy for borrowers and lenders.

**6850 Finance Career Development (1.5)** This class prepares Masters Students for placement and career development in Finance. The skills to be applied include communication effectiveness, professional presentations, interpersonal relations, and public speaking. Course objective include increased understanding of your strengths and weaknesses as a communicator and enhancing your effectiveness as a professional in the finance field.

**6880 Bond Principles, Financial Institutions & Economy (3)** Prerequisites: FINAN 6020 Students will learn about bond mathematics and valuation, bond selection, bond risk analysis, bond portfolio creation and management, and bond fund evaluation. All domestic bond markets will be examined. There will be a specific application of the concepts to asset backed securities (ABS), to financial institutions and their regulation, and to the state of the overall economy. Discussions of current events will be an important part of the course's content.

**6881 Venture Planning (1.5 to 3)** Cross listed as MGT 6840. Most "business planning" courses teach the student how to prepare a document that can be used to help obtain funding for their proposed venture. The implicit assumption is that the business plan is itself valuable. In contrast, this class is based on the assumption that the crucial task is to define and validate your business concept. The course will provide you with the skills needed to perform that task. You will then prepare an opportunity assessment, a presentation, and the needed documentation. Class will conclude with a formal presentation of your assessment to a panel of experts.

**6890 Empirical Asset Pricing Principles (1.5)** Prerequisites: Department/Instructor Consent This class covers the basics of asset pricing models from both a theoretical and empirical standpoint. The course content will range from classical asset pricing models such as the CAPM and APT up to more recent developments in asset pricing, including behavioral models of security returns.

**6910 Special Study for Master's Students (0.5 to 6)** Departmental consent is required prior to registration.

## INFORMATION SYSTEMS (IS):

**5850 Special Topics in Information Systems (1.5 to 3)** Topics vary according to current marketing environment and special interests/experience of instructor.

**5910 Special Topics** (1 to 6) Prerequisites: "C-" or better in (IS 4410 OR ACCTG 4410) AND Instructor approval Topics vary according to current issues, talents or experience of instructor. Course may be repeated when topic varies.

**5920 Independent Study** (1 to 6)

**6110 Information Technology** (1.4 to 2) Course covers the management of information and information technologies within the firm, including the creation, processing, storage and dissemination of information products in support of decision making, the management of organizational knowledge, and the application of these principles to competitive advantage.

**6400 Introduction to Information Systems** (3) This course deals with the application of current information-related technology in management. This includes the role of information technology in gaining a competitive advantage, as well as in planning, control, and decision making. Management's responsibilities and activities in making investment in technology is also discussed. The impact of e-business is also covered in this course.

**6410 Information Systems Analysis and Design** (3) Modern organizations operate on computer-based information systems, from day-to-day operations to corporate governance. This course introduces a systemic way of planning, analyzing, designing, and implementing a computer-based information system for automating and enhancing business processes in organizations. In this course, we learn the systems analysis and design methodology as well as techniques and tools for analyzing, modeling, and designing information systems.

**6420 Database Theory and Design** (3) Advanced topics in database theory and design, including hands-on development of a working database system. Topics covered include the relational database model, foundations in relational algebra, design techniques, SQL, distributed databases, multimedia databases, and knowledge bases.

**6430 Management Support Systems** (3) Issues related to information systems support for management decision-making. Impact of technology on the decision-making process, including the benefits and concerns arising from the use of this technology.

**6440 Object Oriented Technology** (3) An introduction to object oriented technology and the object paradigm. The course will cover conceptual modeling, data modeling, object oriented analysis, object oriented design, and object oriented implementation. This will include a practical experience in an object oriented programming environment.

**6450 Telecommunications** (1 to 3) The objective of this course is to provide students with a sound theoretical and practical foundation in the field of data communications, networking, and the Internet, so that they can better design, develop, and manage information technology systems.

**6460 Web Systems & Services** (3) Prerequisites: (IS 4415 OR IS 4460) Introduces design, development, and management issues of web based systems and services. It covers architecture issues related to software as services (SaaS), service oriented architecture (SOA), B2C, B2B, and distributed systems in general. Students will learn to design and develop a basic B2C portal. Topics include web and networked programming, client/server, peer-to-peer, enterprise search engines. Students are expected to design and develop cutting edge applications in domains such as knowledge management, web analytics, enterprise search, and workflow systems.

**6470 E-Business** (1 to 3) This course will cover the fundamental concepts of e-business as well as exploring the technological requirements for successful e-business. Topics will include how to "dotcom" existing businesses as well as new business forms and ideas. Customer relationship management and strategy will also be covered, with a focus on value chain analysis. Students will do an in-depth analysis of an e-business opportunity, and will have some hands-on exposure to e-business technical architecture.

**6471 Emerging Web Technologies and Strategies** (1.5) Web 2.0 virtualization, cloud computing, mashups, widgets, web marketing, microblogging, blogs, wikis, VoIP applications and others; Do you want to understand these terms? Do you want to know how emerging technologies can help you in...increasing your web presence? increasing the awareness about your company? getting your work done at lower cost?

**6480 Data Warehousing Design and Implementation** (3) The data generated from ongoing operations of businesses and not-for-profit enterprises continues to grow. Using the data to diagnose problems and assess opportunities is becoming more and more of a competitive advantage in today's business environment. Before analysis can take place, existing data must be modeled in ways that facilitate reporting. This course briefly presents the data models of existing operational systems and then contrasts those models to dimensional models used in data warehouses and analytic processing engines. Business reporting needs are analyzed, data warehouses are modeled based on the reporting needs, and then SQL is used to create and populate tables based on dimensional models. Once in place, the data warehouse is used as a backend for a reporting tool to create reports that answer business questions.

**6481 Data Driven Strategies and Technologies** (1.5) This course introduces database technologies for building scalable data warehouse systems and technologies for user-oriented, interactive data analysis. Data warehouse systems differ from on-line transaction processing systems in time span and access mode of the data, and in query types and purposes.

**6482 Data Mining** (1.5) This course introduces data mining technologies that assist in discovery of reliable, understandable and useful patterns in structured, semi-structured and unstructured data. Students will practice core data mining technologies, analyze cases, and explore real world applications and issues.

**6483 Advanced Data Mining** (3) Prerequisites: IS 6482 This course covers advanced data and web mining methods and software tools for customer segmentation, recommendations, personalization, fraud detection, time series analysis, social network analysis as well as web content matching and extraction. Special attention will be given to imbalanced data mining, cost-oriented classification and privacy-preserving data mining issues and methods. Students will collect and analyze real world data using available data mining software or programming tools.

**6484 Advanced Data Mgmt** (3) Prerequisites: IS 6480 AND IS 6420 This course covers issues, methods and applications of large-scale database systems. Topics include administration and management of database, data warehouse and ERP systems, advanced SQL programming, distributed, multimedia and web data management as well as optimization of query processing, ETL and storage management.

