

BUSINESS





SCHOOL OF BUSINESS ADMINISTRATION

COLLEGE OF BUSINESS ADMINISTRATION

Eduardo M. Ochoa, Dean

Lynn H. Turner, Associate Dean

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Eric McLaughlin, Interim Director, Graduate Programs

Marilyn Mehaffie Ray, Director of Development and External Relations

The undergraduate and graduate programs of the College of Business Administration are accredited by AACSB -- The International Association for Management Education. AACSB accreditation assures quality and promotes excellence and continuous improvement in undergraduate and graduate education for business administration.

The College of Business Administration provides seven curricula leading to the Bachelor of Science degree in Business Administration. It also provides curricula leading to the Master of Business Administration and the Master of Science in Business Administration. The Master of Science degree offers one option, EDP Auditing. Information concerning the master's curricula may be found in the graduate listings.

The undergraduate programs of study give the student an understanding of the social and economic environment in which we live and provide a common body of knowledge for all students who major in any business field. In addition, each major emphasizes, with additional course-work, specific areas of knowledge useful for the occupational fields served by that major. All students are encouraged to experiment and broaden their interests by selection of electives. It is the purpose of the College of Business Administration to develop in students the people, technical, and managerial competence necessary for successful performance in business, industry, government, and education.

The student selects a major upon entering and immediately assumes primary responsibility for meeting the educational requirements of the program. Through early studies in the courses common to all majors (the core), the student has an opportunity to evaluate a career decision and to adjust goals, if necessary. Undergraduate courses in business fundamentals and skills equip the student with sellable entry skills. The student may augment on-campus education through job experiences in business workstudy, cooperative education, and internship programs for which the student will receive academic credit. General education courses are integrated throughout each major program. Co-curricular opportunities related to the course of study include the Cal Poly Pomona Society of Accountants; American Marketing Association; American Production & Inventory Control Society; Black Business Student Association; Delta Sigma Pi, a professional business fraternity; Finance Society; Latino Business Students Association; Law Society; M.B.A. Association; Management Information Systems Student Association; Personnel and Industrial Relations Association; Pi Sigma Epsilon; Real Estate and Development Network; Society for Advancement of Management; Society for Contracts Administration; United Shareholders Association Research Group; World Traders; Alpha Iota Delta, and Mu Kappa Tau, business honorary societies.

MISSION OF THE COLLEGE OF BUSINESS ADMINISTRATION

The mission of the College of Business Administration is to provide quality undergraduate and graduate management education for a diverse student population. The major responsibility of the College is undergraduate education. The College also supports a quality graduate program designed primarily for working professionals. The faculty, which has both professional experience and appropriate advanced degrees, provides practical, career-oriented education.

The College seeks to instill in students the values of life-long learning, pursuing excellence, and making ethical choices. The College also seeks to cultivate in its students the capacity for critical thinking, willingness to accept challenges, skills for working with people, commitment to social responsibility, understanding of technology, and ability to respond creatively to changes in the domestic and international business environments.

The primary emphasis of the College is teaching. To promote quality teaching and the intellectual growth of the faculty, the College encourages and supports faculty involvement in research and other scholarly activities. These activities include basic or discovery research, applied research, and instructional development, with the primary focus on applied research and instructional development.

The College of Business Administration prepares its graduates for personal and professional development in business careers. Its graduates can approach business problems from a global perspective, and can apply the theories and concepts learned in their educational experiences to design practical and innovative solutions.

The College recognizes its responsibilities to develop communications with and to provide professional services to the constituencies in the region it serves. The College will work with its constituencies to provide opportunities for its students, graduates, and faculty to enhance the educational environment.

INDUSTRIAL RESEARCH INSTITUTE FOR PACIFIC NATIONS (IRIPAC)

The Industrial Research Institute for Pacific Nations is a non-profit organization engaged in industrial and trade development research with a focus on Pacific Rim nations. The Institute is administered as the international research division of the College of Business Administration. Designed to support the advanced study of international business and to provide specialized educational opportunities for management personnel involved in the Pacific marketplace, the program offers the generation and coordination of research projects for university faculty and students, management and economic development seminars directed at better understanding of those doing business in the Pacific Rim, establishment of a reference and resource center, and publication of research papers.

THE REAL ESTATE RESEARCH COUNCIL (RERC)

The Real Estate Research Council of Southern California is the oldest non-profit real estate data organization in the United States. Founded in 1939, the RERC produces a quarterly publication, *The Real Estate and Construction Report*, which includes data on the economy and real estate markets in the seven urban Southern California counties, and presents the report at a quarterly luncheon. The senior real estate faculty direct students who participate in the data-gathering and analyses for the preparation of the quarterly report. Members of the RERC include major development companies, financial institutions, appraisers, investors, mortgage bankers, and other firms and individuals interested in Southern California real estate. RERC is coordinated by faculty in the Finance, Real Estate and Law Department.

DEPARTMENTS AND MAJORS/OPTIONS

MASTER OF BUSINESS ADMINISTRATION (MBA)

Eric McLaughlin, Interim Graduate Director
Options in:

Accounting
Agribusiness
Business Education

Contract Management
 Entrepreneurship
 Finance
 Human Resources Management
 Information Management
 International Business
 International Marketing
 Marketing
 Operations Management
 Real Estate

MASTER OF SCIENCE IN BUSINESS ADMINISTRATION

Options in:

Entrepreneurship, Creativity, and Innovative Management
 Information Systems Audit

BACHELOR OF SCIENCE IN BUSINESS ADMINISTRATION

with majors and minors offered by the following departments:

ACCOUNTING

Donald F. Putnam, Chair, Accounting Major
 Minor in Accounting
 Minor in Financial Analysis

COMPUTER INFORMATION SYSTEMS

Lavette C. Teague, Acting Chair, Computer Information Systems Major
 Minor in Business Computer Programming
 Minor in Managerial Computing

FINANCE, REAL ESTATE, and LAW

Javad Kashefi, Chair, Finance, Real Estate, and Law Major
 Minor in Business Law
 Minor in Financial Analysis
 Minor in Financial Management of Public and Private Contracts
 Minor in Real Estate

MANAGEMENT and HUMAN RESOURCES

Peggy J. Snyder, Chair, Management and Human Resources Major
 Minor in General Management
 Minor in Human Resources Management
 Minor in Entrepreneurship and Small Business Management

INTERNATIONAL BUSINESS AND MARKETING

Vernon R. Stauble, Chair, Marketing Management Major
 Helena Czepiec, Coordinator, International Business Major
 Minor in Fashion Merchandising
 Minor in International Business
 Minor in Marketing Management
 Minor in Logistics

TECHNOLOGY AND OPERATIONS MANAGEMENT

Hassan Halati, Chair, Operations Management Major
 Minor in Operations Management
 Minor in Interdisciplinary Quantitative Research
 Minor in Total Quality Management

COLLEGE-WIDE MINOR

Business

COURSES REQUIRED OF ALL BUSINESS ADMINISTRATION MAJORS

Each student who enrolls for a Bachelor of Science degree in Business

Administration is required to select one of the seven majors listed above. For all business majors, each student will be required to take the following courses:

CORE COURSES FOR MAJOR

Required of all students. A 2.0 cumulative GPA is required in core courses including option courses for the major in order to receive a degree in the major.

REQUIRED OF ALL BUSINESS MAJORS

Legal Environment of Business TransactionsFRL	201	(4)
Financial Accounting for Decision-MakingACC	207	(5)
Managerial Accounting for Decision-MakingACC	208	(5)
Principles of ManagementMHR	301	(4)
Principles of Marketing ManagementIBM	301	(4)
Managerial Finance IFRL	300	(3)
Managerial Finance IIFRL	301	(3)
Management Information SystemsCIS	310	(4)
Operations ManagementOM	301	(4)
Managerial StatisticsOM	302	(4)
Strategic ManagementMHR	410	(4)
or Strategic ManagementOM	411	

MICROCOMPUTER PROFICIENCY

All students in any College of Business Administration major, and all other students taking certain business courses, must demonstrate proficiency with specific microcomputer software packages. The proficiency must be demonstrated prior to taking any business course with the term "microcomputer proficiency" in the prerequisite list. Some business courses identify specific microcomputer packages in their prerequisite lists. In these cases, proficiency in the noted packages must be demonstrated prior to taking the course.

Microcomputer proficiency must be demonstrated by satisfying one of the following three alternatives: 1) CIS 101; 2) microcomputer proficiency skills tests in word processing and spreadsheet; or 3) an approved college course.

COLLEGE-WIDE COURSES

COURSE DESCRIPTIONS

BUS 112 Success Strategies for Business Majors (4)

Learning techniques for freshmen and new transfer students in business majors to achieve academic and professional success. Emphasizes interaction with faculty advisors, the business community, and student organizations, career planning, and campus resources. 4 lectures/problem-solving.

BUS 299/299A/299L Special Topics for Lower Division Students (1-4)

Individual or group study of a selected topic, the title to be specified in advance. Total credit limited to 8 units, with a maximum of 4 units per quarter. Instruction is by lecture, laboratory, or a combination. Prerequisite: permission of instructor.

BUS 461, 462 Senior Project (2) (2)

Selection and completion of a project under faculty supervision. Projects are designed to be individual or group efforts toward solving real-life problems in the community, such as Small Business Institute cases. Formal report is required. Prerequisite: senior standing. Required minimum of 120 hours.

BUS 499/499A/499L Special Topics for Upper Division Students (1-4)

Individual or group study of a selected topic, the title to be specified in advance. Total credit limited to 8 units, with a maximum of 4 units per quarter. Instruction is by lecture, laboratory, or a combination. Prerequisite: consent of instructor.

BUSINESS MINOR

Many non-business students have expressed an interest in business courses that will better prepare them to enhance their non-business education in a business or government environment. The College of Business Administration has designed, in addition to the minors available within majors, a broad-based schoolwide minor to meet these needs. The minor in Business provides a solid foundation in accounting and finance, and complements these with coverage of management, marketing, production, and business computer information systems. Non-business students desiring more information should contact the Student Advising Center of the College of Business Administration. The student should formally enroll in the Minor before taking courses. A Minor Advisor is available to assist students.

The student must demonstrate microcomputer proficiency and complete the following required courses to fulfill the requirements for a minor in Business: Prerequisite: Microcomputer proficiency

Financial Accounting for Decision-Making	ACC	207	(5)
Managerial Accounting for Decision-Making	ACC	208	(5)
Elements of Decision-Making	ACC	214*	(4)
Principles of Management	MHR	301	(4)
Principles of Marketing Management	IBM	301	(4)
Managerial Finance I	FRL	300	(3)
Managerial Finance II	FRL	301	(3)
Management Information Systems	CIS	310	(4)
Multicultural Organizational Behavior	MHR	318	(4)
Operations Management	OM	301	(4)

*See Advisor

MINOR IN INTERNATIONAL BUSINESS

The College of Business Administration offers a Minor in International Business for students majoring in other fields within the College of Business and students from other Colleges of the University who have an interest in pursuing careers that are related to international business. The purpose of the minor is to provide sufficient knowledge and expertise in International Business for students to successfully apply the specialties of their fields to international careers.

More specific information regarding the Minor in International Business is found in the section on the International Business major.

INTERNATIONAL STUDY OPPORTUNITIES**China Summer Study Tour**

Every summer Cal Poly Pomona provides an opportunity for students to live and study in China for six weeks. Students study in English the cultural, economic and political systems of China and have an opportunity to visit business, technical, cultural and scenic locations in the various regions of China. Students earn 12 units of credit from the following courses: BUS 362 China as a Cultural Entity (4 units); BUS 432 The Use and Role of Technology in China (4 units); BUS 452 Political Economy and Business Practices in China (4 units); BUS 482 China and the U.S.: Cross Cultural Analysis (4 units). Units may be used to satisfy major course requirements or to satisfy the General Education Area 5 requirement.

BUS 362 China As a Cultural Entity (4)

Direct field investigation of China as a cultural entity with attention to the central issues confronting this complex society. These issues include relationship and influence of China's history on the present dynamics of contemporary Chinese culture. Instructional materials, activities, and facilities charges. 4 lectures/problem-solving. Prerequisite: consent of instructor. (Also listed as SA 362.)

BUS 432 The Use and Role of Technology in China (4)

Direct field investigation and academic study of productive processes and application of technology within China. Barriers and incentives for new technology; decision-making; industry specific technology; and role of foreign countries as providers. Technology tradeoffs: environment, employment, and currency reserves. Instructional materials, activities, and facilities charges. 4 lectures/problem-solving. Prerequisite: consent of instructor. (Also listed as SA 432.)

BUS 452 Political Economy and Business Practices in China (4)

Direct field investigation and academic study of historical and current productive/political organization of China. State ownership and the mixed economy; economic objectives and planning. Business organization; incentives and decision-making; and management. Cross cultural comparison with Western enterprise. International trade. 4 lectures/problem-solving. Instructional materials, activities and facilities charges. Prerequisite: consent of instructor. (Also listed as SA 452.)

BUS 482 China and the United States: Cross Cultural Analysis (4)

Examination of critical areas of U.S. and Chinese cultures that provide insights and understanding of the comparative differences of these two civilizations; historical and contemporary differences. 4 lectures/problem-solving. Instructional materials, activities and facilities charges. Prerequisite: consent of instructor. (Also listed as SA 482.)

Semester or Year Abroad

The College of Business Administration supports the concept of international education and encourages students to investigate opportunities for overseas study. Certain courses taken at CSU International Program study centers in foreign countries are equivalent to courses in the College of Business Administration and may be used to fulfill some of the degree requirements offered by the College and/or certain general education requirements. Students should consult the International Programs Bulletin, available at the International Center, a departmental advisor, or the campus International Programs Coordinator for more information.

