

## **Course and Faculty Listings**

### **ACCOUNTING AND TAXATION**

#### **Professor**

C. Jevons Lee, PhD, University of Rochester, 1977.

#### **Associate Professors**

David W. Harvey, PhD, University of Minnesota, 1972.

John R. Page, PhD, Tulane University, 1975.

Soliman Y. Soliman, PhD, University of Georgia, 1979.

#### **Assistant Professors**

David Lesmond, PhD, State University of New York at Buffalo, 1995.

Joshua Rosett, PhD, Princeton University, 1989.

Yong-Chul Shin, PhD, Massachusetts Institute of Technology, 2000.

Weimin Wang, PhD, Washington University, 1999.

#### **Instructor**

Beauregard J. Parent, Jr., MBA, Loyola University of the South, 1969.

#### **Clinical Professor**

Karen Foust, PhD, Tulane University, 1994.

Pamela Shaw, PhD, University of Florida, 1989.

#### **ACCT 203 Financial Accounting**

This BSM prerequisite introduces concepts, techniques, and conventions for measuring and communicating the results of operations and the financial position of a business enterprise. It emphasizes the development and the use of financial information reported to the public. Freeman School prerequisite course.

**ACCT 301 Managerial Accounting**

Prerequisite: ACCT 203. ACCT 301 emphasizes the role of accounting information in management decision-making for profit-seeking organizations. It develops the importance of information to decision-relevance through the study of traditional cost accounting, managerial economics, operations research, and the behavioral sciences. Junior-level core course.

**ACCT 303 Intermediate Financial Accounting I**

ACCT 303 is a concept-oriented course that introduces the intensive examination of financial reporting issues and financial statement categories. It is required for accounting majors and recommended for finance majors and others who desire advanced exposure to financial reporting issues. ACCT 303 continues in ACCT 403.

**ACCT 402 Auditing**

Prerequisite: ACCT 303. ACCT 402 examines the professional auditing function, particularly emphasizing public accounting. The course is recommended for CPA examination candidates only.

**ACCT 403 Intermediate Financial Accounting II**

Prerequisite: ACCT 303. A continuation of Intermediate Financial Accounting I, ACCT 403 considers the institutional environment of financial accounting.

**ACCT 404 Advanced Financial Accounting**

Prerequisite: ACCT 403. ACCT 404 explores complex accounting areas, including consolidations, partnerships, not-for-profit accounting, and multinational accounting. It is recommended for CPA examination candidates only.

**ACCT 405 Financial Accounting Analysis**

Prerequisite: ACCT 203 and 301. Primarily for students not majoring in accounting, ACCT 405 develops knowledge of accounting and reporting methods and issues; skills in understanding transactions and events behind the numbers; and ability to make judgments about firms based on their financial disclosures. Because of its breadth of scope and emphasis on analysis, this course is especially useful for management and finance majors.

**ACCT 407 Advanced Managerial Accounting**

Prerequisite: ACCT 301. ACCT 407 explores recent developments in managerial accounting theory and practice. The course features quantitative approaches to collecting, analyzing, and transmitting cost, revenue, and profit data for internal planning and control, and it uses readings, problems, cases, and computer exercises. The course is recommended for both accounting and finance majors.

**ACCT 409 Accounting Information Systems**

Prerequisites: ACCT 203 and 301. ACCT 409 integrates the concepts of accounting and computer systems to develop an understanding of computerized accounting information systems. The course involves the extensive use of computer systems, including system development and maintenance as well as output use. It is recommended for accounting and finance majors, and for others who desire exposure to this area.

**ACCT 470 Equity Analysis/Burkenroad Reports**

See ACCT 471. Students may receive credit for ACCT 470 or 471, but not for both.

**ACCT 471 Equity Analysis/Burkenroad Reports**

In this valuable hands-on course, teams of three to four students meet with top management, visit company sites, develop financial models, and publish an in-depth investment research report on a public company. The reports become available on the Freeman School web site and are distributed to more than 6,000 institutional and individual investors. The web site is <http://www.burkenroad.org>. Students are also responsible for introducing company management at the BURKENROAD REPORTS Investment Conference each spring. The companies followed are located in Louisiana, Mississippi, Alabama, Texas, and Georgia. This course is the same as FINC 471: students cannot earn credit for both ACCT 471 and FINC 471.