**6570 Information Technology Security** (3) This course looks at management issues and practical implication related to securing information systems. This course focuses on Access Control, Site Security, Networking & Review of TCP/IP, Attack Methods, Firewalls, Host Security, Cryptography, Crypto Systems, E-Commerce & Email Security, and Incident Response. A clear theoretical understanding supports a large practical component where students learn to secure information systems and use contemporary security software.

**6571 IT Forensics** (3) Prerequisites: IS 4410 Examines computer forensics and investigations. Looks at the problems and concerns related to computer investigations. Blends traditional investigation methods with classic systems-analysis problem solving techniques and applies them to computing investigations. Implements common computer forensic tools in real-life scenarios.

**6572 Network Defense and Countermeasures** (3) Prerequisites: IS 4410 Provides a solid foundation in network security fundamentals. The primary emphasis is on intrusion detection. Examines developing a security policy and then implementing that policy by performing Network Address Translation, implementing packet filtering, installing proxy servers and firewalls, and setting up Virtual Private Networks. This course assumes familiarity with the Internet and basic networking concepts such as TCP/IP, gateways, routers, and Ethernet.

**6850 Special Topics in Information Systems** (1.5 to 3) Topics vary according to current marketing environment, special interest/experience of instructor.

**6910 Special Study for Master's Students** (1 to 6)

## MANAGEMENT (MGT):

**5510 Human Resource Management** (3) A survey course that examines the functions of human-resource management and their strategic integration through policy formation. Topics include employee involvement, quality of work life, unionization, recruitment, selection, placement, promotion, performance, appraisal, compensation and benefits, work-system design, and job enrichment, training and development, and strategic human resource planning. All management majors will be required to complete MGT 5510 or 5660.

**5590 Managing the Global Workforce** (3) Meets with MGT 6590. This course focuses on human resource issues facing managers whose activities require them to operate in an international environment in the United States or abroad. This course is intended for students considering careers in multinational organizations and students whose current or future work assignments include responsibilities for employees in other countries. In today's global marketplace, the success of an organization depends on how well it manages individuals and groups in its home country, in host countries where its subsidiaries are located and in third countries where it may hire some of its employees. Managing such a global workforce requires a sound understanding of human resource management issues and practices of multinational corporations such as international recruitment and selection, training and development, performance management, and compensation. In this course we will cover these topics. In addition we will explore the impact of cultural differences on management practices in countries other than the US. The course uses a variety of learning approaches including case analyses, lectures, class discussions, videos, experiential exercises, and a group project.

**5700 Strategic Management** (3) Prerequisites: "C-" or better in (FINAN 3040 OR FINAN 3041) AND (MGT 3660 OR OIS 3660) AND (MGT 3680 OR MGT 3681) AND (MKTG 3010 OR MKTG 3011) This course focuses on understanding the key functional, business, and corporate decisions that affect the long-term position of the firm. The central concept of this course is competitive strategy, involving the use of critical resources over long periods of time to attain specific goals and objectives. Students look at both the internal structure of the firm and the external dynamics of the macro and industry environments. Taught primarily through cases and involves substantial class discussion and writing.

**5750 Entrepreneurial Leadership** (1.5 to 3) Open to all majors Entrepreneurship and leadership go hand in hand. Purpose is to familiarize students with contemporary trends and challenges of leading a growing business in today's economy. Accomplished through lectures, readings, frequent presentations by distinguished entrepreneurs and business leaders. Admission is by application only. Please send a letter stating your interest in the course and academic background, along with your resume, to the Department of Management. You will be contacted by the Dean's Office of the David Eccles College of Business if selected.

**5760 Management of Innovation** (3) Proctor & Gamble, Honda, Apple, Inc., Boeing, 3M, Target. What do these companies have in common, other than strong financial performance? All of these companies are considered among the best at managing innovation. This course will explore how companies manage organizational and industry-wide factors that facilitate or constrain the ability to innovate and to capture the returns from innovation. These issues apply to all firms, not just those in technologically-intensive industries. The course uses organizational and strategic theory as well as cases to improve students' ability to identify sources of competitive advantage derived from the successful management of innovation.

**5770 Business Plan Development** (3) Prerequisites: "C-" or better in MGT 3700 AND MKTG 4700 AND FINAN 3040 The objective of this course is to lead each student, either individually or as the member of a team, through the practical experience of constructing a business plan. After completing this course, you will have produced a business plan suitable

for launching a company. A hands-on, team-based, approach, in which business ideas are proposed, tested, and refined over successive stages, is employed. Business plan presentation strategies and skills are also addressed.

**5780 Managing the Growing Business (3)** This course is about how to build a company ? from launch through the first several years of organizational life. The challenges and hurdles you will face as an entrepreneur over this period are organizational (need to define and refine your product & its markets, win customers, build a management team, and acquire resources) and personal (need to identify your strengths, acknowledge and develop strategies to overcome limitations, face fears, learn leadership and make hard decisions). We use case studies, frequent guest lectures, and field and team assignments to develop the skills and expertise needed to lead firms through this difficult period of organizational life.

**5810 Managing Diversity in Organizations (3)** Prerequisites: "C-" or better in (MGT 3680 OR MGT 3681) In this course, students will learn how to manage diversity as a competitive advantage in business. Students will examine how the complexities of the primary dimensions of diversity, gender, race, national origin, age, religion, sexual orientation, and disabilities operate within an organizational framework. The class uses a variety of discussions, facilitations, exercises, and cases analyses to help students gain an understanding of what it means to manage diversity on a systemic level. Specific attention is given to enhancing public speaking and writing skills. The class is open to all majors and both undergraduate and graduate students; the course is well suited for students in business, entrepreneurship, communication, human resources, gender studies, sociology, and psychology.

**5820 Consulting for Not-for-Profit Organizations (3)** Meets with MGT 6780: Starting, growing, and managing non-profits leads to challenges that are in some cases more complex than the challenges facing the private sector. Non-profits need to identify their market, confront competitors, and manage their internal operations just as effectively as private firms. However, non-profits must address the needs of multiple constituencies, they must balance their values against the requirements of effective management, and they must attract and retain a skilled labor force without the financial resources that characterize much of the private sector. This course is intended to give students a broad overview of the leadership challenges of the non-profit sector, while providing them with the specific consulting skills they need to assist those leaders as they strive to better meet the needs of the local community.

**5830 Leadership, Power, and Supervisory Behavior in Organizations (3)** Prerequisites: "C-" or better in (MGT 3680 OR MGT 3681) Leadership behaviors and styles and their implications for successful managerial performance. Usefulness of current theories in describing and predicting group and leader performance.

**5840 Managing the Venture Process (1.5 to 3)** Cross listed as FINAN 5881. Prerequisites: "C-" or better in FINAN 6300 This capstone course provides students with hands-on experience in managing the process of evaluating and funding a start-up company with venture capital funds. Working in teams, the class will place funds from the David Eccles School of Business Student Venture Fund and work with the managers of funded companies and with the board of the Fund. The class will be structured as a year-long venture capital management project supported by a series of seminars taught by regular faculty, venture capitalists, and new venture service providers from the community. Topics will include identification of new ventures, due diligence procedures, firm valuation methods, the role of the venture capitalist as a board member, selecting and structuring management teams, setting up compensation and reward structures, and other relevant topics to be determined by the instructional team.