CONTINUING EDUCATION IN BUSINESS

Many individual courses offered in the College of Business Administration provide practical learning opportunities to persons now employed in various career fields. By selecting courses that apply directly to a specific career, a person can enhance his or her professional capabilities, even though he or she may not be seeking a degree. Often, experience on-the-job is an adequate substitute for prerequisite courses so the student can enter upper division courses without completing preliminary courses. Courses that include in the description the prerequisite: "...or with the consent of the instructor" normally fall in this category. Many such courses are available in the evening. Information about the Open University and Extended University courses in business can be obtained by contacting the office of the Dean of the College of the Extended University at Kellogg West on campus. The College of

Business Administration also provides credit or non-credit programs for business organizations on-site. Further information can be obtained by contacting the dean of the College of Business Administration.

To be eligible to take undergraduate courses in the College of Business Administration for degree credit, a person must be formally admitted to the University. Admission requirements are found in the front section of this catalog. Graduate courses and entrance requirements are listed in the graduate section of this catalog.



ACCOUNTING

Donald F. Putnam, Chair

Bill Adamson	Robert L. Hurt
Nasrollah Ahadiat	Antoine G. Jabbour
Glenda C. Brock	John E. Karayan
John K. Cheever	Rochelle A. Kellner
Keith B. Ehrenreich	Hong S. Pak
Frank Ewing-Chow	Vicki S. Peden
Vinay K. Gupta	Anwar Y. Salimi
Richard D. Hulme	

VISION STATEMENT

Our vision is to continue to be recognized as a center of outstanding accounting education.

MISSION STATEMENT

Our mission is excellence in accounting education through teaching, enhanced by research and service. We lead and encourage students and working professionals in developing their abilities to use and integrate accounting information with other information to make better decisions, to thrive in their careers, and to continue life-long learning.

ACCOUNTING EDUCATION PROGRAM

The Accounting Department provides an education for students who wish to be management professionals with a thorough knowledge of the essential concepts of accounting and a strong background for students desiring professional careers in public, private, government, and not-for-profit accounting. The students majoring in accounting may select courses which will prepare them specifically for one or more of these career fields.

The accounting courses are taught in the framework of modern business complexity so that the students develop their decision-making skills in realistic environments and learn the wide range of ways in which the accountant's skills are used to effectively manage an enterprise.

PREREQUISITE CORE FOR UPPER DIVISION ACCOUNTING PROGRAM

Before enrolling in the upper-division courses in the Accounting Program, accounting majors are expected to have completed college-level courses in English, mathematics/statistics, economics, computers, business law, and introductory accounting.

Students must have earned a grade of "C" (2.0) or better in each of the 12 identified lower-division courses before registering for any upper-division accounting course. The identified courses are as follows:

ENG 104 and 105; CIS 101 or microcomputer proficiency
 MAT 125 and STA 120; FRL 201
 EC 201 and 202
 ACC 207, 208, and 298

Non-accounting majors are expected to have met the above requirements to the extent that the cited courses or their equivalents are included in the requirements of their major.

DEPARTMENT POLICY ON ACADEMIC DISQUALIFICATION

The Accounting Department may disqualify students at the end of any quarter if either: (1) their overall GPA, Cal Poly Pomona GPA, or their major GPA is below a 2.0 by 7 grade points or more, or (2) more than one-third of the units taken during the past twelve-month period do not satisfy the degree requirements.

Determination of the GPA in the major and proportion of courses taken to satisfy the degree requirements is the responsibility of the department.

Further, the department has an additional policy on satisfactory progress. Specifically, if students fails to complete any 300- or 400-level accounting course on the second try, with a grade of C or better, they will have an advising hold placed on their records. For this purpose, a "W" does not count as a try, but a "U" does. To release the hold, students must see the Department's Chair (i.e., Probationary Student Advisor). In most cases these students will be strongly counseled to seek a more suitable major.

ACCOUNTING PREPARATION FOR TRANSFER STUDENTS (see page 149)

MICROCOMPUTER PROFICIENCY REQUIREMENT (see page 149)

CORE COURSES FOR MAJOR

Required of all business majors. A 2.0 cumulative GPA is required in core courses including option courses for the major in order to receive a degree in the major.

Legal Environment of Business TransactionsFRL	201	(4)
Financial Accounting for Decision MakingACC	207	5
Managerial Accounting for Decision MakingACC	208	5
Principles of ManagementMHR	301	(4)
Principles of Marketing ManagementIBM	301	(4)
Managerial Finance IFRL	300	(3)
Managerial Finance IIFRL	301	(3)
Management Information SystemsCIS	310	(4)
Operations ManagementOM	301	(4)
Managerial StatisticsOM	302	(4)
Strategic ManagementMHR	410	(4)
or Strategic ManagementOM	411	

ACC REQUIRED COURSES

Orientation to Professional AccountingACC	298	(2)
Cost AccountingACC	300	(4)
Intermediate Accounting IACC	301	(4)
Intermediate Accounting IIACC	302	(4)
Intermediate Accounting IIIACC	303	(4)
Accounting Information SystemsACC	305	(4)
Auditing TheoryACC	419	(4)
Federal Tax IACC	431	(4)
Senior Project IACC	461	(2)
Accounting Theory and ResearchACC	465	(4)

OTHER COURSES TO COMPLETE MAJOR

Law for AccountantsFRL	408	(4)
Career Tracks		(12)

(See Department for list of career tracks and electives)

SUPPORT COURSES

If any of these courses are used for General Education, then the Restricted Electives or Unrestricted Electives will be increased by the same number of units (see curriculum sheet for the major).

Principles of EconomicsEC	201	(4)
Principles of EconomicsEC	202	(4)
Money and BankingEC	308	(4)
Freshman English IIENG	105	(4)
Writing for the ProfessionsENG	301	(4)
Introduction to Calculus for BusinessMAT	125	(4)
Statistics With ApplicationsSTA	120	(4)

Restricted Electives: (cannot include courses in Business, Economics,

Statistics, PLS 314, or PLS 318). (2-10)
 Unrestricted Electives (4)

GENERAL EDUCATION COURSES

(Required of all students)

A total of 72 quarter units of General Education courses, Track A or Track B, are required for all majors in the College of Business Administration. See the list of approved courses under General Education Requirements in this catalog.

Areas 1 through 4

Select courses from approved list (64)

Area 5

Multicultural Organizational BehaviorMHR 318 (4)

Select one course from approved list (cannot include courses in Business, Economics, Statistics or PLS 318). (4)

MINOR IN ACCOUNTING

The Accounting Department provides non-Accounting, undergraduate majors with the opportunity to acquire accounting knowledge and skills by completing the requirements for the Minor in Accounting as outlined below. The purpose of the minor is (1) to develop marketable skills for persons with majors other than Accounting, (2) for those students majoring in technical fields that involve the direct or indirect use of the knowledge and skills of accounting, and (3) for those students who wish to gain a better understanding of accounting for personal use.

It is possible for students majoring in most non-Accounting fields to complete the minor within the normal requirements of their degrees through careful planning and scheduling of their required and elective courses.

No courses in the minor program may be waived or substituted. The student is responsible for meeting the requirements of the minor program that are in effect at the date of signing the formal contract for the minor in Accounting. It is recommended that the contract be signed by the student before beginning the minor program.

For more information or to enroll in the minor, contact the minor Coordinator of the Accounting Department.

COURSES IN MINOR

Required of all students.

CORE (28 Units):

Financial Accounting for Decision MakingACC	207	5
Managerial Accounting for Decision MakingACC	208	5
Elements of Decision-MakingACC	214*	(4)
Orientation to Professional AccountingACC	298	(2)
Cost AccountingACC	300	(4)
Intermediate AccountingACC	301	(4)
Intermediate AccountingACC	302	(4)
Intermediate AccountingACC	303	(4)

DIRECTED ELECTIVES (8 Units):

Select 8 units from one of the following area combinations (each course 4 units):

- Financial: ACC 401, ACC 403, ACC 404 or ACC 465
- Managerial: ACC 412 and ACC 413
- Auditing: ACC 419 and ACC 420, ACC 424, or CIS 433
- Taxation: ACC 431 and ACC 432
- Auditing/Taxation: ACC 419 and ACC 431

Not-For-Profit: ACC 426 and ACC 428

(Other combinations require special approval by the Minor Coordinator and the Chair of the Accounting Department, depending upon the student's completion of the required course prerequisites.)

MINOR IN FINANCIAL ANALYSIS

The Accounting Department provides non-Accounting undergraduate majors with the opportunity to acquire skills to qualify for positions such as cost/budget analyst and project control analyst. The program will greatly benefit Finance majors interested in careers as bankers and financial planners. Operations Management majors will be able to combine their skills in quantitative methods, especially forecasting, with the ability to work with accounting records.

It is possible for students majoring in most non-accounting fields to complete the minor within the normal requirements of their degrees through careful planning and scheduling of required and elective courses.

No courses in the minor program may be waived or substituted. The student is responsible for meeting the requirements of the minor program that are in effect at the date of signing the formal contract for the minor in Financial Analysis. It is recommended that the contract be signed by the student before beginning the minor program. For more information or to enroll in the minor, contact the Minor Coordinator of the Accounting Department.

COURSES IN MINOR

CORE (24 units):

Financial Accounting for Decision MakingACC	207	5
Managerial Accounting for Decision MakingACC	208	5
Financial Statement AnalysisACC	226	(4)
Managerial Finance IFRL	300	(2)
Managerial Finance IIFRL	301	(3)
Management ScienceOM	315	(3)

DIRECTED ELECTIVES (12 units):

Business Forecasting and Financial PlanningFRL	363	(4)
or Forecasting Methods for ManagementOM	415	
Financial Spreadsheet AnalysisOM	308	(4)
or Decision Support SystemsOM	350	

Upper-Division Accounting (4 units):

Accounting Information SystemsACC	305	(4)
or ControllershipACC	413	
or Management Control in Not-For-Profit OrganizationsACC	428	

Other upper-division accounting courses may be selected with the concurrence of the Minor Coordinator and Chair of the Accounting Department, depending upon the student's completion of the required prerequisite courses.

COURSE DESCRIPTIONS

ACC 200 Special Problems for Lower Division Students (1-2)

Individual or group investigation, research, or surveys of selected problems. Total credit limited to 4 units, with a maximum of 2 units per quarter.

ACC 205 Accounting for Decision-Making II (4)

Second course in introduction to financial and managerial accounting. 4

lectures/problem-solving. Only for students who have completed ACC 204 or transferable equivalents before Fall 1998. The transition program for ACC 205 will end in Winter 1999 and for ACC 206 will end in Spring 1999. Prerequisites: ACC 204. For Accounting majors a minimum grade of "C" (2.0) in ACC 204 is required.

ACC 206 Accounting for Decision-Making III (2)

Third course in introduction to financial and managerial accounting. 2 lectures/problem-solving. Only for students who have completed ACC 204 or transferable equivalents before Fall 1998. The transition program for ACC 205 will end in Winter 1999 and for ACC 206 will end in Spring 1999. Prerequisites: ACC 205 and EC 202. Recommended concurrent enrollment in ACC 298. For accounting majors a minimum grade of "C" (2.0) in ACC 205 is required. **Transfer Students** : Take ACC 214 instead of ACC 206 if your community-college accounting was preparer-based. See Accounting Department for current list of user-based colleges.

ACC 207 Financial Accounting for Decision Making (5)

Introduction to financial accounting and accounting information systems (AIS), including basic concepts, limitations, tools and methods. Use of AIS-generated information, including financial statements in decision making by investors, creditors, and other users external to the organization. 4-lecture problem solving and 1 self-paced activity. For credit, both segments are to be successfully completed. Prerequisites: Microcomputer proficiency and EC 201.

ACC 208 Managerial Accounting for Decision Making (5)

Introduction to managerial accounting and accounting information systems (AIS), including basic concepts, limitations, tools and methods. Use of AIS-generated information to support the internal decision-making functions of an organization. 4-lecture-problem solving and 1 self-paced activity. For credit, both segments are to be successfully completed. Prerequisites: ACC 207, EC 202, and microcomputer proficiency.

ACC 214 Elements of Decision-Making (4)

Introduction to financial and managerial accounting information systems, including basic concepts, limitations, tools and methods. Uses of accounting information, including financial statements and internal reports; in decision-making and in meeting various reporting requirements. 4 lectures/problem-solving. Prerequisites: Microcomputer Proficiency, EC 201, EC 202, and one year of community college preparer-based accounting. Satisfies ACC 206 requirement for transfer students.

ACC 226 Financial Statement Analysis (4)

Analysis and use of financial reports. Emphasis on interpretation of end result to prepare student to better understand and analyze actual financial reports. Statements used extensively in illustrations, problems, cases, and analysis. 4 lectures/problem-solving. Not open to accounting majors. Prerequisites: ACC 207, and Math 125 or OM 315.

ACC 231 Personal Taxation and Planning (4)

Basic principles of taxation and their application to personal financial planning, including tax return preparation. Not open to Accounting majors. Credit will not be granted for both ACC 231 and ACC 431. 4 lectures/problem-solving.

ACC 298 Orientation to Professional Accounting (2)

Accounting cycle. How transactions are presented in the financial process, including preparation of financial statements. Exposure to breadth of accounting profession, career choices available, and what

accountants actually do at work. Required skills in accounting profession. 2 lectures/problem-solving. Prerequisites: ACC 208, EC 202 and ENG 104. For Accounting majors a minimum grade of "C" (2.0) in ACC 208 is required.