**TAXN 425 Business Taxation**

Prerequisite: ACCT 303. TAXN 425 examines the Federal System of Taxation as it relates to businesses. The course includes an analysis of the taxation of corporations, S corporations, and partnerships. TAXN 425 uses a business-cycle approach, wherein the tax effects of formation, ongoing operation, and disposition of the entity are discussed. Tax effects of various transactions as they relate to the shareholders/partners are also discussed. The course is "Code" (Internal Revenue Code) oriented, emphasizing the primary authorities that govern tax matters. TAXN 425 is required for CPA examination candidates.

## **BUSINESS AND LAW**

### **Clinical Professors**

Michael H. Hogg, MBA/JD, Tulane University, 1984.

Frank Jaster, PhD, Tulane University, 1977.

James C. Marvel, MA, University of Pennsylvania, 1966.

F. Kelleher Riess, LL.M., Boston University, 1972.

### **BLAW 421 Business Law**

BLAW 421 examines the basic legal element of almost every business transaction: a contract. The course focuses on how businesspeople form and perform contracts, as well as possible remedies for breach of a contract. In addition to contracts, the course examines negotiable instruments, which are credit devices that serve as a substitute for money and how negotiable instruments function in the banking system. The course then focuses on the general rights of creditors and how bankruptcy affects creditor rights. Business Law presents material on the structure of business organizations, including mergers and consolidations, and the use of agents in business. The course concludes with a variety of special topics including property law, landlord-tenant law, insurance law, estate law, and professional liability law.

### **BLAW 422 International Business Law**

BLAW 422 introduces students to relevant features of the various legal systems currently governing the conduct of international business—national, regional, and international. Topics include international trade agreements, international dispute resolution, jurisdictional and choice of law problems, treatment of foreign investments, foreign corrupt practices, conflicting standards on labor, the environment, competition, and tariff law. The course presents policy problems and operational concerns that arise as the result of conflicting laws, gaps in laws, and developing international standards.

### **BLAW 425 Legal Writing and Research**

Prerequisite or corequisite: PERS 321. BLAW 425 is designed to teach the fundamentals of legal writing and to acquaint the student with the basic resources of computerized legal databases. Students learn the techniques of legal problem-solving and learn to research and draft legal memoranda and briefs through a series of progressively more complex written assignments.

**BLAW 468 Real Estate Law**

BLAW 468 examines the fundamentals of real estate financing and development from a legal and managerial perspective. The course introduces real estate law to students. The course develops the student's skills in using legal concepts in a real estate transactional setting. The main topics covered include the following: land acquisition; subdivision; construction; permanent loans; joint ventures; management (leasing, environmental); limited partnerships; disposition of real property (sale of mortgaged property, foreclosures, wraparound mortgages, sale-leasebacks); and recent legal developments.

**BLAW 469 Law of E-Commerce**

BLAW 469 examines the law relating to the developing field of electronic commerce or electronic business. The first part of the course looks at the online legal environment. Online legal environment issues typically involve dispute resolution, cyber torts and crimes, and intellectual property issues. The second part of the course examines management and e-commerce issues, which involve e-contracting, risk management, and information security. The third part of the course focuses on marketing and e-commerce and examines online marketing, consumer protection, and privacy issues. The fourth part of the course examines employment relationships and web technology, including monitoring employee activities. The fifth section of this course focuses on the economics, finance, and taxation of e-commerce.

**MCOM 335 Management Communications**

MCOM 335 develops students' abilities to 1) speak with confidence in public situations, 2) produce and revise memos and reports, and 3) examine communication issues in both internal and external business environments. Junior-level core course.

**PERS 321 Managerial Perspectives**

PERS 321 focuses on the legal environment of business. This course examines the context within which businesses operate and analyzes this context from a variety of changing perspectives, which include ethical and global issues; the influence of political, social, legal and regulatory, environmental, and technological issues; and the impact of demographic diversity on organizations. In discussing these issues, the student will gain insights into the importance of understanding business perspectives *vis-a-vis* their impact on the overall management process and, ultimately, on the competitive success of an organization. Junior-level core course.

## **E-BUSINESS AND INFORMATION SYSTEMS**

### **Professor**

Amiya Chakravarty, PhD, London School of Economics, 1976.