**5850 Current Topics in Management (3)** Topics vary according to current marketing environment and special interests/experience of instructor.

**5860 Entrepreneur Studies (1.5 to 3)** Meets with MGT 6860. This course provides students an unparalleled opportunity to apply knowledge and expertise to the commercial development of University technologies. Lectures and topics include venture capital and new venture finance, market research and due diligence, intellectual property and patent protection, technology transfer issues, as well as guest lectures from prominent business leaders and local entrepreneurs.

**5880 Management Internship** (3) Prerequisites: "C-" or better in (OIS 3660 OR MGT 3660) AND (MGT 3680 OR MGT 3681) You can earn credit toward graduation while working in your chosen field. This course is designed in cooperation with Career Services to provide three upper division Management elective credits for appropriate work in supervised internship. It is an opportunity for you to learn management principles in a practical work environment, examine the management process through a graded academic project, and possibly take home a paycheck. (Note: not all internships are paid positions.)

**5910 Special Study** (1 to 4) Independent study of special topics for upper-division students of high scholastic standing.

**6130 Law and the Corporate Manager** (1.5) Studies the legal environment in which business organizations operate. Topics include the rights of shareholders; director's and officer's liability; mergers, acquisitions, and takeovers; and securities regulation. Both federal and state law will be considered.

**6150 Leadership & Management in High Performance Organizations** (2.8) Emphasizes human behavior concepts and principles useful in creating high performance work places. Personal leadership effectiveness is enhanced through self-assessment, feedback, and studying the practices of exemplary leaders. Methods of managing individuals, groups and organizations to elicit high levels of performance are introduced through discussion of topics such as motivation, power and influence, group behavior and teams, decision making, conflict and collaboration, organization design, culture and leading change. Cases, group discussion and team exercises are used extensively in the course.

**6151 Team Effectiveness** (1.4) The purpose of this course is to understand the theory and processes of negotiation in a variety of managerial contexts. The course is designed to be relevant to the various kinds of negotiation problems that are faced by managers. The course complements the technical and diagnostic skills learned in other courses. A basic premise of the course is that while a manager needs analytic skills to discover optimal solutions to problems, a broad array of negotiation skills is needed for these solutions to be accepted by others and implemented in collaboration with them. The course will allow participants the opportunity to develop these skills experientially and to understand negotiation in useful analytic frameworks.

**6153 Negotiations and Conflict Management** (1.5) The purpose of this course is to understand the theory and processes of negotiation in a variety of managerial contexts. The course is designed to be relevant to the various kinds of negotiation problems that are faced by managers. The course complements the technical and diagnostic skills learned in other courses. A basic premise of the course is that while a manager needs analytic skills to discover optimal solutions to problems, a broad array of negotiation skills is needed for these solutions to be accepted by others and implemented in collaboration with them. The course will allow participants the opportunity to develop these skills experientially and to understand negotiation in useful analytic frameworks.

**6154 Competitive Advantage Through Human Resources** (1.5) This course focuses on organizing and managing people to achieve sustainable competitive advantage. The people-centered management strategies used by high performance firms will be examined, emphasizing both research and leading-edge practice. The following topics will be explored; attracting, developing, motivating and retaining talent to support strategic objectives; designing high performance organizations; knowledge management; recruitment and selection processes; building a flexible and capable workforce; designing reward systems; managing work/life balance; measuring and communicating performance; understanding the legal environment; and leading an organizational transformation.

**6155 Communication and Interpersonal Effectiveness** (1.4) Focuses on communication and interpersonal skills needed for success in leadership, team and high performance settings. Skills include communicating clearly, directly and supportively; listening; interpersonal problem solving; conducting interviews; facilitating group discussions and meetings; giving formal presentations, and using presentation software. The course includes skill practice, peer feedback, self-analysis, role playing, videotaping and conducting formal presentations.

**6156 Advanced Leadership: Problem Solving in Business Organizations (2.8)** An important part of leadership and management consists of defining and attempting to solve many types of problems. This course brings together all the insights and skills that focus upon real and complicated problems. It addresses specifically two classes of problems, referred to as convergent ('Tame') and divergent ('Wicked'). Different methods for approaching these types of problems are discussed. These two quantitative techniques available for solving convergent problems will be considered, as will alternative approaches for addressing divergent problems. Class participants will enhance both analytical and creative thinking abilities to more effectively identify problems and potential solutions, allowing them to develop a whole new way of thinking about problems.

**6170 Strategy (3)** Strategy introduces the basic concepts and tools for formulating business strategy and focuses on how firms can develop sustainable competitive advantages. Central topics include assessing industry economics and dynamics to identify strategic threats and opportunities, evaluating the profit potential of strategic resources and capabilities, and strategic diversification. Other topics include assessing actual and potential cost and differentiation advantages, vertical scope of the firm, strategic management of multi-business firms, global strategy, strategic alliances, competitive advantage and the Internet, strategic management in technology-intensive industries, and strategy under uncertainty.

**6171 Managing in the Global Economy (1.4 to 2.8)** Focuses on the modern global environment of business and the strategic and organizational responses of firms to this environment. The first section of the course, Dynamics of the Global Environment, will cover topics such as the global capital system, international political institutions, cultural differences in a global world, and technology and the global system. The second part of the course, Managing the Global Enterprise, will move to firm-level issues to include international and global strategy, organizing the global enterprise, and networks and alliances in global industry. The final section of the course, From Global to Local, brings environmental and corporate concerns into focus in the foreign market. It will cover such topics as market entry strategies, the impact of globalization on national cultures, the roles of multinational firms from emerging markets, and in general the clash of the industrialized world and the developing world.

**6180 Entrepreneurial Management (1.4)** Entrepreneurship is becoming increasingly important as existing firms face increasing pressure to develop new products in complex, rapidly changing, technology-intensive markets. In this class, we explore how the entrepreneurial manager creates teams to foster innovation, create products, pioneer new markets, and experiment with new technologies. We also explore the challenges of fostering and sustaining an entrepreneurial orientation within the organization. The benefits of important organizational strategies, including joint ventures, alliances, spin-outs/carve-offs and corporate venturing also addressed.

**6310 Business Law (1.5 to 3)** Basic principles of business law for graduate students.

**6500 Managerial Negotiation (1.5 to 3)** Processes and techniques of bargaining and negotiating in organizational settings. Students develop negotiation skills through extensive case analyses, role-playing, and simulations. Negotiation interpreted broadly to include bargaining between individuals, bosses and subordinates, departments and groups, and large collectivities such as labor and management. There is a fee for this class to cover the copyright costs of the negotiation exercises.

**6510 Problem Solving (1.5 to 3)** An important part of leadership and management consists of defining and attempting to solve many types of problems. This course addresses two classes of problems, referred to as convergent ('Tame') and divergent ('Wicked'). Different methods for approaching these types of problems are discussed. Specifically, two quantitative techniques available for solving convergent problems will be considered, as will alternative approaches for addressing divergent problems. Class participants will enhance both analytical and creative thinking abilities to more effectively identify problems and potential solutions, allowing them to develop a whole new way of thinking about problems.