ACC 299/299A/299L Special Topics for Lower Division Students (1-4)

Group study of a selected topic, the title to be specified in advance. Total credit limited to 8 units, with a maximum of 4 units per quarter. Instruction is by lecture, laboratory, or a combination. Prerequisite: permission of instructor.

ACC 300 Cost Accounting (4)

Cost accounting fundamentals; cost allocation; budget and standards; cost information for decision and control; decision models; cost information; cost behavior and analysis. 4 lectures/problem-solving. Prerequisites: for Accounting majors, a minimum grade of "C" (2.0) in ACC 207, ACC 208, and ACC 298; ENG 104 and ENG 105; STA 120 and MAT 125; FRL 201; EC 201 and EC 202; and CIS 101 or Microcomputer Proficiency. For non-Accounting majors, a minimum grade of "C" (2.0) in ACC 207, ACC 208, ENG 104; STA 120 or MAT 125; and CIS 101 or Microcomputer Proficiency.

ACC 301 Intermediate Accounting (4)

FASB Conceptual Framework of Accounting from both conceptual and application perspectives. Decision-making skills in articulating accounting policies in business organizations. Researching accounting questions, problems, and cases using the FASB Conceptual Framework. 4-lecture problem-solving. Prerequisites: for Accounting Majors: A minimum grade of C (2.0) in Acc 300. For non-Accounting Majors: A minimum grade of C (2.0) in ACC 207, 208, and 298; ENG 104; STA 120 or MAT 125; and CIS 101 or MCP.

ACC 302, 303 Intermediate Accounting II and III (4) (4)

Applications of FASB Conceptual Framework of Accounting to specific topics in financial accounting. Decision-making and problem-solving skills. ACC 301, 302, and 303 are to be taken in sequential order. 4 lectures/problem-solving. Prerequisites: for ACC 302, a minimum grade of C (2.0) in ACC 301. For ACC 303, a minimum grade of C (2.0) in ACC 302.

ACC 305 Accounting Information Systems (4)

Role, design, implementation, and management of the accounting information system as a subset of the management information system. Interface between accountants and computer specialists. Short case studies. 4 lectures/problem-solving. Prerequisites: ACC 208 and CIS 310. For Accounting majors, minimum grade of "C" (2.0) in ACC 208.

ACC 400 Special Problems for Upper-Division Students (1-2)

Individual or group investigation, research, studies, or surveys of selected problems. Total credit limited to 4 units, with a maximum of 2 units per quarter.

ACC 401 Advanced Accounting (4)

Miscellaneous advanced financial accounting topics, including leases, interim reporting, discontinued operations, segmental reporting, partnerships, and accounting for effects of changing prices. Heavy reliance upon official pronouncements to determine proper footnote disclosures. 4 lectures/problem-solving. Prerequisite: minimum grade of "C" (2.0) in ACC 303.

ACC 403 Consolidation and Foreign Currency Accounting (4)

Analytical study and application of principles of consolidation and

foreign currency translation. 4 lectures/problem-solving. Prerequisite: Minimum grade of "C" (2.0) in ACC 302.

ACC 404 International Accounting (4)

Examination and discussion of accounting theories, techniques, procedures, accounting standards and regulations used in other nations. Examination of contemporary practices prevailing in different parts of the world. Emphasis on multinational corporations, and their needs and practices. 4 lectures/problem-solving. Prerequisite: For Accounting majors, minimum grade of "C" (2.0) in ACC 302. (Also listed as IB 404.)

ACC 412 Advanced Cost Accounting (4)

Advanced cost accounting techniques focusing on mathematical models and contemporary technology in cost accounting, including decision-making under uncertainty, use of linear regression in cost estimates, service department cost allocations using simultaneous equations, and stochastic cost-volume-profit analysis. 4 lectures/problem-solving. Prerequisite: minimum grade of "C" (2.0) in ACC 300.

ACC 413 Controllership (4)

Analysis of controllership function in a business organization, and general problems of accounting controls. Cases and/or problems. 4 lectures/problem-solving. Prerequisite: Minimum grade of "C" (2.0) in ACC 300.

ACC 419 Auditing Theory (4)

Theory of auditing and its objectives; procedures and techniques to attain objectives; types of reports issued by auditors; professional responsibilities and ethics of auditors. 4 lectures/problem-solving. Prerequisites: Minimum grade of "C" (2.0) in ACC 303 (Substitute ACC 305 for non-Accounting majors), and OM 302.

ACC 420 Advanced Auditing (4)

Extensive procedures and techniques in carrying out audit objectives; working paper development and preparation; preparation of opinion and report rendered by auditors; application of Electronic Data Processing to auditing. Current literature. Major project. 4 lectures/problem-solving. Prerequisite: minimum grade of "C" (2.0) in ACC 419.

ACC 424 Internal Auditing (4)

Objectives, principles, and methods of internal and operational auditing with special emphasis on examination and appraisal of internal controls in the various reporting systems. Problems of communication, delegation of authority, or organization. 4 lectures/problem-solving. Prerequisite: minimum grade of "C" (2.0) in ACC 419.

ACC 426 Government and Not-for-Profit Accounting (4)

Governmental and institutional accounting and accounting for fiduciaries. 4 lectures/problem-solving. Prerequisite: minimum grade of "C" (2.0) in ACC 302.

ACC 428 Management Control in Not-for-Profit Organizations (4)

In-depth study of processes of budgeting, planning, and controlling in governmental, hospital, and educational institutions. 4 lectures/problem-solving. Prerequisites: minimum grade of "C" (2.0) in ACC 300.

ACC 431 Federal Tax I (4)

Incomes, expenses, exclusions, deductions, and credits for individual tax returns. 4 lectures/problem-solving. Prerequisite: minimum grade of "C" (2.0) in ACC 300 (ACC 305 for non-Accounting majors).

ACC 432 Federal Tax II (4)

Federal taxes on partnerships, corporations, estates, trusts, reorganizations, and tax planning. 4 lectures/problem-solving. Prerequisite: minimum grade of "C" (2.0) in ACC 431.

ACC 434 Practice of Income Tax Preparation (2)

Federal and state income tax laws as related to individuals; tax return preparation, under faculty supervision, for elderly and low-income taxpayers. One 4-hour activity.

ACC 435 Tax Research and Planning (4)

Development of tax research capabilities; interpreting statutes, cases, and rulings; and communicating research results within an environment of individual and business tax planning and analysis. Administrative judicial procedures governing tax controversies. 4 seminars. Prerequisites: minimum grade of "C" (2.0) in ACC 431.

ACC 441, 442 Internship in Accounting (1-8) (1-8)

On-the-job training in accounting involving new university-level learning experiences. Experiences may be useful as a basis for senior projects. Total credit limited to 8 units each. Maximum of 4 units of Specialty Options may be satisfied by internship. Prerequisite: permission of the Director of the Internship Program, Accounting Department.

ACC 443 Internship in Public Accounting (4)

On-the-job training with a CPA firm in phases of auditing or public accounting. The experience must be new to the student. Analytical reports of work accomplished by each student are made periodically to the faculty coordinator. Units of college credit granted are dependent on departmental approval. Maximum of four units of Specialty Options may be satisfied by internship. Prerequisite: minimum grade of "C" (2.0) in ACC 419, and consent of the Director of the Internship Program, Accounting Department.

ACC 461 Senior Project (2)

Familiarization with probable sources of data and information for research-oriented projects. Problem identification and analysis. Research methodology. Application of report writing tools and techniques. Project(s) must involve research and writing. Prerequisites: minimum grade of "C" (2.0) in ACC 302 and ENG 301.

ACC 462 Senior Project (2)

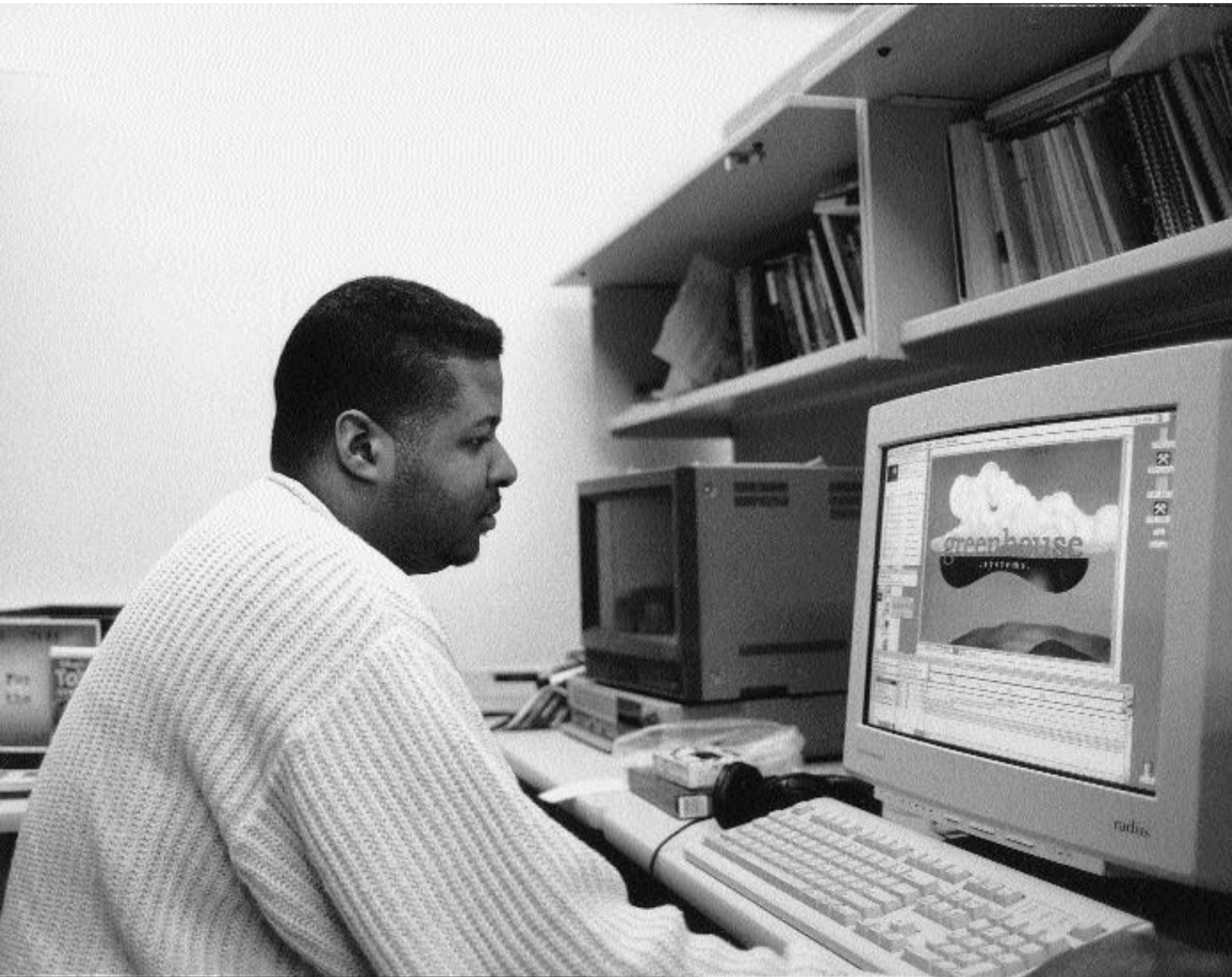
Selection and completion in formal report form of one or more project(s) under faculty supervision. Project(s) are research oriented and typical of problems which graduates may be required to solve in future occupations. Project(s) must involve library research and/or field study and writing. Prerequisite: Minimum grade of "C" (2.0) in ACC 461.

ACC 465 Accounting Theory and Research (4)

Study of the general frame of reference for the evaluation and development of sound managerial and financial accounting practices. Emphasis on the normative rather than the descriptive approach, not a review of accounting professional pronouncements. Enhances analytical, research, judgmental, and communication skills of students. 4 seminars. Prerequisite: minimum grade of "C" (2.0) in ACC 303 and ACC 419.

ACC 499/499A/499L Special Topics for Upper Division Students (1-4)

Group study of a selected topic, the title to be specified in advance. Total credit limited to 8 units, with a maximum of 4 units per quarter. Instruction is by lecture, laboratory, or a combination. Prerequisite: permission of instructor.



COMPUTER INFORMATION SYSTEMS

Lavette C. Teague, Acting Chair

Thomas H. Athey	Michael J. Klosky
Donald L. Bell	Daniel P. Manson
John B. Crawford	Ida W. Mousouris
Steven S. Curl	Larisa Preiser-Huoy
Vijay D. Deokar	Steven R. Powell
Ronald W. Eaves	Louise L. Soe
Fred Gallegos	Robert V. Stumpf
Drew C. Hwang	Ward D. Testerman
Koichiro R. Isshiki	Susan J. Wilkins

MISSION STATEMENT

The Computer Information Systems Department views its mission as complementary to that of the College of Business Administration and University missions. The Department is committed to providing opportunities to a diverse and multicultural student body for quality education in Computer Information Systems at the undergraduate and graduate levels, with particular emphasis on undergraduate preparation. This commitment also extends to the provision of supportive courses for other departments of the College of Business Administration so as to enhance their understanding of the increasingly critical role of information systems and information technology in organizations.

The academic programs of the Department enable students to obtain an in-depth specialization in one of several critical areas of the Information Systems field, and also to achieve a broad understanding of the general knowledge necessary to become an effective practitioner in this field. Both the areas of specialization and general information systems knowledge are oriented towards the cutting edge of technology as practiced by and implemented in industry. The commitment of the department to master's level education provides quality support in both general and specialized areas of the field. At both the graduate and undergraduate levels, our programs seek to emphasize the effective and practical application of the principles of Computer Information Systems to support the operational, tactical, and strategic objectives of the organizations with which our students will be associated and to emphasize the quality professional communication skills which permit our students to attain a mastery of group dynamics in professional settings.