### **Assistant Professors**

Gove Allen, PhD, University of Minnesota, 2001.

Geoffrey Parker, PhD, Massachusetts Institute of Technology, 1998.

### **ISDS 375 Introduction to Information Systems**

ISDS 375 provides an overview of the hardware, software, and organizational foundations of Information Systems. Students will get hands-on experience with Internet security, web page authoring, analysis using electronic spreadsheet software, and database management. Before registering for ISDS 375, students should be familiar with basic computer use (*e.g.*, word processing). Upon successful completion, students will be able to manage data stored in relational database management systems (such as Microsoft Access), extract those data for analysis in electronic spreadsheet software (such as Microsoft Excel), and publish findings on the World Wide Web. Junior-level core course.

### **ISDS 438 Information Strategy**

ISDS 438 examines the difficult and multi-disciplinary task of managing information systems. Furthermore, it analyzes the interaction between business strategy, information strategy, and organizational structure and people. Students who take this course will be able to develop an information strategy targeted at creating a knowledge-based organization and will understand how the different elements of it interact.

### **ISDS 441 Emerging New Technologies**

ISDS 441 examines the cutting-edge, state-of-the-art information technologies. The course emphasizes not only recognizing the current capabilities and applications of such technologies, but also predicting and benefiting from the timing and nature of the future application of these technologies for value creation. Student teams will research and present various new technologies and their implications for companies, industries, countries, and other technologies.

### **ISDS 460 E-Business Design and Implementation**

ISDS 460 provides students the fundamental skills to develop Internet sites to conduct business on the World Wide Web. E-Business is characterized by the merging of Internet technologies and database technologies. As such, this course focuses on skills needed to build environments (such as electronic storefronts) that allow consumers or organizations to conduct business (such as place orders) at a website that is integrated with other business processing systems by means of a database management system. Prior experience with database management systems or prior experience with a computer programming language is helpful but not required.

### **ISDS 473 Database Management**

Prerequisites: ISDS 375, or equivalent experience, plus proficiency with Windows 95/98/NT. ISDS 473 provides a fundamental overview of the values, concepts, principles, skills, and techniques of modern database management systems and of database (data-driven) business application system development. Topics include the needs of business functions for database systems; components of modern database management systems; components of database application systems; logical/functional planning and design of database applications; modeling new database applications; structures of relational database application systems; and fundamentals of using a typical modern dbms (Access 2000) to build database application systems. Students will first learn the foundations of database and application structures, tools, and techniques. Then, given a case for database and multi-functional business application requirements, students design, construct, and test an integrated database and associated application components.

### **ISDS 478 Information Systems**

Prerequisite: ISDS 375. ISDS 478 explores the use of management information systems to solve problems in light of distributed processing and new-user responsibility. This class studies the microcomputer's impact on the corporate data center and its role as a personal work station. Finally, the class studies the merger of the information center and the automated office.

### **ISDS 480 Intranets and Extranets**

ISDS 480 covers the use of Internet technologies to support secure and directed communications with people inside the firm (intranets) and with trusted people outside the firm (extranets). These communications can include not only collaboration between individuals or groups on specific projects, but also expedited buying or selling relationships. The course covers hardware and software needs, as well as the generalized criteria for establishing systems to support intranets and extranets.

### **ISDS 482 Business Programming**

ISDS 482 gives the student a background in computer programming logic, concepts, and design through a systematic approach to business problem-solving and the application of systems-development approach. Although the course uses Visual Basic as the programming platform, a goal of the course is to concentrate on programming concepts independent of the programming language used. The logic and concepts learned in this class are transferable to other programming projects using macro languages in software products, statistical analysis software, and full-scale software development projects.

### **ISDS 489 Electronic Commerce**

In ISDS 489, students learn how information technology—and particularly the technologies of the Internet—can create new forms of business organization and commerce and new ways of creating value for shareholders in this new marketplace. We explore how these computer and communication technologies can create value through new products, new distribution channels, and new means of customer service.

### **FINANCE AND BUSINESS ECONOMICS**

#### **Professor Emeritus**

James T. Murphy, PhD, University of Iowa, 1962.

#### **Professors**

Kenneth J. Boudreaux, PhD, University of Washington, 1970.

Robert Hansen, PhD, University of Florida, 1980.