**6520 Enhancing Creativity in Business Organizations** (1.5 to 3) Creative ideas and solutions to important problems are urgently needed in business organizations. Yet many organizations pay little attention to the development and support of creative talent. This course will focus on: (1) the development of creative talent: creative thinking, creative problem solving; (2) the importance of organizational climate in supporting and encouraging creativity; (3) exploration of the relationship between creative thinking and product/process innovations and improvements in business organizations.

**6530 Competitive Advantage Through People** (1.5 to 3) This course focuses on organizing and managing people to achieve sustainable competitive advantage. The people-centered management strategies used by high performance firms will be examined, emphasizing both research and leading-edge practice. The following topics will be explored: attracting, developing, motivating and retaining talent to support strategic objectives; designing high performance organizations; knowledge management; recruitment and selection processes; building a flexible and capable workforce; designing reward systems; managing work/life balance; measuring and communicating performance; understanding the legal environment; and leading an organizational transformation.

**6540 Ethics of Management** (1.5 to 3) Prerequisites: MBA 6600 The purpose of this course is to help students understand the ethical problems that confront managers and to approach their role as leaders with a sense of purpose and vision. The course explores students' own ethical orientations, the values of practicing managers, and alternative approaches to ethical problems. Representative topics include making choices about influencing and obeying the law, profits versus other values, the relationship between the interests of individuals and groups, how corporate policies affect the ethical choices of individuals, and criteria for making ethical decisions. The course follows a practical and effective model for analyzing ethical dilemmas in the work place in order to reach optimal decisions.

**6545 Leading Responsibly** (3) In part, "leading responsibly" is about encouraging, guiding, and organizing others to avoid morally questionable acts and to seek out ways of doing good. It is about formulating and implementing policies, practices, and procedures to promote these ends and about motivating others to adhere to them. In today's highly competitive, global business organizations, these are remarkably difficult tasks. The course is intended to aid students to appreciate the demands of leading responsibly and to expose them to ways, as managers, they may meet those challenges. Thus, the course will examine, for example, possible conflicts between economic self-interests and obligations to the business's stakeholders, between the desire to do the right thing and organizational pressures to do wrong, and between wanting to manage for the good of society and not having the knowledge to do so. Students will read, discuss, and write about the topics covered, hopefully always evidencing a concern for how they personally will lead. Readings will be drawn from a variety of literatures including psychology, law, philosophy, theology, finance, management, and sociology. The course differs from and complements Management of Ethics (MGT 6540) both in terms of focus and pedagogy. It focuses on creating or organic climate for ethics rather than the analytic alternatives individuals use in attempting to resolve ethical dilemmas. To accomplish its goal, the course occasionally employs traditional cases; but, it emphasizes readings and discussions.

**6550 Organizations, Environments, and Structure** (1.5 to 3) Focuses on the design of organizations and how such factors as the environment, technology, jobs, and people affect successful design of such structures. Concepts of congruence and contingency are used to illustrate how executives can redesign organizations effectively.

**6560 Organizational Change and Development** (1.5 to 3) Theories of planned organizational change to increase organizational effectiveness and individual satisfaction and motivation. Theory of organizational change, organizational diagnosis, consulting skills, organizational intervention, including survey feedback, training, laboratory experiences, and evaluation.

**6570 Power and Politics Within Organizations** (1.5 to 3) Organizations are fundamentally political entities and in them, power and influence are key mechanisms by which things get done. Moreover, effective leadership involves developing and wielding influence among others. In this course, such processes will be diagnosed and analyzed focusing on the sources, dynamics, and effects of power and political struggles in organizations. Course objectives include: developing the ability to create and use sources of power beyond formal authority, identifying common strategies and tactics of

influence, and exercising skills that make each student more effective in complex, changing organizations. Course materials and activities focus on topics such as: the management of strategic dependencies and social/political capital; ethics; culture and unobtrusive control; commitment; and persuasion processes; and network building.

**6580 Managing Groups and Teams, Advanced Topics (3)** Prerequisites: MGT 6050 This MBA elective will further students' understanding of the benefits and challenges of using groups and teams to perform work in organizations. The class builds on the Team Foundations (MGT 6050) core class. This class will involve both substantial experiential and theoretical components. The class will cover topics including conflict management and resolution, information management, interpersonal communication, performance feedback, and the role of technology in groups. From a practical standpoint, the course will address common problems faced by groups, such as confronting non-performing individuals, designing reward structures for groups, overcoming weak leadership, managing differential commitment by members, and the effective use of technology to enhance member coordination and group work.

**6590 Managing the Global Workforce (1.5 to 3)** This course focuses on human resource issues facing managers whose activities require them to operate in an international environment in the United States or abroad. This course is intended for students considering careers in multinational organizations and students whose current or future work assignments include responsibilities for employees in other countries. In today's global marketplace, the success of an organization depends on how well it manages individuals and groups in its home country, in host countries where its subsidiaries are located and in third countries where it may hire some of its employees. Managing such a global workforce requires a sound understanding of human resource management issues and practices of multinational corporations such as international recruitment and selection, training and development, performance management, and compensation. In this course we will cover these topics. In addition we will explore the impact of cultural differences on management practices in countries other than the US. The course uses a variety of learning approaches including case analyses, lectures, class discussions, videos, experiential exercises, and a group project.

**6710 Strategy & Technology (1.5 to 3)** An introduction to the management of technology as a business activity. The focus is on the processes by which technological enterprises evolve, and on the technological innovation process in established technology-based firms. Special emphasis is placed on intellectual property issues and the management of knowledge. Heavy emphasis is placed on classroom analysis of published case studies of technological enterprises, together with readings which outline basic concepts applicable to the subject.

**6720 Applications of Business Strategy (1.5 to 3)** Emphasizes the environment in which strategic decision-making takes place. It provides an opportunity to apply the analytic tools learned in MGT 6070/6071 in a variety of contexts. Topics vary by year, but have included advanced coursework regarding the critical role of leadership, strategy in dynamic environments, as well as, technologically intensive environments. The course is taught primarily through the use of topical strategy cases. Students can expect written case analyses, group projects, and a major written project.

**6730 Mergers, Acquisition, and Alliance Strategies (1.5 to 3)** Prerequisites: MGT 6070 AND FINAN 6020 Cooperative strategies have become a prominent feature of the modern competitive landscape. This course focuses on the strategic use of alliances and joint ventures, in which two or more firms join forces for competitive advantage. It also explores the use of acquisitions and the strategic impact of industry consolidation. The course is intended to increase the effectiveness of students at analyzing issues related to strategy, organization, and technology as they apply to these actions. The advantages and disadvantages of alliances are developed in detail. The organizational challenges of successful and unsuccessful acquisitions also are examined. In particular, the strategic choice of alliance, a startup, or acquisition as a way to increase the knowledge and capabilities of a firm is developed.