In support of the essential aspects of the Department's mission, the Department strives for a strong practical orientation for its faculty and students which is based upon and promoted by access to state-of-the-art hardware and software for use by students and faculty in the classroom and for research. The Department also strives to retain the technical currency of faculty through links with industry and continued research and consulting. To ensure that faculty have strong skills in working with industry, all our new faculty are required to have substantial business experience in the profession prior to employment with the Department. The student body also is afforded this technical currency through aggressive and continuous monitoring and upgrading of our course offerings to reflect the dynamics of the information systems field.

The Cal Poly Pomona approach to computer information systems is unique in the field of computer education in several ways. First, the computer information systems courses are integrated with a fundamental core of business administration courses to meet the needs of the major job markets, business, and government. Second, the program concentrates on the practical application of how to use the computer to help solve management problems, rather than the engineering aspects of how to design the internal workings of a computer. Third, the program is designed with the students in mind—

they are prepared not only for well-paid employment but also a lifetime of learning and professional growth.

A student majoring in computer information systems will become prepared to seek employment in a variety of computer-related positions such as programmer, systems analyst, database administrator, telecommunications analyst, project leader, data processing manager, and information center manager, consultant, or product specialist.

The Computer Information Systems Department offers two minors: Business Computer Programming and Managerial Computing. The purpose of these minors is to develop marketable skills for a person not able to find immediate employment in his or her chosen field. Also those students majoring in technical fields that involve the use of the computer may wish to develop adjunct skills that may prove to be complementary to their major course of study. Those interested in enrolling in either of these minors should see the Department Chair, Building 98, Room C4-11, (909) 869-3235.

Department Policy on Academic Disqualification

The Computer Information Systems Department may disqualify students majoring in Computer Information Systems at the end of any quarter if either of the following requirements are not met: (1) their overall GPA, Cal Poly Pomona GPA, or their major GPA is below 2.0 by 7 grade points or more or (2) more than one-third of the units taken during the past twelve-month period do not satisfy the degree requirement. Determination of the GPA in the major and proportion of courses taken to satisfy the degree requirements is the responsibility of the department.

Further, the department has an additional policy on satisfactory progress. Specifically, if students fail to complete a Computer Information Systems course required of all CIS majors with a grade of C or better, they will have an advising hold placed on their records. For this purpose, a "W" does not count as a try, but a "U" does. To release the hold, students must see the Department's Chair (i.e., Probationary student advisor). Students who do not achieve a grade of C or better in a required CIS course in three attempts will be strongly counseled to seek a more suitable major.

ACCOUNTING PREPARATION FOR TRANSFER STUDENTS (see page 149)

MICROCOMPUTER PROFICIENCY REQUIREMENT(see page 149)

CORE COURSES FOR MAJOR

Required of all business majors. A 2.0 cumulative GPA is required in core courses including option courses for the major in order to receive a degree in the major.

Legal Environment of Business TransactionsFRL	201	(4)
Financial Accounting for Decision-Making IACC	207	(5)
Managerial Accounting for Decision-MakingACC	208	(5)
Principles of ManagementMHR	301	(4)
Principles of Marketing ManagementIBM	301	(4)
Managerial Finance IFRL	300	(3)
Managerial Finance IIFRL	301	(3)
Management Information SystemsCIS	310	(4)
Operations ManagementOM	301	(4)
Managerial StatisticsOM	302	(4)
Strategic ManagementMHR	410	(4)
or Strategic ManagementOM	411	

CIS REQUIRED COURSES

Object-Oriented ProgrammingCIS	234	(4)
or Object-Oriented ProgrammingCIS	214*	(2)

Introduction to Object-Oriented			
Systems Analysis and Design CIS	235	(4)	
or Systems Analysis and Design CIS	215	(2)	
Business Telecommunications CIS	267	(4)	
Interactive Web Development CIS	311	(4)	
Information Systems Careers CIS	328	(2)	
Systems Development Project CIS	466	(4)	

EACH STUDENT WILL SELECT 28 UNITS FROM THE FOLLOWING: SELECTION DEPENDS ON CAREER TRACK SELECTED AND ADVISOR CONSULTATION (28)

Programming with C++ CIS	284	(4)	
Structured Systems Analysis CIS	335	(4)	
Client/Server Applications Development CIS	338	(4)	
Data Modeling CIS	345	(4)	
Local/Metro Area Networks CIS	347	(4)	
Object COBOL Programming CIS	364	(4)	
Rapid Systems Development CIS	406	(4)	
Advanced Object-Oriented			
Systems Analysis and Design CIS	415	(4)	
Wide Area and Voice Networks CIS	417	(4)	
Multimedia Applications on the Web CIS	421	(4)	
JAVA Programming for Business CIS	424	(4)	
Mobile Communications and Wireless Networks . CIS	427	(4)	
Network Analysis and Design CIS	457	(4)	
Workgroup Computing CIS	431	(4)	
Information Systems Auditing CIS	433	(4)	
Managing Business Networks CIS	437	(4)	
Multivendor Inter/Intra Networkings CIS	447	(4)	
Executive Information Systems CIS	451	(4)	
Advanced C++ Programming CIS	454	(4)	
Network Analysis and Design CIS	457	(4)	
Web Site Development CIS	461	(4)	

SUPPORT AND ELECTIVE COURSES

CAREER TRACK SUPPORT COURSES

4 units from Business or Economics, with Career Track advisor approval.
 4 units from other than Business, Economics, Public Administration, and Statistics with Career Track advisor approval.

BUSINESS AND ECONOMICS SUPPORT COURSES

These courses are required of all CIS majors. If any of these courses are used for General Education, then the Restricted Electives or Unrestricted Electives will be increased by the same number of units (see curriculum sheet for the major).

Principles of Economics EC	201	(4)	
Principles of Economics EC	202	(4)	
Statistics with Applications STA	120	(4)	
Restricted Electives (cannot include courses in Business, Economics, Statistics, PLS 314, or PLS 318)		(4-16)	

GENERAL EDUCATION COURSES

(Required of all students)

A total of 72 quarter units of General Education courses, are required for all majors in the College of Business Administration. See the list of approved courses under General Education Requirements in this catalog.

Areas 1 through 4

Select courses from approved list (64)

Area 5

Multicultural Organizational Behavior MHR 318 (4)
 Select one course from approved list (cannot include

courses in Business, Economics, Statistics, or PLS 318) (4)

CAREER TRACKS IN CIS

The Computer Information Systems Department has established four career tracks in the major. These are: (1) Applications Software Development, (2) Business Systems Analysis, (3) Interactive Web Development, and (4) Telecommunications Analysis. Every CIS major must select one of these career tracks after taking CIS 328, and after having consulted with a CIS faculty advisor. The career track selected will dictate which upper division CIS electives the student will take, with the courses specified in a written contract with the CIS faculty advisor. The contract terms must be met in order for the student to graduate with a major in CIS.

Also, as noted above in the list of support courses, a total of two support courses (8 units) must be selected during consultation with a CIS career track faculty advisor. These two courses will also be itemized in the career track contract and must be taken in order to graduate with a major in CIS.

Prerequisites for CIS Career Track Courses

Students must have earned a grade of "C" (2.0) or better in each of the courses listed below before registering for any career track course. The courses are: CIS 234 or CIS 214, CIS 235 or CIS 215, CIS 267, CIS 305, CIS 311, CIS 328

MICROCOMPUTER PROFICIENCY

The College of Business Administration has established a requirement that all students with a major in any CBA department demonstrate microcomputer proficiency. In particular, the student must prove this proficiency before registering for any course with either an explicit or hidden microcomputer proficiency prerequisite. Microcomputer proficiency must be demonstrated by satisfying one of the following three alternatives: (1) CIS 101, (2) microcomputer proficiency skills tests in word processing and spreadsheet, or (3) an approved college course.

MINOR IN BUSINESS COMPUTER PROGRAMMING

The Computer Information Systems Department provides non-CIS majors with the opportunity to acquire programming expertise in the area of business applications program development by completing the requirements for Minor in Business Computer Programming as outlined below. The purpose of this minor is (1) to develop marketable skills for people with majors other than Computer Information Systems, (2) for those students majoring in technical fields that involve the use of the computer, and (3) for those students who wish to gain a much better understanding of the computer for personal use.

Students completing the Minor in Business Computer Programming are excused from taking Information Systems Careers (CIS 328) for courses in their minor that require CIS 328 as a prerequisite.

For more information or to enroll in the minor, please contact the CIS department Secretary in Building 98, Room C4-11, (909) 869-3235.

COURSES FOR MINOR (24 units)

Microcomputer proficiency			
Object-Oriented Programming CIS	234	(4)	
Systems Analysis and Design CIS	235	(4)	
Business Telecommunications CIS	267	(4)	
Interactive Web Development CIS	311	(4)	
Select two courses from the following:			
Programming with C++ CIS	284	(4)	
Client/Server Application Development CIS	338	(4)	
Object COBOL Programming CIS	364	(4)	

Rapid Systems Development	CIS	406	(4)
JAVA Programming for Business	CIS	424	(4)
Advanced C++ Programming	CIS	454	(4)

MINOR IN MANAGERIAL COMPUTING

The Computer Information Systems Department provides non-CIS majors with the opportunity to acquire expertise in object-oriented analysis and programming concepts as they are applied in managerial World Wide Web application development. Students need to complete the requirements for a Minor in Managerial Computing as outlined below. The purpose of the minor is (1) to develop marketable skills for people with majors other than Computer Information Systems and (2) to give students a much better understanding of World Wide Web application development.

Students completing the Minor in Managerial Computing are excused from taking Information Systems Careers (CIS 328) for courses in their minor that require CIS 328 as a prerequisite.

For more information or to enroll in this minor, please contact the CIS Department Secretary in Building 98, 4th floor, Room 11, (909) 869-3235.

COURSES FOR MINOR (24 units)

Microcomputer proficiency			
Object Oriented Programming	CIS	234	(4)
Introduction to Object-Oriented Systems Analysis and Design	CIS	235	(4)
Business Telecommunications	CIS	267	(4)
Interactive Web Development	CIS	311	(4)

Select two courses from the following list:

Multimedia Applications on the Web	CIS	421	(4)
Workgroup Computing	CIS	431	(4)
Executive Information Systems	CIS	451	(4)
Web Site Development	CIS	461	(4)

COURSE DESCRIPTIONS

CIS 101 Introduction to Microcomputing (4)

Introduction to Microcomputing using personal computers and personal productivity software; (1) Windows environment, (2) Word processing, (3) Spreadsheet, (4) Internet and World Wide Web. Problem solving using software packages adopted by the College of Business Administration. Credit/No Credit; 4 lectures/problem-solving.

CIS 200 Special Problems for Lower Division Students (1-2)

Individual or group investigation, research, studies or surveys of selected problems. Total credit limited to 4 units, with a maximum of 2 units per quarter. May be graded on CR/NC basis.

CIS 214 Object Oriented Programming (2)

Introduction to object-oriented programming for students who have a background in non object-oriented computer programming. Covers use of a development tool. Event-driven and graphical interface programming projects. 2 lectures/problem-solving. Prerequisite: micro-computer proficiency. Not offered in 1998/99.

CIS 215 Systems Analysis and Design (2)

Introduction to object oriented Systems Analysis and Design for those students who have a background in Structured Systems Analysis and Design. Covers use of a development tool. Class hierarchies, scripting,

and collaborations of objects. 2 lectures/problem-solving. Prerequisites: CIS 214 or CIS 234. Not offered in 1998/99.

CIS 234 Object-oriented Programming (4)

Introduction to computer programming of business information systems using an object-oriented development tool. Event-driven and graphical interface programming projects. 4 lectures/problem-solving. Prerequisite: microcomputer proficiency.

CIS 235 Introduction to Object-Oriented Systems Analysis and Design (4)

Introduction to traditional and object-oriented systems analysis and design approaches. Determination of user system requirements. User/computer interface design. Normalization and Entity/Relationship Diagrams. Implementation of system using tools from prerequisite courses. Class hierarchies, structures, and collaborations of objects. 4 lectures/problem-solving. Prerequisite: A minimum of "C" (2.0) in CIS 214 or CIS 234.

CIS 267 Business Telecommunications (4)

Telecommunications link components and functions, concentrators, multiplexors, telecom protocols, OSI model, telecom regulations, integrated traffic on WAN's and LAN's, network applications. 4 lectures/problem-solving. Prerequisites: A minimum grade of "C" (2.0) in CIS 234.

CIS 284 Programming with c++ (4)

Foundations of c and c++. Operators, functions, arrays, structures, files, and classes. Introduction to Windows programming. 4 lectures/problem-solving. Prerequisite: CIS 328.

CIS 299/299A/299L Special Topics for Lower Division Students (1-4)

Group study of a selected topic, the title to be specified in advance. Total credit limited to 8 units, with a maximum of 4 units per quarter. Instruction is by lecture, laboratory, or a combination. Prerequisite: permission of instructor.

CIS305 Intermediate Object-Oriented Systems Analysis and Design

Intermediate study of object-oriented systems analysis and design. Information requirements determination and feasibility examination. Entity/Relationship diagrams, Object Diagrams, and Class Diagrams. Structured Query Language and distributed databases with integrity and security issues. Client Server Computing. 4 lecture/problem solving. Prerequisite: A minimum grade of "C" (2.0) in CIS235.

CIS310 Management Information Systems (4)

Management and development of information systems in modern businesses from the customer and the MIS perspective. Information as a strategic asset. Acquisition, analysis, integration, presentation of internal and external information. Information management in international and multinational enterprises. Ethical, social impacts. 4 lectures/problem-solving. Prerequisites: ACC 204, MHR 301, and Microcomputer proficiency.