James W. McFarland, *J. F. Jr. and Jessie Lee Seinsheimer Dean's Chair in Business*, PhD, Texas A&M University, 1971; Dean.

Thomas H. Noe, *A. B. Freeman Chair of Finance*, PhD, University of Texas at Austin, 1987.

Paul A. Spindt, *Keehn Berry Chair of Banking and Finance*, PhD, University of California at Santa Barbara, 1977.

John M. Trapani III, *Martin F. Schmidt Chair of International Business*, PhD, Tulane University, 1972.

#### **Associate Professors**

David A. Malueg, PhD, Northwestern University, 1983; joint appointment with Economics.

Russell P. Robins, PhD, University of California at San Diego, 1982; Associate Dean.

Venkat Subramaniam, PhD, University of Texas at Austin, 1994.

#### **Assistant Professors**

Suman Banerjee, PhD, University of Iowa, 1999.

John Hund, PhD, University of Texas at Austin, 2000.

George Nishiotis, PhD, Northwestern University, 1999.

William Reese, PhD, University of Arizona, 1988.

Sheri Tice, PhD, Michigan State University, 1997.

#### **Clinical Professors**

Peter F. Ricchiuti, MBA, University of New Orleans, 1986.

Leslie K. McNew, MBA, New York University, 1991.



**FINC 352 Financial Management**

FINC 352 provides an overview of modern finance and introduces the student to the fundamental concepts that underlie contemporary financial management. The class is organized around four ideas: the organization of the firm; the time value of money; the valuation of stocks, bonds, and real investment projects; and the efficiency of the capital market. The skills and concepts covered in this class provide the basis for further study in finance. Junior-level core course.

**FINC 434 Venture Capital and Private Equity**

Prerequisite: FINC 352. FINC 434 analyzes the concepts and theories of entrepreneurial finance, which includes venture capital and private equity. The course builds on the core finance topics covered in FINC 352 and FINC 451. The course covers a wide range of topics related to entrepreneurial finance. Apart from an in-depth analysis of new venture financing, the course also covers the financial aspects of strategic and business planning, financial forecasting, valuation, organization design and financial contracting, and financing and harvesting choices.

**FINC 451 Advanced Financial Management**

Prerequisite: FINC 352. FINC 451 develops the theories and techniques of corporate valuation, including investment and financing decisions. New topics include mergers, leasing, options, warrants, and convertibles, all in a corporate finance framework. FINC 451 is required for the finance major and is only offered in the fall semester.

**FINC 453 Cases in Financial Management**

Prerequisite: FINC 352. An applications-oriented course, FINC 453 typically deals with cases involving working capital, mergers, corporate valuation, and capital budgeting analysis and planning. The course reinforces and applies concepts and techniques from accounting and financial economics in a practical setting. Credit analysis for bank lending is included.

**FINC 454 Investments**

Prerequisite: FINC 352. FINC 454 focuses on equity securities as investments. The major topic areas are equity markets, valuation, and portfolio management. The course content consists of a mix of descriptive material, theoretical models, and model application. Topics include market exchanges, market indices, risk, diversification, market efficiency, portfolio evaluation, fundamental analysis, and technical analysis.

**FINC 455 Financial Markets and Institutions**

Prerequisite: FINC 352. FINC 455 examines financial markets, the various institutions that operate within them, and the regulatory environment. Its primary focus is debt markets. The discussion includes credit analysis for bank lending and recent innovations such as securitization. The course also emphasizes measuring and managing liquidity and interest-rate risk of financial institutions.

**FINC 456 Risk Management and Financial Innovation**

Prerequisite: FINC 352. FINC 456 focuses on (1) the identification of financial risks associated with interest rates, currencies, and commodities; (2) measurement of risk exposure; (3) the corporate hedging decision; (4) risk-management strategies; (5) risk-management tools including forwards, futures, options, and swaps; and (6) the integration of risk management and innovative financing techniques. Case studies will illustrate and reinforce conceptual development.

**FINC 457 Commercial Bank Management**

Prerequisite: FINC 352. FINC 457 explores emerging institutional changes as they relate to the structure of commercial banks. Topics include asset and liability management, loan evaluations and policies, investment policies and management, and financial analysis of banks.