**6750 Business Turnarounds (1.5 to 3)** This course will examine ways to improve the performance of under-performing firms. Primary attention will be given to the role of strategic change or re-orientation in the turnaround process. Students will examine the role of managers in leading turnarounds. Students will also be introduced to analytical frameworks that examine how organizational levers such as structure, incentives, and measurement facilitate turnarounds.

**6780 Social Venturing: Consulting to Not-for-Profit Organizations** (3) Non-profits are complex businesses, built on a foundation of ethical action grounded in the public trust. Starting, growing, and leading non-profits creates challenges that are in some cases more complex than those facing the private sector. "Social entrepreneurs" are individuals leading non-for-profit organizations who develop innovative solutions to long standing issues, are strategic, and manage their internal operations effectively. Non-profits are confronted not only with fundamental business decisions, but also with ethical issues inherent in their role in our society: addressing the needs of multiple constituencies, balancing values against the requirements of effective management, and creating the greatest common good with limited resources. This course gives students a broad overview of the ethical and overall business leadership challenges of the non-profit sector, while providing non-profit organizations with the specific consulting skills they need as they strive to better meet the needs of the community.

**6790 International Management** (1.5 to 3) This course is designed to prepare students to be managers in an international setting. It does this by exposing students to a wide variety of issues related to exporting, importing, and foreign investment. The class will be divided into 6 units which will address international business and its cultural foundations, management of the systems governing international trade and U.S. trade policy, intellectual property rights considerations, performing broad due diligence, managing risk in an international setting, and the specific strategic tactics of doing business internationally.

**6791 Global Strategic Management** (1.5 to 3) The core focus of the class is the management of global corporate strategy in today's complex worldwide business environment. The course is designed to give the student an understanding of the choices which managers face in order to remain competitive in highly uncertain and rapidly changing international environments. This perspective will help develop skills in global industry analysis and resource evaluation, evaluation of alternative competitive strategies, and knowledge of alternative organizational forms for multinational firms. The course will also examine the use and design of different forms of partnerships, different forms of foreign market entry, and discuss how to operate in a multi-cultural external environment. Given the growing importance of emerging markets and economies for international business, this course also include attention to issues and firms from a wide variety of geographic regions.

**6810 Venture Foundations** (1.5 to 3) The purpose of this five-week course is to teach you the foundation skills you will need to create a valuable business idea. We accomplish this task by engaging you on three levels. First, we present a high-level overview of the entrepreneurial system: What it is, how it works, and how, when and where you can plug in to it. Second, we take a hands-on approach and, using ideas from you and your classmates, start you on the road to learning how to think like an entrepreneur. Lastly, since entrepreneurship is a team sport, the classroom is the arena in which you will learn networking skills, and assemble teams whose players have the skills you need to create and launch a business.

**6820 Venture Trends** (1.5 to 3) Prerequisites: MGT 6810 AND FINAN 6300 This course is a five-week overview of technology and emerging opportunities in selected industry and technological sectors. The specific content of the course will vary from term to term in order to address the broad array of topics that are of interest to students in the David Eccles School of Business and the University community as a whole. This course is supervised by the Management Department but taught by faculty who will be recruited from science and industry for their specific expertise. No scientific background is required.

**6830 Applied Venture Skills** (1.5 to 3) Prerequisite: MGT 6810. The task of conceiving and launching a new venture requires specific knowledge about your product, your industry, and competitive environment. Each industry has also evolved a set of idiosyncratic skills and blocks of knowledge that are required for success. The purpose of this class is to provide you with those skills. This class is taught in collaboration with business professionals who have deep experience in the industries studied in MGT 6820: Venture Trends.

**6840 Venture Planning** (1.5 to 3) Cross listed as FINAN 6881. Prerequisite: MGT 6810. Most "business planning" courses teach the student how to prepare a document that can be used to help obtain funding for their proposed venture. The

implicit assumption is that the business plan is itself valuable. In contrast, this class is based on the assumption that the crucial task is to define and validate your business concept. The course will provide you with the skills needed to perform that task. You will then prepare an opportunity assessment, a presentation, and the needed documentation. Class will conclude with a formal presentation of your assessment to a panel of experts.

**6850 Current Topics in Management** (1 to 3) Upper division or graduate status. Topics vary according to current marketing environment and special interests/experience of instructor.

**6860 Lasso de Venture** (1.5 to 3) Meets with MGT 5860. This course provides students an unparalleled opportunity to apply knowledge and expertise to the commercial development of University technologies. Lectures and topics include venture capital and new venture finance, market research and due diligence, intellectual property and patent protection, technology transfer issues, as well as guest lectures from prominent business leaders and local entrepreneurs.

**6890 Entrepreneurship Field Studies** (1.5 to 6) Established for student internships at the Masters level. Students are assigned to work on projects with local businesses, for which the students earns 1.5 to 6.0 credit hours. The interns fill various needs for the participating companies such as creating business plans, market research, evaluating merger/acquisition candidates, new projects development, etc. Approvals to enroll are granted on a case-by-case basis by the MBA office. To register email Master Program Advisor at [laurie.bragg@utah.edu](mailto:laurie.bragg@utah.edu).

**6910 Special Study for Master's Students** (0.5 to 6)

## MARKETING (MKTG):

**5850 Current Topics in Marketing** (3) Prerequisites: "C-" or better in (MKTG 3000 OR MKTG 3010 OR MKTG 3011) Topics vary according to current marketing environment and special interests/experience of instructor. Seminar format.

**5910 Special Study** (1 to 6) Independent study of special topics for upper-division students of high scholastic standing.

**6190 Marketing Management** (2.8) Provides an overview and integration of major marketing management concepts and principles. The course covers the fundamentals of marketing strategy and the decisions relating to marketing that must be made in every profit or nonprofit organization. Emphasis is placed on the application of these concepts to marketing decisions with the goal of developing or enhancing students' skills at critically thinking about marketing management issues. Topics for discussion will include external analysis of the competition and customer, internal analysis of the decision making company and formulation of marketing mix decisions. Part of EMBA Program.

**6191 Advanced Marketing Strategies** (2.8) Provides a forum for students to deepen their understanding of contemporary marketing and to develop skills for successful market development. Topics include areas such as new product development, new product introduction, the marketing, manufacturing, design interface, brand management, pricing, product line management, and channel development including emerging channels. Part of EMBA Program.

**6210 International Marketing** (3) Prerequisites: MKTG 6090 Role of international trade in the nation's economy; differences in managing domestic and international marketing; requisite concepts, strategies, function and institutions.

**6300 Marketing in the Information Age** (1.5 to 3) In the information age many products and services become more information intensive, making it possible to digitize part of their value chains and access them with a network. This course uses reading, cases, guest speaker, and a project to examine the impact of the Internet and related digital technologies on marketing and business. Covers the marketing implication of information intensive products and services, business models for the information economy, and use of the Internet to perform marketing functions.