CIS 311 Interactive Web Development (4)

Design and development of business applications to use information on organizational intranets and the Internet. Event-driven programming to control external database/spreadsheet objects from the web. Design considerations for interactive user interfaces. Principles governing critical analysis of web-based content and graphical design. 4 lectures/problem-solving. Prerequisites: CIS 310 and a minimum grade of "C" (2.0) in (CIS 215 or CIS 235).

CIS 328 Information Systems Careers (2)

Career opportunities and specialties within Computer Information Systems. Job search preparation, strategies and techniques. Making good impressions during interviews and on the job. Career planning and enhancement. Individual or group investigation, research, studies, or surveys of selected problems. 2 units. Prerequisites: A minimum grade of "C" (2.0) in CIS 267, CIS 305, and CIS 311.

CIS 335 Structured Systems Analysis (4)

Application of structured analysis and design methods and tools to the development of information systems. Systems development using nonprocedural tools. 4 lectures/problem-solving. Prerequisites: micro-computer proficiency, CIS 328.

CIS 338 Client/Server Applications Development (4)

Distributed Database Architectures, design and implementation. Transaction processing, two-phase, time-stamp, optimistic concurrency control mechanisms. Client/Server architectures, applications development using GUI front ends. Distributed Database management. 4 lectures/problem-solving. Prerequisite: CIS 254 and CIS 267

CIS 345 Data Modeling (4)

Advanced data modeling concepts. Relation of data modeling to event modeling. Data modeling for object-oriented and expert systems. Enterprise-level modeling. 4 lectures/problem-solving. Prerequisites: CIS 328.

CIS 347 Local Area Networks (4)

Analysis of hardware and software used in the design of local area networks. Analysis of transmission media, systems architectures, and cost/benefit tradeoffs. Analysis of specific vendor LAN's. Interconnectivity issues. 4 lectures/problem-solving. Prerequisite: CIS 328.

CIS 364 Object COBOL Programming (4)

Object-oriented computer programming of complex business applications software using Object COBOL. Programming projects requiring graphical user interfaces and database updating. 4 lectures/problem-solving. Prerequisite: CIS 264.

+CIS 400 Special Problems for Upper Division Students (1-2)

Individual or group investigation, research, studies or surveys of selected problems. Total credit limited to 4 units, with a maximum of 2 units per quarter. May be graded on CR/NC basis.

CIS 406 Rapid Systems Development (4)

Rapid systems development methods and tools. Emphasis on the prototyping approach to systems development and human/ergonomic factors in designing user interfaces. Use of 4GLs, front/back-end CASE tools, code generators and similar rapid development tools. 4 lectures/problem-solving. Prerequisites: CIS 328 and CIS 338.

CIS 415 Advanced Object-Oriented Analysis and Design (4)

Comparison and evaluation of alternative methods for systems analysis and design. Automated tools and techniques for analysis and design of computer information systems. Tailoring system life cycle to project needs. Written reports and case studies. 4 lectures/problem-solving. Prerequisites: CIS 328.

CIS 417 Wide Area/Voice Networks in Business (4)

Hardware and software concepts regarding wide area and voice networks. Analog and digital systems and their interconnection. 4

lectures/problem-solving. Prerequisite: CIS 328.

CIS 421 Multimedia Applications on the Web (4)

Design, development, publishing multimedia applications for business. Considerations for creation of graphical, photographic, video, sound, animation, multimedia authoring, virtual reality applications suitable for publication on WWW or other electronic media. Principles supporting critical analysis of multimedia design and content. 4 lectures/problem-solving. Prerequisite: CIS 328.

CIS 424 JAVA Programming for Business (4)

JAVA programming, fundamental language structure, object-oriented features, typical development platform, and library of classes. Building Windows business applications as well as Web page JAVA applets. 4 lectures/problem-solving. Prerequisite: CIS 328.

CIS 427 Mobile Communications and Wireless Networks

Fundamentals of mobile telecommunications and wireless network technology, regulation, standards, and management. Analysis of wireless local and wide area networks. Evaluation of service alternatives. Examination of emerging issues. 4 lecture/problem-solving. Prerequisite: A minimum grade of "C" (2.0) in CIS 267, CIS 347, and CIS 417.

CIS 431 Workgroup Computing (4)

Design and management of inter- and intraorganizational group work through networked and WWW-based technologies. Design workgroup applications for social and task communication, collaboration and coordination, using current technologies. Critical analysis of effects of workgroup technologies on group interaction. 4 lectures/problem-solving. Prerequisites: CIS 428.

CIS 433 Information Systems Auditing (4)

Fundamentals of Information Systems (IS) auditing. Understanding IS Audits, risk assessment and concepts, and techniques used in IS audits. Includes case studies. 4 lectures. Prerequisite: ACC 419 or (CIS 328 and CIS 406).

CIS 437 Network Management (4)

Administering and tuning telecommunications networks. Analysis of network components, traffic, security, and failures in the network. An examination of regulatory and legal issues in the field. Analyzing and directing a telecommunications project. 4 lectures/problem-solving. Prerequisites: CIS 347 and CIS 417.

CIS 441, 442 Internship in Information Systems (1-8) (1-8)

Faculty-supervised on-the-job educational experiences in a real world data processing environment. Allocation of credit is dependent on the nature of the work done and the number of hours worked. Students usually receive pay for participation. Total credit limited to 8 units each. Prerequisite: permission of the internship coordinator.

CIS 447 Multivendor Inter/Intra Networking

Fundamentals of multivendor network standards. Hardware and software technologies, design, installation, types of services, performance monitoring and management of Intra and Extranets. Integrating heterogeneous networks, securing them with the firewalls and emerging issues. 4 lecture/problem-solving. Prerequisite: A minimum grade of "C" (2.0) in CIS 267, CIS 347, and CIS 417.

CIS 451 Executive Information Systems (4)

Application of computer-based information systems executives individually and as part of a workgroup of other managers and staff professionals, to discover business problems, develop solutions, and communicate action plans. 4 lectures/problem-solving. Prerequisite: CIS 328.

CIS 454 Advanced C++ Programming (4)

Using c++ to solve complex business problems that interact with relational databases. Use of c++ workbench to build a complete Windows application. 4 lectures/problem-solving. Prerequisite: CIS 284.

CIS 457 Network Analysis and Design (4)

Analysis of telecommunications networks by building network models, simulating the models, analyzing the results of the simulation, evaluating model costs, and selecting the best model within given constraints. 4 lectures/problem-solving. Prerequisites: CIS 347 and CIS 417.

CIS 461 Web Site Development (4)

Design of WWW sites with consistent graphical interface and business content. Requirements analysis, use of client and server-side web development software to develop interfaces to business databases. Programming script development, application implementation, incorporation of authoring tools and document viewing methodologies. 4 lectures/problem-solving. Prerequisite: CIS 328.

CIS 466 Systems Development Project (4)

Application of computer programming and implementation concepts to a comprehensive group project. Management planning, scheduling, and reporting required. Documentation to include programming, testing and users manuals. Oral and written presentations required for all team members. 4 lectures/problem-solving. Prerequisites: 3 track courses.

CIS 499 Special Topics for Upper Division Students (1-4)

Group study of a selected topic, the title to be specified in advance. Total credit limited to 8 units with a maximum of 4 units per quarter. Instruction is by lecture, laboratory, or a combination. Prerequisite: permission of instructor.



FINANCE, REAL ESTATE, AND LAW

Javad Kashefi, Chair

Richard J. Bergstrom	Eric J. McLaughlin
Michael Carney	Jeanne Lunsford
Michelle Chu	Majed Muhtaseb
Robert Enders	David L. Parry
"Phillip" G. Ghazanfari	Paul Sarmas
Hyung Ki Jin	Ahmad Sohrabian
Shady Kholdy	John B. Wyatt III
George H. Lentz	N. Gregory Young
Gilbert J. McKee	

The FRL Department seeks to prepare undergraduate students in Finance, Real Estate, and Law and MBA students for careers in finance, real estate, and contract management with up-to-date curricula and instructional methods. In addition, the FRL Department provides all other students within the College of Business Administration and throughout the university with a variety of introductory and specialized courses in finance, real estate, business law, and contract management. The department is also committed to enhancing the intellectual capital of its faculty and maintaining strong links with business/government through research, writing, consulting, and participation in academic and professional meetings, and other development activities.

Students select one of the three specialties which best meets their career objectives: Finance, Real Estate, or Business Law and Contract Management.

The Finance specialty offers courses on theory and methods of financial analysis, corporate financial management, the management of financial institutions, securities analysis, and multinational finance.

The Real Estate specialty emphasizes real estate brokerage, mortgage lending, residential and commercial appraising, property management, and real property investment/development.

The Business Law and Contract Management specialty helps prepare students for law school and for careers as contract administrators and contract cost/price analysts.

The Department offers four minors: Finance, Real Estate, Business Law, and Financial Management of Public and Private Contracts to both non-FRL majors and FRL majors. FRL majors may not count courses taken in group A of the major toward the minor.

The minor in real estate is formulated to qualify the student with the requisite courses to sit for the real estate broker's examination.

The minor in business law encompasses the study of the legal environment of business.

The minor in financial management of public and private contracts provides sufficient skills and understanding of the principles to enable students to successfully manage commercial contracts, apply contract cost/price techniques, and undertake contract negotiations.

Please contact the Department Chair in Building 66, Room 211 (909) 869-2350, or an FRL faculty advisor if you wish to explore any of the course offerings.

COURSE REQUIREMENT FOR THE FINANCE, REAL ESTATE AND LAW PROGRAM

Before registering for any upper division non-corp, FRL courses, FRL majors must have earned a grade of "C" (2.0) or better in each of the prerequisite courses:

ENG 104, EC 201 and 202, ACC 207, 208, or ACC 214***, STA 120, FRL 201, 300, and 301.

ACCOUNTING PREPARATION FOR TRANSFER STUDENTS (see page 149)

MICROCOMPUTER PROFICIENCY REQUIREMENT(see page 149)

CORE COURSES FOR BUSINESS ADMINISTRATION MAJOR

Required of all business majors. A 2.0 cumulative GPA is required in core courses including option courses for the major in order to receive a degree in the major.

Legal Environment of Business Transactions	FRL	201	(4)
Financial Accounting for Decision-Making	ACC	207	(5)
Managerial Accounting for Decision-Making	ACC	208	(5)
Principles of Management	MHR	301	(4)
Principles of Marketing Management	IBM	301	(4)
Managerial Finance I	FRL	300	(3)
Managerial Finance II	FRL	301	(3)
Management Information Systems	CIS	310	(4)
Operations Management	OM	301	(4)
Managerial Statistics	OM	302	(4)
Strategic Management	MHR	410	(4)
or Strategic Management	OM	411	

FRL REQUIRED COURSES

Real Estate Principles	FRL	106	(4)
Financial Institutions	FRL	315	(4)
Investment Analysis	FRL	330	(4)
Corporate Finance Theory	FRL	367	(4)
Evaluation of Financial Policy.	FRL	440	(4)
Undergraduate Seminar	FRL	463	(2)

REQUIRED SPECIALTY (Choose one)

Finance

Legal Environment of Business Organizations	FRL	302	(4)
Business Forecasting and Financial Planning.	FRL	363	(4)
Multinational Financial Management	FRL	453	(4)

Real Estate

Real Estate Appraisal.	FRL	380	(4)
Real Estate Finance	FRL	383	(4)
Real Estate Law	FRL	384	(4)

Business Law and Contract Management

Legal Environment of Business Organizations	FRL	302	(4)
Contract Administration	FRL	325	(4)
Government Regulation of Business	FRL	401	(4)

Other Courses to Complete Major

Select 16 units from GROUP A.	16
Select 4 units from GROUP B.	4

GROUP A (16 units):

Asset Protection and Insurance	FRL	270	(4)
Legal Environment of Business Organizations	FRL	302	(4)
Financial Spreadsheet Analysis	FRL	308	(4)
Contract Administration	FRL	325	(4)
Contract Aspects Uniform Commercial Code	FRL	326	(4)
Contract Case Study	FRL	327	(4)
Contract Cost/Price	FRL	328	(4)
International Financial Markets	FRL	353	(4)
Business Forecasting and Financial Planning	FRL	363	(4)
Real Estate Appraisal	FRL	380	(4)

Real Estate Economics and Institutions	FRL	381	(4)
Real Estate Finance	FRL	383	(4)
Real Estate Law	FRL	384	(4)
Real Estate Practices	FRL	385	(4)
Real Estate Property Management	FRL	386	(4)
Government Regulation of Business	FRL	401	(4)
Legal Implications of Financial Transactions	FRL	403	(4)
Legal Environment of Labor Relations	FRL	406	(4)
Entrepreneurial Law	FRL	407	(4)
Law for Accountants	FRL	408	(4)
Legal Environment of Marketing	FRL	419	(4)
Financing Small Business	FRL	420	(4)
Legal Aspects of International Business	FRL	426	(4)
Security Options	FRL	431	(4)
Futures Markets	FRL	432	(4)
Seminar in Portfolio Management	FRL	433	(4)
Internship in Finance	FRL	441-442	(1-4)
Multinational Financial Management	FRL	453	(4)
Commercial Banking	FRL	460	(4)
Senior Project	FRL	461-462	(2)(2)
Risk Management and Insurance	FRL	470	(4)
Real Estate Market Analysis	FRL	483	(4)
Real Estate Investment Analysis	FRL	486	(4)
Urban Land Development	FRL	490	(4)

GROUP B: (4 units)

Intermediate Microeconomic Theory	EC	311	(4)
Intermediate Macroeconomic Theory	EC	313	(4)
International Trade Theory	EC	404	(4)
International Finance	EC	405	(4)
Introduction to Mathematical Economics	EC	406	(4)
Public Finance	EC	410	(4)
Comparative Economic Systems	EC	412	(4)
Economic History of Europe	EC	413	(4)
Labor Economics	EC	414	(4)
Land Economics	EC	419	(4)
Managerial Economics	EC	424	(4)
Urban Economics	EC	432	(4)

SUPPORT AND ELECTIVE COURSES

Required of all students. If any of these courses are used for General Education, then the Restricted Electives or Unrestricted Electives will be increased by the same number of units (see curriculum sheet for the major).