**FINC 460 Inside Commercial Banking**

Prerequisite: FINC 352. FINC 460 approaches the commercial banking industry by covering different types of risk. It begins with a review of the overall banking system, how it works, and the necessity for government regulation and oversight. The course then addresses bank performance from different financial and risk perspectives, evolving into a more traditional area for risk analysis: commercial lending. Text and assigned readings complement lectures and class/case discussions.

**FINC 462 International Finance**

Prerequisite: FINC 352. FINC 462 covers (1) international financial markets, (2) foreign exchange, (3) exchange rate determination, (4) international investing, (5) international financing, (6) currency risk, and (7) international financial instruments such as currency forwards, futures, options, and swaps.

**FINC 468 Real Estate Planning and Development**

FINC 468 places the student in the role of real estate project manager, using the tools of the developer, entrepreneur, and business person. The primary responsibility of the principal or consultant in a real estate venture is to manage all resources efficiently and effectively. The course will examine current professional development in real estate and the decision-making process under changing economic conditions, environmental expectations, and federal and state tax legislation.

**FINC 470 Equity Analysis/Burkenroad Reports**

See FINC 471. Students may receive credit for FINC 470 *or* 471, but not for both.

**FINC 471 Equity Analysis/Burkenroad Reports**

In this valuable hands-on course, teams of three to four students meet with top management, visit company sites, develop financial models, and publish an in-depth investment research report on a public company. The reports become available on the Freeman School web site and are distributed to more than 6,000 institutional and individual investors. The web site is <http://www.burkenroad.org>. Students are also responsible for introducing company management at the BURKENROAD REPORTS Investment Conference each spring. The companies followed are located in Louisiana, Mississippi, Alabama, Texas, and Georgia. This course is the same as ACCT 471: students cannot earn credit for both ACCT 471 and FINC 471.

**FINC 472 Darwin Fenner Student Managed Fund**

FINC 472 combines academic study with actual investing. As part of the course, students manage a portfolio of stocks called the Darwin Fenner Student Managed Fund. The class will study state-of-the-art academic research papers and classic writings that have significantly influenced equity investing. Through reading and discussing these papers, students develop a critical thinking process and proprietary investment models. Working in groups of three, students analyze all S&P 500 stocks in their assigned sector and give a buy or do not buy recommendation for each. Teams also evaluate the current portfolio holdings in their sector and make a sell or hold recommendation for each stock. In addition, the class evaluates the historic performance of the Darwin Fenner Student Managed Fund. Enrollment is by invitation only.

## **MARKETING**

### **Professors**

Victor J. Cook, Jr., PhD, University of Michigan, 1965.

William A. Mindak, PhD, University of Illinois, 1954.

Mita Sujun, *Malcolm Woldenberg Chair of Marketing*, PhD, University of California at Los Angeles, 1983.

### **Associate Professors**

Edward C. Strong, PhD, Stanford University, 1972.

Harish Sujun, PhD, University of California at Los Angeles, 1983.

### **Assistant Professors**

Mahesh Gopinath, PhD, University of Michigan, 1996.

Manish Kacker, PhD, Northwestern University, 1997.

Daniel Padgett, PhD, Pennsylvania State University, 1998.

Jianan Wu, PhD, Pennsylvania State University, 1998.

### **MKTG 382 Marketing Management**

MKTG 382 familiarizes students with the fundamental theoretical concepts and techniques of modern marketing management. The course surveys the roles of advertising, distribution channels, pricing, and product policy as they affect marketing programs. Students gain valuable marketing management experience by applying their newly acquired skills to real-life marketing situations. Junior-level core course.

### **MKTG 410 Entrepreneurial Marketing**

Prerequisite: MKTG 382. Because MKTG 410 continues a service-marketing emphasis, marketing faculty advise that students take *either* MKTG 480—*or* MKTG 410. MKTG 410 examines service systems of operations, delivery, and promotion. The class uses cases and hands-on projects to examine the particular problems and opportunities of entrepreneurs. Students might find helpful connections with Entrepreneurial Management (GMGT 410).

### **MKTG 464 International Marketing**

Prerequisite: MKTG 382. MKTG 464 focuses on marketing management problems, techniques, and strategies necessary to incorporate marketing concepts into the framework of the world marketplace. It follows a multi-disciplinary approach to create a broad understanding of the subject matter, including concepts from sociology, political science, economics, and marketing. This class also considers contemporary issues including globalization and the impact of the Internet.