**6310 Marketing through Interactive Media (3)** Prerequisite: B- or better in MKTG 6090 You may have heard about "SEO", but what do you know about PPC, CTR, CPL, and CPM? You have been exposed to marketing through interactive media when you search on Google, comment on Facebook, watch videos on YouTube, read blogs and send/receive emails every single day, but how much do you know about how this content is developed, delivered, targeted, and consumed? This course is your roadmap to navigating the world of online marketing and is designed to teach you tactical skills and bring strategic insights from internet marketing professionals. Learn how to launch and manage a campaign in Google Adwords, understand how to rank websites on search engines, and grow to appreciate the importance of targeted and relevant consumer messaging. Blended format of lectures, hands-on learning, guest speakers and expert panels.

**6315 Optimizing Online Business with Web Analytics (1.5)** Focuses on the use of Web Analytics to optimize online business. In this course you will learn how to analyze traffic trends, use path analysis to improve traffic flow, and increase site conversion by understanding key visitor segments. Advanced topics will include: creating, managing, and optimizing online marketing campaigns, creating custom reports, and integrating with third-party vendor data. Exercises and industry-standard concepts will be presented using products by Omniture.

**6550 Marketing for Health Professionals (3)** Designed to acquaint health professionals with marketing theory and methods to demonstrate their application to health services, programs and medical practice. Theoretical issues relevant to effective program design, distribution, pricing and promotion are studied with emphasis on marketing research and its role in improving these activities. Considers emerging trends in healthcare.

**6600 Marketing Analysis and Decision Making in an Information Age (3)** Prerequisites: MKTG 6090 OR MKTG 6091 This course deals with concepts, methods, and applications of decision modeling to address marketing issues such as segmentation, targeting and positioning; new product design and development; advertising salesforce, and promotion budgeting; and pricing. It will attempt to translate conceptual understanding into specific operational models that can be implemented on PC-based computer software.

**6610 Marketing Real World Applications & ROI (1.5)** Students will learn how to use marketing dollars wisely. Drive top line sales while carefully building and protecting the company's brand. Marketers and non-marketers will benefit from this class as they learn the basic principles of marketing. Topics will range from public relations and market research to direct mail, media and creative execution.

**6715 Entrepreneurial Marketing (1.5)** Develops the initial business concept from the entrepreneur's point of view, including idea generation, market analysis and segmentation, consumer behavior and research of competitive conditions and product evaluation. Students conduct feasibility studies, initial business mock-up and consumer research.

**6720 Personal Selling (3)** Prerequisites: MKTG 6090 OR MKTG 6091 This course provides a comprehensive treatment of significant knowledge about selling. The basic objectives, concepts, and tools required to be an effective salesperson are covered. Laboratories are scheduled. Consult current Class Schedule for information on special laboratory fee.

**6730 Strategic Marketing Communication (3)** Prerequisites: MKTG 6090 This course is designed to increase students understanding of the key issues, theories, strategies and tactics associated with advertising and marketing communication decisions. Specifically, the course adopts an integrated marketing communication perspective and aims to provide analytical skills useful for the planning, implementation, and evaluation of various elements of the communications mix, including advertising (conventional and internet advertising), sales promotions, and public relations. Strong emphasis is placed on understanding the strategic, neurological, and psychological principles in consumer behavior which facilitate the development and implementation of marketing communication programs. This course is intended for students whose career plans involve making marketing decisions to solve contemporary business problems. Discussion of cases and news articles pertaining to the latest trends and critical developments in advertising is an important component of this course.

**6740 Strategic Sales Management in an e-Commerce World (3)** This course is designed to provide a solid foundation for understanding how companies can create value for customers in the highly competitive market place. Emphasis is placed on managerial decision making, how the sales function is aligned to the strategic direction of the firm, the role of technology in sales forced design and management, why the sales force is critical to adjusting to rapidly changing environments, how to apply problem-solving models, how to recruit, select, higher and retain the best sales people, what is required to forecast sales and profits, how to map and measure sales results to increase productivity, what variable drives sales success, as well as what sales incentives and compensations systems require to line the sales organization to the strategy of the firm.

**6750 Marketing to Organizations (3)** Prerequisites: MKTG 6090 Case and discussion based course that focuses on firms that are engaged in marketing to organizations. Examines how to identify competitive marketing advantages, assess market needs, and leverage or sustain these advantages.

**6770 Consumer Insights (3)** Prerequisites: MKTG 6090 OR 6091 Marketing begins and ends with the consumer, from identifying consumers' wants and needs to delivering consumer satisfaction. The focus of the course will be on honing the ability to discover different aspects of consumer behavior and designing creative techniques for developing these discoveries into marketable propositions. The course will include topics such as consumer motivation, perception and learning, consumer research and market segmentation, effectively communicating to consumers, influence of society, groups, and culture on consumer decision-making, and consumer product adoption and diffusion process. Insightful projects, case studies, analysis, and discussion are included to effectively learn the process of consumer decision-making. The aim is to provide students with a set of approaches, tools, and concepts that help them understand what strategies have an impact on consumers, thereby enhancing their ability to make successful business decisions.

**6800 New Product Development (3)** Prerequisites: MKTG 6090 OR 6091 Managerial and marketing issues surrounding new product and service development in established companies. Creating an innovative climate; managing new-product development. Generating ideas from consumers, concept and product testing, test marketing, and new-product introduction. Some sections taught as writing emphasis; see Writing Program for explanation.

**6810 Product and Brand Management (3)** Prerequisites: MKTG 6090 Problems associated with the development and management of both consumer and industrial products. Identification of potentially profitable market segments, adjustments in the product or product line, international product management, branding, packaging, and pricing policy in a changing competitive environment.

**6850 Promotional Marketing (1.5)** Prerequisites: MKTG 6090 OR 6091 Promotional Marketing is a practical guide to Integrated Marketing Communications designed to assist students in developing and managing communication strategies that will create strong branding messages, which in turn drives customer relationships. The course is designed to assist students in acquiring a working understanding of the relationships and differentiation among communication options such as media, advertising, public relations, sales promotion, sponsorships, events, etc. Students will learn how to apply this knowledge in developing and coordinating communications strategies to build stronger brand relationships.

**6860 Marketing Research (3)** Prerequisites: MGT 6040 Meets with MKTG 4450. Develops ability to design research. Stresses design of research strategy, data collection, use of multivariate statistics and computer analysis. Stresses elements of research common not just to marketing but all business research areas.

**6910 Special Study for Masters Students (1 to 6)** Prerequisites: Department/Instructor Consent

## OPERATIONS AND INFORMATION SYSTEMS (OIS):

**5450 Simulation of Business Processes (3)** Prerequisites: "C-" or better in (OIS 3440 OR MGT 3440 OR MGT 2350) This class will concentrate on building simulation models of business practices, and on using the models to improve

processes. Simulation software Promodel will be used to build models of complex situations in many areas of business, including operations management, finance, marketing and manufacturing systems.

**5610 Practical Management Science (3)** Prerequisites: "C-" or better in (OIS 3660 OR MGT 3660 OR OIS 3661) Meets with OIS 6610. This course takes a practical approach to management science by using popular business software (e.g. Microsoft Excel) to solve analytical models. Management-decision problems covered in the course may include linear and integer programming, goal programming, transportation models, specialized network models, inventory models, and critical-path method, project management networks and queuing models.