Freshman English II	ENG	105	(4)
Statistics with Applications	STA	120	(4)
Introduction to Calculus for Business	MAT	125	(4)
Principles of Economics	EC	201	(4)
Principles of Economics	EC	202	(4)
Restricted Electives: [cannot include courses in Business, Economics, Statistics, PLS 314, or PLS 318]			(8-20)

GENERAL EDUCATION COURSES

(Required of all students)

A total of 72 quarter units of General Education courses, Track A and Track B, are required for all majors in the College of Business Administration. See the list of approved courses under General Education Requirements in this catalog.

Areas 1 through 4

Select courses from approved list (64)

Area 5

Multicultural Organizational Behavior MHR 318 (4)
Select one course from approved list [cannot include courses in Business, Economics, Public Administration, Statistics, or PLS 318]. . (4)

MINORS

Four minors are offered to both non-FRL majors and to FRL majors. FRL majors may not count courses taken in group A for the major toward the minor. Please contact the minor coordinator for more information.

MINOR IN FINANCE

Financial affairs play an important role in the efficiency and effectiveness of any organization. Knowledge and skill in finance enhance an individual's ability to function as a productive member of any organization and assist the organization to achieve its goals. Augmenting the skills of a non-finance business major with a minor in finance creates a synergetic effect. A Finance Minor complements the skills of a non-finance major, and thus improves an individual's potential in the job market. The Finance, Real Estate and Law Department offers a Minor in Finance that is available to non-finance majors. The requirements are listed below:

REQUIRED COURSES

Financial Institutions	FRL	315	4
Investment Analysis	FRL	330	4
International Financial Markets	FRL	353	4
Sub Total			12

DIRECTED ELECTIVES

Select 3 of the following courses:

Financial Spreadsheet Analysis	FRL	308	4
Business Forecasting and Financial Planning	FRL	363	4
Corporate Finance Theory	FRL	367	4
Real Estate Finance	FRL	383	4
Legal Implications of Financial Transactions	FRL	403	4
Financing Small Business	FRL	420	4
Security Options	FRL	431	4
Futures Markets	FRL	432	4
Seminar in Portfolio Management	FRL	433	4
Evaluation of Financial Policy	FRL	440	4
Commercial Banking	FRL	460	4
Sub Total			12

Please see one of the Finance Advisors to sign up for a Minor in Finance. Non-business majors should consult with one of these advisors to discuss course prerequisites.

Microcomputer proficiency must be demonstrated either (1) by credit for CIS 101, or (2) by passing 1 to 4 microcomputer skill tests, making up any tests not taken or not passed with CIS 101.

MINOR IN REAL ESTATE

This minor prepares the student for a real estate career and for the real estate broker's examination course requirements. The minor requires 28 units (7 courses) for non-FRL Business majors.

Required (including prerequisites):

Real Estate Principles	FRL	106	(4)
Principles of Economics	EC	201,208	(8)
Financial Accounting for Decision-Making	ACC	207	(5)
Managerial Accounting for Decision-Making	ACC	208	(5)

Legal Environment of Business Transactions	FRL	201	(4)
Managerial Finance I	FRL	300	(3)
Managerial Finance II	FRL	301	(3)
Real Estate Appraisal	FRL	380	(4)
Real Estate Finance	FRL	383	(4)
Real Estate Law	FRL	384	(4)
Real Estate Practices	FRL	385	(4)

Select 8 units from the following:

Real Estate Economics and Institutions	FRL	381	(4)
Real Property Management	FRL	386	(4)
Real Estate Market Analysis	FRL	483	(4)
Real Estate Investment Analysis	FRL	486	(4)
Urban Land Development	FRL	490	(4)

MINOR IN BUSINESS LAW

This minor provides the student with an orientation of business and the law.

Required:

Legal Environment of Business Transactions	FRL	201	(4)
Legal Environment of Business Organizations . . .	FRL	302	(4)

Select 12 units from the following:

Law for Everyday Living	FRL	101	(4)
Government Regulation of Business	FRL	401	(4)
Legal Environment of Labor Relations	FRL	406	(4)
Entrepreneurial Law	FRL	407	(4)
Legal Aspects of International Business	FRL	426	(4)

Select one of the following with approval of a business law advisor:

Labor Economics (EC 202)*	EC	414	(4)
Real Estate Law (FRL 106)*	FRL	384	(4)
Legal Environment of Marketing (IBM 301)*	FRL	419	(4)
Legal Implications of Financial Transactions	FRL	403	(4)
Contract Administration	FRL	325	(4)

*Course prerequisite

MINOR IN FINANCIAL MANAGEMENT OF PUBLIC AND PRIVATE CONTRACTS

This minor provides the student with a concept of contract administration. Prerequisites: FRL 301, OM 301, STA 120.

Contract Administration	FRL	325	(4)
Contract Aspects of Uniform Commercial Code . .	FRL	326	(4)
Contract Case Study	FRL	327	(4)
Contract Cost Price	FRL	328	(4)
Legal Environment of Marketing	FRL	419	(4)
Purchasing	OM	434	(4)

COURSE DESCRIPTIONS

FRL 100 Personal Money Management (4)

Major financial problems of the household in allocating resources and planning expenditures. Budgeting, housing, consumer protection, insurance, the use of credit, savings, and investments. Not open to finance majors. 4 lecture discussions.

FRL 101 Law for Everyday Living (4)

Legal principles which underlie ordinary transactions such as buying a house or a television, writing a check, getting married, taking out an insurance policy, joining a union, lending a car to a friend, signing a lease, and hundreds of everyday activities. 4 lecture discussions.

FRL 106 Real Estate Principles (4)

This course satisfies educational requirements for real estate broker's license. Introduction to real estate brokerage and investments; the nature and classification of real property, and fundamental theories of urban growth, land utilization and property valuation. An overview of real estate finance, property management, and the development process. 4 lecture discussions. Prerequisite: ENG 104.

FRL 200 Special Problems for Lower Division Students (1-2)

Individual or group investigation, research, studies or surveys of selected problems. Total credit limited to 4 units, with a maximum of 2 units per quarter.

FRL 201 Legal Environment of Business Transactions (4)

Study of the adversary system, principles of American law, coverage of business-related torts and contracts, product liability, and real and personal property. Case analysis. 4 lecture presentations. Prerequisite: ENG 104.

FRL 270 Asset Protection and Insurance (4)

Introduction to corporate risk management and insurance. Institutional framework and analytical techniques for managing property and personnel loss exposures. Use of risk control and risk financing methods, including insurance, from viewpoint of business and family risk managers. 4 lectures/problem-solving.

FRL 299/299A/299L Special Topics for Lower Division Students (4)

Group study of a selected topic, the title to be specified in advance. Total credit limited to 8 units, with a maximum of 4 units per quarter. Instruction is by lecture, laboratory, or a combination. Prerequisite: permission of instructor.

FRL 302 Legal Environment of Business Organizations (4)

Legal requirements of formation, operation and financing of partnerships, corporations and other business organizations. Consideration of the agency relationships and responsibilities of involved parties. Discussion of the economic, political, and regulatory environment. Case analysis. 4 lectures/problem-solving. Prerequisite: FRL 201.

FRL 300 Managerial Finance I (3)

First of the two-course sequence in finance for College of Business Administration majors. Topics include the role of a financial manager; financial statement analysis; financial planning; time value of money, bond and stock valuation; investment analysis techniques; and methods of raising long-term funds. 3 units Lecture/Problem Solving.

FRL 301 Managerial Finance (3)

Second of the two-course s in finance for College of Business Administration majors. Topics include the risk-return tradeoff, methods of measuring risk, cash flow estimation, capital budgeting under uncertainty, capital structure, dividend policy; short-term financial management, derivatives and risk management, and international finance. 3 Lecture/Problem Solving.

FRL 308 Financial Spreadsheet Analysis (4)

Financial modeling techniques and analysis using electronic spreadsheets. Emphasis on corporate financial management: capital budgeting, debt capacity, financial planning, credit management. Case discussion. Individual projects. 4 lectures/problem-solving. Prerequisite: FRL 301.

FRL 315 Financial Institutions and Markets (4)

Focus on financial markets and institutional management from a microeconomics perspective. Relationship between financial institutions and financial markets and impact of government regulation and monetary policy. 4 lectures/problem-solving. Prerequisites: FRL 301 and EC 202.

FRL 325 Contract Administration (4)

Organization, procedures, and areas of application in contract administration. Designed to provide the student with knowledge and skills essential to accomplish the responsibility of contract administration. Provides a comprehensive approach to the interrelationship between contract administration and various functional disciplines. 4 lectures/problem-solving. Prerequisites: FRL 201 and FRL 301.

FRL 326 Contract Aspects of the Uniform Commercial Code (4)

Transition from common law background to statutory contract law. Formation of sales contract under the UCC. Insight regarding policy considerations, legal remedies, and the mechanical requirements. 4 lectures/problem-solving. Prerequisite: FRL 201.

FRL 327 Contract Case Study/Practical Application (4)

Review of current and past cases in government and private contracting, using the case study method. Combined class textbook and library assignments. Cases, selected by areas briefed, discussed and reviewed. 4 lectures/problem-solving. Prerequisites: FRL 201 and FRL 301.

FRL 328 Contract Cost/Price Techniques--Negotiation (4)

Cost/price techniques applicable to public and private prime/sub contracts including RFQ-RFP-IFB analysis, proposal preparation, estimating methodology, and pricing strategies. Analytical and econometric techniques in preparing contracts. 4 lectures/problem-solving. Prerequisites: FRL 201 and FRL 307.

FRL 330 Investment Analysis (4)

Introduction to the behavior of security markets and individual investment policy. Quantitative and qualitative aspects of risk and return associated with investment decisions. Fundamental, technical, and random-walk approaches to valuation. 4 lectures/problem-solving. Prerequisites: FRL 301 and EC 202.

FRL 353 International Financial Markets (4)

Institutional overview of structure and application function of international financial markets and their applications. International financial systems, capital flows, foreign exchange risk measurement and management, Eurocurrency markets, Asian currency markets, international capital markets, international banking, international debt crisis, and export-import financing. 4 lectures/problem-solving. Prerequisite: FRL 301.

FRL 363 Business Forecasting and Financial Planning (4)

Various forecasting techniques as they relate to finance and real estate issues. Smoothing methods, decomposition methods, correlation analysis, regression analysis, seasonal models, Box-Jenkins methodology, and managing the forecasting process. Use of microcomputer to aid calculations. Individual projects. 4 lectures/problem-solving. Prerequisites: FRL 301, OM 302, and MAT 125.

FRL 367 Corporate Finance Theory (4)

Capital budgeting under uncertainty, capital structure, cost of capital, and specialized financial decision tools. Emphasis on operational techniques through cases, problems, and computer applications. 4 lectures/problem-solving. Prerequisites: FRL 301.

FRL 380 Real Estate Appraisal (4)

Various approaches to value as applied to all real property, emphasizing urban properties. Value theory as related to practical applications, using specific problem-solving via the preparation of reports concerning residential and investment properties. 4 lecture discussions. Prerequisites: FRL 106, and one of the following: FRL 301, CE 301, or ETT 305.

FRL 381 Real Estate Economics and Institutions (4)

Economies of real estate markets, developments and operations. Foundations of private institutions that operate within and government institutions that oversee and control real estate marketing, financing, development and research. Satisfies educational requirement for real estate broker's license. 4 lecture discussions. Prerequisites: FRL 106, FRL 301.

FRL 383 Real Estate Finance (4)

Instruments of real estate financing and their use; analytic factors in financing and investment decision-making; analysis of the various institutions which are sources of real estate financing. Satisfies educational requirement for real estate broker's license. Case analyses. 4 lectures/problem-solving. Prerequisites: FRL 106 and FRL 301.

FRL 384 Real Estate Law (4)

Rights and liabilities surrounding the acquisition, possession, and transfer of real property: easements, deeds, zoning, mortgages, foreclosure, landlord and tenant relationships. Satisfies educational requirement for real estate broker's license. 4 lecture discussions. Prerequisites: FRL 106 and 201.

FRL 385 Practices and Applications of Real Estate Law (4)

Ethical and legal responsibilities of the real estate broker: listing agreements, structuring of transaction and escrow requirements. Analysis of common agreements, documents, and disclosure statements. Satisfies educational requirement for real estate broker's license. 4 lecture discussions. Prerequisites: FRL 380 and FRL 384.

FRL 386 Real Property Management (4)

General practices and legal aspects of property management. Establishing rental schedules, tenant billing, rent collection, lease clauses, lease negotiations, purchasing procedures related to repairs and maintenance, and property management accounts for apartments, office buildings, industrial properties, and shopping centers. 4 lecture discussions. Prerequisites: FRL 380.

FRL 400 Special Problems for Upper Division Students (1-2)

Individual or group investigation, research, studies, or surveys of selected problems. Total credit limited to 4 units, with a maximum of 2 units per quarter. May be taken on a CR/NC basis.