**MKTG 465 Global Marketing**

Prerequisite: MKTG 382. MKTG 465 examines the evolution of international, multinational, and global marketing. MKTG 465 also examines marketing's dynamic socio-cultural, political-legal, economic, and technological environments. Students will use case studies to analyze marketing decision-making process and examine the similarities and differences with "domestic" marketing. Students will perform in-class exercises with market assessments using International Trade Administration data, and also market repositioning.

**MKTG 480 Services Marketing**

Prerequisite: MKTG 382. MKTG 480 compares and contrasts service-based businesses with their manufacturing/product-based counterparts. A systems emphasis looks at operations, delivery, and promotion with the aim of improving service quality and productivity. Services run the gamut from health care, finance, and entertainment to professional and nonprofit segments. Students will have the opportunity to do a hands-on project in a service area.

**MKTG 481 Management of Promotion**

Prerequisite: MKTG 382. MKTG 481 provides an overview of the marketing communications mix: advertising, public relations, sales promotion, and sales as they apply to consumer/industrial goods and services. The course emphasizes the growing use of the Internet as an integral part of business-to-business and business-to-consumer marketing programs. Students also receive hands-on experience in executing a web-based promotional campaign.

**MKTG 482 Sales Force Management**

Prerequisite: MKTG 382. MKTG 482 covers theory and practice in sales force management. Technical issues include compensation, division of territories, and organizational considerations of managing a sales force. On the practical side, MKTG 482 covers specific sales techniques. Students learn how to sell "tangibles" as well as "intangibles." The skills learned in this course apply to a variety of situations both within and outside the context of sales.

**MKTG 483 Marketing Research**

Prerequisite: MKTG 382. MKTG 483 helps organizations understand their markets. An interaction of marketing management, behavioral sciences, and statistics, this course deals with the collection, analysis, and interpretation of marketing information. The course familiarizes students with important concepts of marketing research and provides hands-on experience with real-world cases on marketing research problems.

**MKTG 484 Consumer Behavior**

Prerequisite: MKTG 382. MKTG 484 teaches students the knowledge, skills, insight, leadership, and passion to successfully influence customer and consumer behavior. The course includes hands-on experiential computer exercises, cases, and fieldwork.

**MKTG 485 Marketing Strategy**

Prerequisite: MKTG 382. MKTG 485 integrates the functioning parts of marketing decision-making with long-term planning. Readings, cases, and classroom discussions will cover product-market portfolios, market share, experience curves, and resource allocation. Students play a business-simulation game, MARKSTRAT3, in which they link short-term decisions with long-run value of the firm.

**MKTG 489 Retailing**

Prerequisite: MKTG 382. MKTG 489 helps students develop an understanding of marketing channel functions and an appreciation of the retailer's role in the distribution of goods and services. Topics include channel design, selection and motivation of channel members, pricing and promotional issues within the channel, retail location, merchandising strategy, and inventory valuation and control.

**MKTG 495 Marketing Engineering**

Prerequisites: MKTG 382 and FINC 352. MKTG 495 helps students respond to the changes of the marketing manager's job because of the pervasive use of high-powered personal computers, exploding volumes of data about customer behavior, and flattened organizations. Students will receive a technology-intensive education that allows them to use databases, models, analyses, and computer simulations to design effective marketing plans.

**MKTG 497 New Product and Brand Management**

With the increasing market globalization and competition, effective new product and brand marketing management in differentiating products has become essential for today's marketing managers. This course deals with concepts, methods, and applications in new product and brand management. Unlike most of the marketing courses that focus on the conceptual side of the exercise only, this course blends the conceptual foundation with the analytical skills to translate conceptual understanding into specific operational plans in new product and brand management.

## **OPERATIONS MANAGEMENT**

### **Associate Professors**

Yasemin Aksoy, PhD, University of Florida, 1988.

Larry R. Arnold, PhD, The Johns Hopkins University, 1971.

### **Assistant Professors**

Jovan Grahovac, PhD, University of California at Los Angeles, 1995.

Jun Zhang, PhD, Carnegie Mellon University, 2000.