**5620 Global Supply Chain Management (3)** Prerequisites: "C-" or better in OIS 3660 OR Instructor Consent With rapid globalization, the production and delivery of services and goods increasingly involves multiple firms, and multiple units within a firm, spread across multiple continents. In Global Supply Chain Management (Global-SCM), we study how to improve performance of the individual firm as well as the supply chain network. Three important dimensions of any supply chain are (i) material flows (inventories), (ii) information flows, and (iii) the nature of the contractual arrangements among the various entities in the supply chain (incentives). How to align the Inventories-Information-Incentives (I3) of a supply chain operating in a global context is an important theme of this course. We will study the varied issues relating to Global-SCM through lectures, a variety of cases and games. Global-SCM is an essential course for any would-be consultant or entrepreneur, and for anyone aspiring to a senior management position.

**5630 Operations Resource Planning (3)** Prerequisites: "C-" or better in (OIS 3660 OR MGT 3660 OR OIS 3661) Operations resource planning deals with the management of material flows within an emphasis. The focus in this course will be on understanding the fundamental issues and decisions in manufacturing planning and control. This course is intended to introduce you to several of the major concepts in this area, and to familiarize you with the role of information systems in integrating these concepts together to create an integrated manufacturing management system. We will look in greater depth than in previous courses at topics such as inventory management, demand and production planning, and capacity planning. Specific manufacturing planning and control techniques covered include material requirements planning (MRP), just in time (JIT), theory of constraints (TOC), and CONWIP. Recent advances such as enterprise resource planning (e.g., SAP R/3) and supply chain planning systems are also examined. This course should be especially valuable to students intending to pursue a career in consulting, however, anyone who anticipates working in a production industry should find the material of interest.

**5640 Project Management (3)** Prerequisites: "C-" or better in OIS 3660 OR Instructor Consent Meets with OIS 6660. Project management has become the way of life in many industries. Whether it is development of a new product, organizational-wide implementation of a new IT tool, or execution of a merger, project management skills are required to manage cross-functional teams subject to strict deadlines and tight budget constraints. In this course we discuss all three phases of project management: project conception, execution, and closure. Issues related to project leadership, budgeting, and scheduling will be addressed in the course, and case discussions will highlight state of the art project management practices. Project management software will be introduced (possibly including a group project using MS Project Software).

**5650 Six Sigma for Managers (3)** Prerequisites: OIS 3440 OR Instructor Consent Meets with OIS 6425. Six Sigma is a philosophy and set of concrete tools designed to reduce variation in all critical processes to achieve continuous and breakthrough improvements that impact the bottom line of organization and increase customer satisfaction. In this course, we will study the five phase DMAIC (Design-Measure-Analyze-Improve\_Control) approach in detail with a combination of lecture, small group breakout sessions, and hands on practice. Course topics will include a review of statistics, process improvement tools, statistical process control, measurement system evaluation, capability analysis and design of experiments. Statistical software such as Minitab will be required and used throughout the class.

**5660 Operations Strategy (3)** Prerequisites: "C-" or better in (OIS 3660 OR MGT 3660 OR OIS 3661) What makes some operations succeed while others die a quick or miserable death? Why do some of the best product or service ideas in the world fizzle instead of sizzle? What separates effective and inspiring operations managers from the mass of has-beens

and also-rans, especially in times of trial? These are just some of the intriguing questions we will explore in this course on applying strategy development and execution to operations management. This is not a class on quantitative theory, mathematical models, software simulations, or financial analyses of annual reports. It is an honest, non-vanilla look at operations today in our global economy, and what works and what does not from the manager's desks to the front-line trenches. We will examine real companies, real decisions, real constraints and politics, and how people, technology, culture, market segmentation, competition, and metrics combine strategically to drive the success of manufacturing and service operations. Topics of discussion include operational measures of success, product selection, capacity and production planning, technology integration, customer service outsourcing, best practices implementation, CRM, fraud prevention and other contemporary issues. All management majors will be required to complete MGT 5510 or 5660.

**5670 Managing Service Operations (3)** Prerequisites: "C-" or better in (OIS 3660 OR MGT 3660 OR OIS 3661) Service companies constitute the largest and fastest-growing segment of the economies of the United States and many other countries. To successfully compete in this emerging service economy, it is critical for business managers to understand the managerial issues and problems unique to designing, producing, marketing and delivering services. This course aims to develop a better understanding of best practices in the service sector through analysis of leading-edge firms and the strategies they have employed to create and maintain competitive advantage. Topics include the design and delivery of breakthrough services, managing the service encounter, and the role of technology, in particular information technology, in changing the nature of the service delivered and/or the way in which the service is delivered. The course relies on the analysis of a number of case studies, and includes a project where the principles developed in the course are applied to a real service organization.

**5850 Special Topics in Operations Management (1.5 to 3)** Topics vary according to current marketing environment and special interests/experience of instructor.

**5910 Special Topics (1-6)** Topics vary w/current issues, talents or instructor experience. Repeatable as topic varies.

**5969 Special Topics in Statistics (1 to 6)** Cross listed ED PS 5969, FP MD 5969, MATH 5969, ECON 5969, FCS 5969, PSY 5969, SOC 5969, STAT 5969. Topics vary, taught by members of Univ Statistics Committee. Check current schedule.

**6140 Statistics (2.8)** Statistics provides an overview of basic statistical concepts and methods for managers. The emphasis is on understanding the concepts and their application to the real world business data. The conceptual material focuses on the importance of statistical thinking to make sound business decisions. The statistical methods are implemented using a computer to analyze business and economic data sets, with emphasis on interpreting the output. Topics covered include descriptive statistics (how to organize data and display it graphically), probability theory, distributions (empirical, mathematical and sampling), statistical inference (hypothesis testing), and the study of relationships (regression and correlation).

**6160 Operations Management (2.8)** Operations management studies traditional operations management theories and methodologies as well as many new and developing models and associated technologies that are reshaping the way that firms manage procurement, production, and distribution of goods and services in an increasingly competitive international marketplace. This course develops a systems thinking approach that is critical for successful design and strategic management of world-class manufacturing and service operations. Topics covered include integrated product/process analysis and design, materials management, supply chain management, industry structure and virtual organizations, use of information technologies in the extended enterprise, service operations management, total quality management, experience curve concepts, technology management, project management, and current developments in operations strategy. Superior management of operations can result in considerable competitive advantages.

**6420 Quality Management I (1.5 to 3)** Introduction to the principles of quality management, with an emphasis on cross-functional problem solving. Topics include system design to control the quality of products and services, customer driven quality, leadership, employee participation and training, and strategic quality planning.