FRL 401 Government Regulation of Business (4)

The study of the regulation of business, government. Antitrust, trade regulation, labor and employment law, privacy, safety, environmental and consumer legislation. 4 lectures/problem-solving. Prerequisite: FRL 201.

FRL 403 Legal Implications of Financial Transactions (4)

An analysis of the legal structure, rationale, and implication of commercial transactions involving secured transactions, negotiable instruments and credit. 4 lectures. Prerequisite: FRL 201.

FRL 406 Legal Environment of Labor Relations (4)

Application of labor and employment law in the United States. Legal rights and remedies available to labor unions, employees, and management. 4 lectures. Prerequisite: FRL 201.

FRL 407 Entrepreneurial Law (4)

A practical preventive law course emphasizing the legal consideration involved in small business planning, operation, and dissolution. Particular attention to liability of small business owners and managers, and the legal alternatives available to a financially-distressed business. 4 lectures. Prerequisite: FRL 302.

FRL 408 Law for Accountants (4)

Legal responsibilities of accountants; fundamental business law principles as applied in commercial transactions. The law of commercial paper, secured transactions, bankruptcy, agency, partnerships, corporations and securities. 4 lectures/problem-solving. Prerequisites: ACC 208 and FRL 201.

FRL 419 Legal Environment of Marketing (4)

Application of laws relevant to the marketing process and assessment of the legal problems growing out of marketing strategies. Hypothetical case analyses. 4 lecture discussions. Prerequisite: FRL 201 or IBM 301.

FRL 420 Financing Small Business (4)

Financial problems and strategies paramount to small firms. Various financing sources including venture capitals. Funding techniques and financial package evaluation. 4 lectures/problem-solving. Prerequisite: FRL 301.

FRL 426 Legal Aspects of International Business (4)

Legal factors affecting organizations involved in international business transactions. Sales, bills of exchange, patents, obligations and liabilities of cargo carriers, political risks, and credit insurance. 4 lecture discussions. Prerequisite: FRL 201.

FRL 431 Security Options (4)

Options market and the mechanics of options investing. Valuation models, conservative and aggressive strategies for different market environments, and their risk-reward characteristics, portfolio management, and computer simulation. 4 lectures/problem-solving. Prerequisite: FRL 330 and FRL 363.

FRL 432 Futures Markets (4)

Futures contracts on financial instruments such as government bonds, commercial paper, GNMA, foreign currencies, and market index futures contracts. Trading aspects and future markets of agricultural and industrial commodities. 4 lectures/problem-solving. Prerequisites: FRL 330 and FRL 363.

FRL 433 Seminar in Portfolio Management and Capital Markets (4)

Developing and valuating alternative portfolio selection models for individual and institutional use. Examination of non-traditional investments. 4 seminars. Prerequisites: FRL 330, FRL 363, FRL 431, and FRL 432.

FRL 440 Evaluation of Financial Policy (4)

A seminar course in finance utilizing comprehensive cases to simulate the role of the financial manager. 4 seminars. Prerequisite: FRL 307 and FRL 367.

FRL 441, 442 Internship in Finance (1-4) (1-4)

On-the-job training or internship with a business to gain new learning experience. Student submits periodic reports to faculty coordinator and receives one unit of credit for 120 hours of training. Four units of Internship in Finance can be applied to Group A. Total credit limited to 8 units in both classes. Prerequisite: permission of the FRL coordinator of internships.

FRL 453 Multinational Financial Management (4)

Foreign exchange markets, foreign exchange risk management, multinational working capital management, foreign investment analysis and multinational capital budgeting, international diversification, cost of capital and capital structure of the multinational firm, political risk management, and international taxation. 4 lectures/problem-solving. Prerequisite: FRL 301.

FRL 460 Commercial Banking (4)

Functional and operational aspects of commercial banks. Emphasis on the principles and practices used in asset management, liability management, and liquidity management. Group analysis using case problems and/or computer simulations. 4 lecture discussions. Prerequisite: FRL 315.

FRL 461, 462 Senior Project (2) (2)

Selection and completion of a project under faculty supervision. Projects typical of problems which graduates must solve in their fields of employment. Formal report is required. Prerequisite: senior standing. Required minimum of 120 hours.

FRL 463 Undergraduate Seminar (2)

Study and discussion by students of recent developments in the student's major field. 2 lectures. Prerequisites: FRL 106, 315, 330, and senior standing.

FRL 470 Risk Management and Insurance (4)

Insurance and risk management for corporations, government, and individuals. Application of risk retention, loss control and insurance methods to life, health, liability, and property risks. Social insurance, auto and workers compensation, employment benefits, and pensions. 4 lectures/problem-solving.

FRL 483 Real Estate Market Analysis (4)

Analyze and collect urban economic and real estate data to prepare market demand studies for use in real estate investment analysis and feasibility studies for development projects. Satisfies educational requirement for real estate broker's license. 4 lectures/problem-solving. Prerequisites: EC 201, EC 202, and FRL 380.

FRL 486 Real Estate Investment Analysis (4)

Techniques for analyzing real estate investments in post-development phase projects. Integration of market analyses, appraisal methods, real estate tax law and traditional financial analysis techniques to evaluate the risk-return characteristics of investment positions in real properties. Satisfies educational requirement for real estate broker's license. 4 lectures/problem-solving. Prerequisites: FRL 106 and FRL 383.

FRL 490 Urban Land Development (4)

Processes for developing real properties, emphasizing site selection techniques, land purchasing procedures, methods of conducting feasibility studies, including market studies, financial analysis, and building design. Satisfies educational requirement for real estate broker's license. 4 lectures/problem-solving. Prerequisites: FRL 380, FRL 383, and FRL 483 or 486.

FRL 499/499A/499L Special Topics for Upper Division Students (1-4)

Group study of a selected topic, the title to be specified in advance. Total credit limited to 8 units, with a maximum of 4 units per quarter. Instruction is by lecture, laboratory, or a combination. Prerequisite: permission of instructor.



INTERNATIONAL BUSINESS

One of two majors offered in the International Business and Marketing Department is International Business. For other programs in the department, see Marketing Management.

Vernon R. Stauble, Chair, International Business and Marketing

Helena Czepiec, Coordinator

Dolores A. Barsellotti

Stephen Cosmas

James R. Hill

Patricia M. Hopkins

Jerry L. Kirkpatrick

Juanita P. Roxas

Robert W. Schaffer

Donna Tillman

MISSION STATEMENT

The mission of the International Business and Marketing Department is to prepare students for specialized careers in either international business or marketing management. This preparation gives both undergraduate and graduate students practical learning experiences in such courses as international marketing, marketing management, professional selling, advertising, buyer behavior, market research, retailing, industrial marketing, brand management, and transportation and distribution management. In addition, the mission of the Department is to give non-majors a solid foundation in the application of business principles to the marketing of goods and services in international and domestic markets. To achieve excellence in both teaching and course content for an increasingly diverse and multinational student body, the Department's faculty undertakes programs of basic research, applied scholarship, and instructional development; it also forges and maintains strong links with the business community, both local and global.

This International Business major provides students a solid grounding in the principles of business management as well as interdisciplinary specialization in areas required to understand and react to today's globalized markets. The objectives of the major are twofold: to provide students with the business knowledge and skills essential for careers in international business; and to provide them with an understanding and appreciation of the culture, language, economics, politics, and history of other parts of the world, with particular emphasis on a geographic area in which the student has a special career interest. The curriculum requires completion of the business core which provides to all business majors a foundation in the theory and practice of modern business management. In addition, the International Business major requires completion of a minor in a functional area of business (e.g. accounting, finance, management, etc.) or, as an alternative to a minor in business, a concentration in International Studies directed electives or a foreign language. Each student completes a specialization in a geographic area of the world, and must demonstrate proficiency in a related foreign language. Each student is expected to complete at least one quarter of practical experience in international business through the internship program.

Each student should work closely with the program advisor in identifying career goals and selecting course work most appropriate for goal attainment. The International Business major involves the completion of requirements in each of the following seven areas:

1. Core Courses in Major required of all Business majors
2. International Business required courses
3. Support and Elective courses
4. Functional Specialization
5. Regional Area of Emphasis directed electives
6. General Education
7. Foreign Language

ACCOUNTING PREPARATION FOR TRANSFER STUDENTS (see page 149)

MICROCOMPUTER PROFICIENCY REQUIREMENT (see page 149)

CORE COURSES FOR MAJOR

Required of all business majors. A 2.0 cumulative GPA is required in core courses including option courses for the major in order to receive a degree in the major.

Legal Environment of Business Transactions	FRL	201	(4)
Financial Accounting for Decision-Making	ACC	207	(5)
Managerial Accounting for Decision-Making	ACC	208	(5)
Principles of Management	MHR	301	(4)
Principles of Marketing Management	IBM	301	(4)
Managerial Finance I	FRL	300	(3)
Managerial Finance II	FRL	301	(3)
Management Information Systems	CIS	310	(3)
Operations Management	OM	301	(4)
Managerial Statistics	OM	302	(4)
Strategic Management	MHR	410	(4)
or Strategic Management	OM	411	

Required for International Business:

Special Problems for Lower Division Students	IB	200	(2)
Global Business Perspectives	IBM	210	(4)
Introduction to International Business	IBM/MHR	322	(4)
Principles of Economics	EC	202	(4)
Economic Geography	GEO	312	(4)
International Marketing	IBM	414	(4)
International Financial Markets	FRL	353	(4)
Legal Aspects of International Business	FRL	426	(4)
Internship in International Business	IBM	441	(4)
International Business Agreements and Negotiation	IBM	436	(4)

SUPPORT AND ELECTIVE COURSES

Required of all students. If any of these courses are used for General Education, then the Restricted Electives or Unrestricted Electives will be increased by the same number of units (see curriculum sheet for the major).

Principles of Economics	EC	201	(4)
Principles of Economics	EC	202	(4)
Statistics with Applications	STA	120	(4)
Restricted Electives [cannot include courses in Business, Economics, Statistics, PLS 314, or PLS 318]			(0-4)

Select 4 units not used in Functional Specialization: 4

Market Analysis and Control	IBM	320	(4)
International Accounting	IBM/ACC	404	(4)
Assessing International Business Environments	IB/MHR	332	(4)
Strategy in International Marketing	IBM	415	(4)
International Exporting	IBM	416	(4)
Policy for International Management	IBM/MHR	422	(4)
International Business Cases: Operations	IBM/OM	437	(4)
Money and Banking	EC	308	(4)
International Trade Theory and Policy	EC	404	(4)
Economic Development	EC	411	(4)
Comparative Economic Systems	EC	412	(4)

FUNCTIONAL SPECIALIZATION

Students may complete any minor or at least 20 units within an approved minor in the College of Business Administration or in a foreign language, international agricultural business management, economics, geography, anthropology, history, Latin American Studies, political science, or public administration. If a minor in a particular language is not available, students may complete 20 units in one foreign language, at least 12 of which must be at or above the 200 level. To specialize in finance, students may take 20 units from a list of courses approved by the FRL Department.

REGIONAL AREA OF EMPHASIS

Students must take 12 units of courses outside of the College of Business Administration in International Studies, with advisor approval.

GENERAL EDUCATION COURSES

(Required of all students)

A total of 72 quarter units of General Education courses, Track B, are required for all majors in the College of Business Administration. See the list of approved courses under General Education Requirements in this catalog.

Areas 1 through 4

Select courses from approved list (64)

Area 5

Multicultural Organizational BehaviorMHR 318 (4)

Select one course from approved list [cannot include courses in Business, Economics, Statistics, or PLS 318]. (4)

FOREIGN LANGUAGE (Proficiency)

The student must demonstrate proficiency in reading, writing, and speaking a foreign language. The required level of proficiency is Intermediate Level. Ordinarily this level of proficiency is obtained in one year of language study beyond the CSU entry level requirements (Elementary Level proficiency). Four (4) units of course work in a foreign language can be used to fulfill the General Education, Category IIIc requirement.

MINOR IN INTERNATIONAL BUSINESS

Students from both business and non-business majors who have an interest in pursuing careers related to international business may complete the Minor in International Business. The purpose of the minor is to provide sufficient knowledge and expertise in international business for students to successfully apply the specialties of their fields to international careers.

To enroll in the minor or for more information about it, see the International Business Minor Advisor. Students are responsible for meeting the requirements of the minor program in effect when the formal Contract for the Minor in International Business is signed. The contract should be signed before coursework in the minor is begun.

The minor is comprised of required and directed elective courses. Most students already in the College of Business Administration will be able to take the required courses with at most one additional prerequisite course in addition to those required in their fields. Students from outside the College of Business Administration must complete a number of courses in Business and Economics before courses required in the International Business Minor can be taken, but may have satisfied the directed elective requirements through their degree major coursework.

Required Courses:

Global Business Perspectives	IBM	210	(4)
Introduction to International Business	IBM/MHR322		(4)
International Financial Markets	FRL	353	(4)
International Marketing Management	IBM	414	(4)
Legal Aspects of International Business	FRL	426	(4)

Select 4 units from the following:

Strategy in International Marketing	IBM	415	
International Exporting	IBM	416	
International Business Agreements and Negotiation	IBM	436	
Assessing International Business Environments	MHR	332	
Policy for International Management	MHR	422	
International Business Cases: Operations	IBM/OM	437	
International Trade Theory and Practice	EC	404	

Directed Electives:

Select 12 units from the approved list in one of the following groups, or develop an individualized program with the approval of the International Business Minor Advisor.