### **PSOM 371 Operations Management**

Prerequisite: MATH 111, 114, or 301. PSOM 371 provides an overview of one of the most challenging areas in business—operations management. Operations management focuses on the systematic planning, design, and operation of all processes that deliver goods and services. The subject spans almost all the value-added and supporting activities of an organization, including product and process design, inventory management, project management, and process improvement. This course has two primary objectives: (1) to familiarize students with operations management decisions and the environment in which these decisions are made; and (2) to help students master the basic quantitative techniques of operations management. Junior-level core course.

## **ORGANIZATIONAL BEHAVIOR**

### **Professors**

Arthur P. Brief, *Lawrence Martin Chair of Business*, PhD, University of Wisconsin at Madison, 1974.

Michael J. Burke, PhD, Illinois Institute of Technology, 1982.

Robert G. Folger, PhD, University of North Carolina at Chapel Hill, 1975.

### **Associate Professors**

Mary A. Konovsky, PhD, Indiana University, 1986; Senior Associate Dean.

Mary Waller, PhD, University of Texas at Austin, 1995.

### **OBHR 331 Organizational Behavior**

OBHR 331 develops and applies concepts from psychology and social psychology to organizational problems that managers face. Topics such as perception, communication, attitudes, motivation, influence, group dynamics, and organizational change are covered in a lecture, discussion, and problem-solving framework. Junior-level core course.

**OBHR 432 Dimensions in Human Resources Management**

OBHR 432 introduces the major strategies and procedures for effectively managing human resources. Through readings, cases, and a series of experiential exercises, students learn about the legal environment of human resource management, analyzing jobs and work, staffing, performance management, training, compensation, and workplace safety.

**OBHR 436 Negotiations**

This course addresses the theoretical foundations and practical skills used in resolving differences and negotiating mutually satisfying outcomes. Students develop skills through simulated negotiations in a variety of contexts. Class topics include the nature of negotiations, different negotiating styles, distributive versus integrative bargaining, conflict, and intercultural bargaining. Self-reflection and giving and receiving feedback are key aspects in developing negotiation skills. Students may *only* receive credit for either OBHR 436 or GMGT 437, but not for both.

**OBHR 437 Leadership and Motivation**

Prerequisite: OBHR 331. OBHR 437 explores, through lecture, discussions, cases, and exercises, a variety of conceptions of leadership and their applications to organizations. Viewing leadership as management, the course examines the circumstances confronting management. Students become familiar with a number of motivational programs currently popular in organizations and use the leadership and management concepts discussed in class to analyze the development of current business leaders and the reasons for their success or failure.

**STRATEGY AND ENTREPRENEURSHIP****Professors**

Jeffrey A. Barach, DBA, Harvard University, 1967.

Scott Cowen, DBA, George Washington University, 1975; President, Tulane University.

**Associate Professor**

Gerard E. Watzke, PhD, Stanford University, 1972.

**Assistant Professors**

Frances E. Fabian, PhD, University of Texas at Austin, 1997.

Douglas Miller, PhD, Ohio State University, 2000.

**Clinical Professors**

James Biteman, DBA, Harvard University, 1979.

John B. Elstrott Jr., PhD, University of Colorado at Boulder, 1975.



### **GMGT 375 Environmental Management**

GMGT 375 surveys key environmental issues affecting business and industry in the 21st century. The class opens with an overview of the fundamental properties of nature that set the boundaries for resource availability and human opportunity in the future. The course then reviews the origins and history of the environmental movement, as well as the current status of environmentalism. The major environmental components of resources, population, habitat, pollution, and society are examined from the perspective of business boundaries and opportunities. Students will use case studies to explore business ventures in which environmental issues have been successfully or unsuccessfully managed.

### **GMGT 410 Entrepreneurial Management**

Prerequisite: ACCT 203. GMGT 410 consists of two parts. In the first part, class members team up to choose a business. The teams then create a business plan. By maintaining the books of the firm, students see the financial impact of their decisions. This format emphasizes how day-to-day decisions add to or detract from corporate liquidity and profits or losses. The second part of the course comes from the professor's 37 years of business experience. Topics include developing and recognizing business opportunities; using teamwork to organize a business; building a realistic business plan; raising capital and borrowing money; interviewing, hiring, and managing people; determining cost structure; analyzing margins; pricing; making decisions in groups; considering ethics; identifying industry characteristics; evaluating financial statements; negotiating; dealing with labor unions; creating a successful business partnership; understanding the banking system and how it works globally; and developing a philosophy of business. This course is available only in the fall semester.