**6425 Six Sigma for Managers (3)** Prerequisites: OIS 6040 Six Sigma is a philosophy and set of concrete tools designed to reduce variation in all critical processes to achieve continuous and breakthrough improvements that impact the bottom line of organization and increase customer satisfaction. In this course, we will study the five phase DMAIC (Design-Measure-Analyze-Improve-Control) approach in detail with a combination of lecture, small group breakout sessions, and hands-on practice. Course topics will include a review of statistics, process improvement tools, statistical process control, measurement system evaluation, capability analysis and design of experiments. Statistical software such as Minitab will be required and used throughout the class.

**6430 Regression Analysis (1.5 to 3)** Prerequisites: OIS 6040 Regression theory and applications to managerial and social-science problems. Two- and three-variable regression in summation notation, matrix algebra, general linear model, and advanced topics.

**6440 Multivariate Statistics for Management (1.5 to 3)** Prerequisites: OIS 6040 A practical introduction to multivariate statistical methods as applied in business. Topics to include multiple regression, multivariate analysis of variance (MANOVA), principle components analysis, cluster analysis (hierarchical clustering, k-means), canonical correlation, factor analysis, discriminant analysis, and structural equations modeling -if time permits! Also a review of matrix algebra up through eigenvalues and eigenvectors. Emphasis will be given on the use of SPSS statistical software to implement statistical tools for approaching data problems in business; interpreting and analyzing the software's output.

**6450 Simulation of Business Processes (1.5 to 3)** Prerequisites: OIS 6040 This class will concentrate on building simulation models of business practices, and on using the models to improve processes. Simulation software will be used to allow for modeling of complex situations in many areas of business, including production management, finance, and marketing.

**6460 Stochastic Models in Management Science (1.5 to 3)** Prerequisites: OIS 6040 Chance-constrained programming and other stochastic programming models, inventory and queueing models, computer simulation of management systems, probabilistic dynamic programming, replacement models, Markov-chain models, dynamic programming in Markov chains.

**6610 Practical Management Science (3)** Prerequisites: OIS 6040 This course takes a practical approach to management science by using popular business software (e.g., Microsoft Excel) to solve analytical models. Management-decision problems covered in the course may include linear and integer programming, goal programming, nonlinear programming, transportation models, specialized network models, inventory models, critical-path method/project management networks, queuing theory. Where applicable, the course will build on topics at a more advanced level than models covered in OIS 6040 and 6041, Data Analysis and Decision Making. Tools taught in this class are applicable in finance, marketing, operations management, information systems and more.

**6620 Supply Chain Management (1.5)** Production of services and goods typically involves many process steps that are spread across multiple firms or departments. In supply chain management (SCM) we examine how to improve performance by considering the actions of multiple members within this chain of activities. SCM addresses not only the flow of materials from upstream to downstream members in the supply chain, but also the flow of information and funds. Advancements in information technology allow the supply chain to achieve performance improvements previously beyond reach, and may change the optimal structure of the supply chain. Class discussion is motivated by case studies that examine successful emerging supply chain strategies.

**6621 Operations Strategy (1.5)** We Explore various operational strategies that can lead to competitive advantage. Within each topic, we develop a framework or theory that the firm can use to aid in decision-making, and typically also tackle a real-life problem using a case study. Possible topics include product and process innovation, strategic implications of the learning curve, strategies from diffusion of new products, rapid product and process development, capacity management, strategic supplier management, strategic quality management, and mass customization.

**6630 Operations Planning and Control** (1.5 to 3) Prerequisites: OIS 6060 OR OIS 6061 Design of information and decision systems for allocating resources and scheduling activities. Development of conceptual structures for guiding the design of integrated planning and control systems. Topics include forecasting, materials resource planning, just-in-time manufacturing, and capacity management.

**6650 Business and Nature** (1.5 to 3) This course investigates the sometimes tenuous relationship between business and nature. The class will explore such topics as: end-of-life product design, landfill management, environmental protection legislation and the corporation, green production, development versus the wilderness, and other areas of controversy. Guest speakers will represent environmental groups, legislators, and corporations dealing with environmental issues. This course is writing-intensive with research reports and essays as typical assignments.

**6660 Project Management** (1.5 to 3) Project management has become the way of life in many industries. Whether it is development of a new product, organizational-wide implementation of a new IT tool, or execution of a merger, project management skills are required to manage cross-functional teams subject to strict deadlines and tight budget constraints. In this course we discuss all three phases of project management: project conception, execution, and closure. Issues related to project leadership, budgeting, and scheduling will be addressed in the course, and case discussions will highlight state of the art project management practices. Project management software will be introduced (possibly including group project using MS Project Software).

**6661 Project Management in Health Informatics** (3) Cross listed as BMI 6661. Project management (PM) methods and skills are critical for the success of projects in complex organizations such as healthcare. This interdisciplinary course will prepare students to use formal, state-of-the-art project management techniques in health informatics projects. Course content includes: Project initiation, planning, implementation and project termination. Issues related to project leadership, human resources, budgeting, and scheduling are discussed while risk identification and risk mitigation tactics are stressed. Case discussions highlight the state-of-the-art for project management practices as applied to health informatics in contemporary environments. Project management software is used throughout the course to hone students' skills. This course satisfies the educational requirement for students to be eligible to take the Project Management Institute (PMI) certification examinations.

**6670 Service Operations** (1.5 to 3) Prerequisites: OIS 6060 OR OIS 6061 This course aims to develop a better understanding of best practices in the service sector through analysis of leading-edge firms and the strategies they have employed to create and maintain competitive advantage. The course emphasizes the close coordination of marketing and operations in the design and implementation of service delivery processes. Topics include the importance of developing both human and technical skills among employees who represent the most critical point of contact between the service organization and its customers, and the role of technology, in particular information technology, in changing the nature of the service delivered and/or the way in which the service is delivered. The course relies heavily on the analysis of a number of case studies, and includes a group project where the principles developed in the course are applied to a real service organization.

**6680 Product Innovation Consultation** (1 to 4.5) Prerequisites: OIS 6040 AND OIS 6060 The objective of this course is to provide real-world, hands-on, technology-based product development consulting experience to advanced level MBA students. This year-long course will involve lectures from several experienced guest speakers with expertise on various aspects of innovative product developments such as business plan development, valuation & financial analysis, marketing research, project management, intellectual property and legal issues, and negotiation, teamwork and leadership. MBA students will be assigned as "business consultants" to engineering student-teams working on new product development projects. While the technical nature of product development will be the focus of work performed by engineering students, the MBA student will collaborate with the engineering students to provide a rigorous analysis for the commercial viability of the project, and will advise the project teams on business and management aspects of their projects. Student teams will be jointly supervised by both engineering and business school professors.

**6690 International Operations Management** (1.5 to 3) Approaches operations problems for global companies. Includes issues in facility location, productivity management, cultural production considerations, and global operations strategy.

**6850 Special Topics in Operations Management** (1.5 to 3) Topics vary according to current marketing environment and special interest/experience of instructor.

**6910 Special Study for Masters Students** (1 to 6) Special studies for masters students.

**6969 Special Topics in Statistics** (1 to 6) Cross listed as STAT 6969, ED PS 6969, ECON 6969. Current topics in statistical methods. Prerequisites vary depending on the topic. Course format may be lecture, lab, or group projects.