### **GMGT 411 Cases In Entrepreneurship**

GMGT 411 reviews 13 actual business cases. A visiting CEO (or other top executive) and the professor teach each case jointly. The class explores problems and opportunities encountered in the search, evaluation, and acquisition of new, as well as ongoing, ventures. Students will further develop analytical skills in finance, accounting, business analysis, management, and marketing that they have acquired in other courses. Brainstorming sessions will challenge and improve innovative thinking; assignments and presentations hone business communication skills. Discussion of entrepreneurship, family business, and small business management gives the student an overview of the alternatives to traditional corporate employment. Most importantly, students interact with top-level executives as role models from whom they can learn how to be successful entrepreneurs.

**GMGT 414 Business Ethics**

GMGT 414 explores the responsibility of business on such issues as unjust firing, harming customers or workers, dumping hazardous waste, drug testing, sexual harassment and discrimination, lying and bluffing, deceptive advertising, and competitor intelligence gathering. Various market failures, such as the public goods problem and the assurance problem, that contribute to ethical problems are explored, but no prior knowledge of economics is required. The course also explores the role of self-regulation, civil law, and criminal law in solving ethical problems. The class explores various ethical theories, including utilitarianism, human rights theory, and virtue ethics, and students will develop and use a practical, comprehensive synthesis of the theories to find solutions to ethical problems. Students will also consider various theories of social justice and their implications for the responsibility of business. Students are encouraged to develop their own theoretical approach and choose an area of special interest for class discussion and term papers.

**GMGT 415 Management Policy**

Prerequisite: All 300-level required courses. In GMGT 415, students integrate knowledge from each basic functional area core course to evaluate strategic decisions from the general management perspective. This case-based course stresses environmental and industry analysis, strategic profiling and formulation, and problems in strategy implementation. Students assume the role of the practicing general manager, developing a capacity to propose, argue, and implement appropriate strategies. Senior-level core course.

**GMGT 421 Project Management**

GMGT 421 addresses project management from the perspective of a business manager who faces the planning, initiation, and culmination of large or small projects in a variety of settings. The course presents the basic nature of managing all types of projects (such as public, business, and engineering information systems, etc.), as well as the critical skills and specific techniques and insights required to carry out successful projects. Topics include characteristics of projects; project selection and organization; work breakdown structure; personnel selection; scheduling; budgeting and resource allocation; conflict and negotiation; project control; evaluation; and termination. The course also introduces and uses industry-standard project management application software.

### **GMGT 422 Corporate and Cooperative Strategy**

Prerequisite: completion of or concurrent enrollment in GMGT 415. In GMGT 422, students integrate knowledge from each basic functional area course to evaluate strategic decisions in the corporate context. This case-based course emphasizes alternative modes of organizing transactions across businesses (*e.g.*, the multidivisional corporate structure, alliances, and networks). Also covered are such topics as economies of scope in high technology companies, international issues in alliances, common management problems in mergers and acquisitions, and financial valuation of diversified firms. Students work individually and in teams on a major project.

### **GMGT 437 Negotiations**

GMGT 437 emphasizes formulating objectives and building effective negotiation strategies to achieve those objectives. The course builds skills by requiring students to analyze, in a variety of exercises in and out of class, specific strategies and tactics within the overall negotiations process. Students may *only* receive credit for either GMGT 437 or for OBHR 436, but not for both.

### **GMGT 463 Management of International Business Operations**

GMGT 463 deals with challenges of managing business operations on an international scale. Its special focus is on managerial practices as they relate to the environmental, strategic, and organizational issues that arise in conducting business across national boundaries. Building on a theoretic framework, the course explores various practical constraints facing managers abroad. The course relies almost exclusively on case analysis and class discussion. Juniors may take GMGT 463.

### **GMGT 465 Global Strategic Management**

GMGT 465 focuses on the managerial challenges associated with formulating international business strategies and implementing plans in firms whose operations extend across national boundaries. Lectures and cases emphasize strategic factors differentiating the MNC (multinational corporation) from the UNC (uninational corporation). Identifying and resolving the challenges to conventional decision rules of the UNC provide the students with the necessary knowledge, skills, and sensitivity to manage effectively in globalizing markets.