(Group A) Language Skills (French, German, Russian, Spanish or other modern language)

(Group B) Regional Area of Emphasis (Area studies in Africa, Asia, Europe, Latin America, or the Middle East)

(Group C) Appropriate Theme or Depth Group (Note: Some of these also satisfy General Education Area 5 requirements)

(Group D) Survey of International Development (wide range of courses in development studies, anthropology, international agriculture, economic development, international relations, law, and international management)

COURSE DESCRIPTIONS**IBM 200 Special Problems for Lower Division Students (1-2)**

Individual or group investigation, research, studies, or surveys of selected problems. Total credit limited to 4 units, with a maximum of 2 units per quarter.

IBM 210 Global Business Perspectives (4)

Overview of global business decision-making with an emphasis on cultural differences. Social, cultural, environmental, and technological trends in international business and the effects of geography, history, language, and education on the performance of foreign operations. Case studies. 4 lecture discussions.

IBM 299/299A/299L Special Topics for Lower Division Students (1-4)

Group study of a selected topic, the title to be specified in advance. Total credit limited to 8 units, with a maximum of 4 units per quarter. Instruction is by lecture, laboratory, or a combination.

IBM/MHR 322 Introduction to International Business (4)

Introduction to international business, trade, and foreign investment. Survey of cultural, political, social, and economic aspects of doing business abroad. Theories of international trade and economic development. 4 lecture discussions. (Also listed as MHR 322.)

IBM/MHR 332 Assessing International Business Environment (4)

Analysis of cultural, political, social, and economic aspects of doing business abroad. Study and application of methods in conducting risk vs.

opportunity analysis of countries, investments, projects, and trade. Case studies, student research projects, and presentations. 4 lectures/problem-solving. Prerequisite: IBM 322, also listed as MHR 332.

IBM 400 Special Problems for Upper Division Students (1-2)

Individual or group investigation, research, studies, or surveys of selected problems. Total credit limited to 4 units, with a maximum of 2 units per quarter.

IBM/ACC 404 International Accounting (4)

Examination and discussion of accounting theories, techniques, procedures, accounting standards, regulations used in other nations. Examination of contemporary practices prevailing in different parts of the world. Emphasis on multinational corporations, and their needs and practices. 4 lectures/problem-solving. Prerequisite: ACC 302, also listed as ACC 404.

IBM 414 International Marketing Management (4)

Planning and organizing for international marketing operations. Distinctive characteristics, environmental influences, and emerging trends in overseas markets. Analysis of management practices and problems of adapting American marketing concepts and methods. 4 lecture discussions. Prerequisite: IBM 301.

IBM 415 Strategy in International Marketing (4)

Development of alternative methods and strategies in the decision areas of product development, promotional programs, distribution channel determination, and pricing. Opportunities, key issues, and applications to ensure a firm's survival and success in the international arena. 4 lectures/problem-solving. Prerequisite: IBM 414.

IBM 416 International Exporting (4)

Principles, strategies, and mechanics of exporting to foreign nations. Political, legal, cultural, and economic environments affecting export operations. Corporate programs and policies, involvement levels, financing, pricing promotion, and distribution strategies. Latin America, European Community, Pacific Rim specifics. Import trade mechanics. 4 lecture discussions. Prerequisite: IBM 414.

IBM/MHR 422 Policy for International Management (4)

Seminar in the application and development of policy for international business management. Analysis of international management practices and problems utilizing the case study approach. 4 seminars. Prerequisite: IBM 322 (MHR 322) or consent of instructor. (Also listed as MHR 422.)

IBM 429 International Logistics (4)

Integration of Cultural, functional and strategic aspects of international sourcing, financial aspects of sales; payments, role of government and intermediaries, infrastructure issues. Logistics as a tool for integrative international operations. 4 lecture/discussion Pre-requisite: IBM 301.

IBM436 International Business Agreements and Negotiation (4)

Integrating perspectives from various fields of study contributing to international agreements and the negotiating process. Exploring insights and applications related to business agreements, diplomacy, negotiating strategies in marketing/selling situations. 4 lectures/problem-solving. Prerequisite: IBM414.

IBM/OM 437 International Business Cases: Operations (4)

Case studies in international operations management; manpower and work flow, production planning and control, operations management strategy, cultural considerations, and ethics. Use of computer software. 4 lectures/problem-solving. Prerequisites: OM 301 (Also listed as OM 437.)

IBM 441, 442 Internship in Marketing (1-8) (1-8)

Faculty-supervised on-the-job educational experience in the real-world marketing management environment. Allocation of unit credit is dependent upon the nature of the work done, the level of responsibility, and the number of hours worked. Total internship credit limited to 16 units. Prerequisite: permission of departmental internship coordinator.

IBM/OM 455 Just-In-Time Production (4)

Comparison of different production environments. Detailed coverage of successful techniques used in world class manufacturing: just-in-time, total quality management, total preventive maintenance, group technology, plant layout, and time and motion study. 4 lectures/problem-solving. Prerequisite: OM 301, also listed as OM 455.

IBM 461, 462 Senior Project (2) (2)

Selection and completion of a project under faculty supervision. Projects typical of problems which graduates must solve in their fields of employment. Formal report is required. Prerequisite: senior standing. Required minimum of 120 hours. Non-Marketing majors only.

IBM 499/499A/499L Special Topics for Upper Division Students (1-4)

Group study of a selected topic, the title to be specified in advance. Total credit limited to 8 units, with a maximum of 4 units per quarter. Instruction is by lecture, laboratory, or a combination. Prerequisite: permission of instructor.

For a complete list of remaining courses in this major, please refer to the catalog listings under the appropriate departments.

MANAGEMENT AND HUMAN RESOURCES

Peggy J. Snyder, Chair

Stanley C. Abraham	William B. Relf
Robert W. Allen	Percy G. "Jerry" Rogers
James C. Bassett	R. Richard Sabo
Deborah V. Brazeal	Shiori Sakamoto
Lady A. Hanson	Nirmal K. Sethia
Kathleen Harcharik	Mansour Sharifzadeh
Stephen C. Iman	Shanthi Srinivas
Carol L. Jones	Lynn H. Turner
LianLian Lin	Gail Waters
Thomas H. Patten, Jr.	Warren C. Weber
Christian F. Poulson, II	Cheryl Wyrick

MISSION STATEMENT

The department's mission is consonant with and supportive of the College of Business Administration mission statement. With its special emphases on teaching undergraduates and focusing on applied research and instructional development, the MHR Department also seeks prominence within domestic and international communities in teaching and life-long learning.

The teaching strengths of the department's faculty, which are embedded in the courses, include the capacity for critical thinking, skills for working with people, ability to respond creatively to changes, making ethical choices, managing diversity, strategic management, and applying the theories and concepts learned to design practical and innovative solutions. These strengths address leading-edge knowledge and education.

This major provides students with a sound background in general management and the opportunity for emphasis in one of several areas: general management, entrepreneurship and small business management, human resources management, and business education.

Department advisors strive to provide programs that meet the educational needs of students who have the following career goals:

1. General manager in a private or public organization of any size.
2. Manager of a small or medium-sized business. (This program is designed specifically for people who plan to own and operate their own businesses.)
3. Human resources or personnel manager in a private or public organization.
4. Businesses teacher in a secondary or post-secondary school.

All department programs are designed to provide maximum flexibility in selecting an area of specialty. For example, a freshman can pursue the department curriculum for two years before making a career goal decision. In fact, after two years of study, the student can change to any of the business administration majors without loss of academic credits. It is important that students entering Cal Poly Pomona for the first time seek the help of an advisor to ensure that their individual programs are in their own best interest.

Students interested in fulfilling California State credential requirements for secondary school teachers of business subjects must also coordinate their curriculum with a School of Education advisor.

ACCOUNTING PREPARATION FOR TRANSFER STUDENTS (see page 149)

MICROCOMPUTER PROFICIENCY REQUIREMENT (see page 149)

CORE COURSES FOR MAJOR

Required of all business majors. A 2.0 cumulative GPA is required in core courses including option courses for the major in order to receive a degree in the major.

Legal Environment of Business TransactionsFRL	201	(4)
Financial Accounting for Decision-MakingACC	207	(5)
Managerial Accounting for Decision-MakingACC	208	(5)
Principles of ManagementMHR	301	(4)
Principles of Marketing ManagementIBM	301	(4)
Managerial Finance IFRL	300	(3)
Managerial Finance IIFRL	301	(3)
Management Information SystemsCIS	310	(4)
Operations ManagementOM	301	(4)
Managerial StatisticsOM	302	(4)
Strategic ManagementMHR	410	(4)
or Strategic ManagementOM	411	

MHR REQUIRED COURSES

Entrepreneurship and IntrapreneurshipMHR	306	(4)
Human Resources ManagementMHR	311	(4)
Multicultural Organizational BehaviorMHR	318	(4)
Communication for ManagementMHR	324	(4)
Emerging Issues in ManagementMHR	452	(4)

Select four (4) units from:

Internship in Business ManagementMHR	441-2	(1-4)
OR Senior ProjectMHR	461-2	(2+2)

OTHER COURSES TO COMPLETE MAJOR

One career-goal elective program selected with approval of advisor. (32)

SUPPORT COURSES

If any of these courses are used for General Education, then the Restricted Electives or Unrestricted Electives will be increased by the same number of units (see curriculum sheet for the major).

Principles of EconomicsEC	201	(4)
Principles of EconomicsEC	202	(4)
Statistics with ApplicationsSTA	120	(4)
Non-Business courses in support of career-goal restricted elective program, selected with approval of advisor. Cannot include courses in Business, Economics, Statistics or PLS 314, PLS318 (14-18)		

GENERAL EDUCATION COURSES

(Required of all students)

A total of 72 quarter units of General Education courses are required for all majors in the College of Business Administration. See the list of approved courses under General Education Requirements in this catalog.

Areas 1 through 4

Select courses from approved list (64)

Area 5

Select two courses from approved list cannot include courses in Business, Economics, Statistics, or . . .PLS 318. (8)

MINORS IN MANAGEMENT AND HUMAN RESOURCES

The Management and Human Resources Department offers the following minors. The purpose of these minors is to develop marketable skills in one's chosen field. Also, those students majoring in fields such as engineering or science may wish to develop adjunct skills that may prove to be complementary to their major course of study. Please see the Minors Coordinator, Management and Human Resources Department, if you are interested in enrolling in one of these minors. Students should formally enroll in the minor before taking any courses in the minor. See Department Chair for details.

MINOR IN GENERAL MANAGEMENT

This minor provides non-MHR majors with an orientation to management in organizations.

Financial Accounting for Decision-Making	ACC	207	(5)
Principles of Management	MHR	301	(4)
First-line Management	MHR	313	(4)
Multicultural Organizational Behavior	MHR	318	(4)
Introduction to International Business	MHR	322	(4)
Communication for Management	MHR	324	(4)

Electives—Select three courses from the following list:

Management for Non-for-Profit Organizations	MHR	319	(4)
Advanced Communication for Management	MHR	325	(4)
Training and Development	MHR	405	(4)
Strategies for Men and Women in Management	MHR	406	(4)
Managing Career Development	MHR	412	(4)
Emerging Issues in Management	MHR	452	(4)

MINOR IN HUMAN RESOURCES MANAGEMENT

This minor provides non-MHR students with an opportunity to develop their capability to manage other employees and provides introductory background in the human resource/personnel field.

Human Resources Management	MHR	311	(4)
Organizational Behavior	MHR	318	(4)
Training and Development	MHR	405	(4)
Employee Compensation Plans	MHR	413	(4)
Human Resource Information management	MHR	415	(4)
or Employee Benefits and Services	MHR	416	(4)
or Management Union Relations	MHR	421	(4)
Advanced Organizational Behavior	MHR	438	(4)
Strategies for Men and Women in Management	MHR	406	(4)
Managing Career Development	MHR	412	(4)
Emerging Issues in Management	MHR	452	(4)

MINOR IN ENTREPRENEURSHIP AND SMALL BUSINESS MANAGEMENT

This minor is to provide non-MHR majors with an introductory background needed to start and operate a small business.

Financial Accounting for Decision-Making	ACC	207	(5)
New Venture Creation	MHR	306	(4)
Entrepreneur and Business Growth	MHR	308	(4)
Entrepreneurial Strategies	MHR	408	(4)
Entrepreneurship in a Changing Society	MHR	414	(4)
Creativity and Innovation	MHR	426	(4)

and any three courses (12 Units) from the following:

General Courses:

Real Estate Principles	FRL	106	(4)
Legal Environment of Business Transactions	FRL	201	(4)
Principles of Marketing Management	IBM	301	(4)

Marketing for Small Business Organizations	IBM	404	(4)
Introduction to International Business	MHR	322	(4)

People-oriented Courses:

Principles of Management	MHR	301	(4)
Organizational Behavior	MHR	318	(4)
Advanced Organizational Behavior	MHR	438	(4)
Emerging Issues in Management	MHR	452	(4)

Finance/Accounting Courses:

Legal Environment of Business Transactions	FRL	201	(4)
Managerial Accounting for Decision-Making II	ACC	208	(5)
Financial Statement Analysis	ACC	226	(4)

COURSE DESCRIPTIONS

MHR 200 Special Problems for Lower Division Students (1-2)

Individual or group investigation, research, studies, or surveys of selected problems. Total credit limited to 4 units, with a maximum of 2 units per quarter.

MHR 299/299A/299L Special Topics for Lower Division Students (1-4)

Group study of a selected topic, the title to be specified in advance. Total credit limited to 8 units, with a maximum of 4 units per quarter. Instruction is by lecture, laboratory, or a combination. Prerequisite: permission of instructor.

MHR 301 Principles of Management (4)

Survey of the history of management and review of significant management literature. Practical applications of management theories to problems in planning, organizing, and controlling business activity. Ethical considerations. 4 lecture discussions.

MHR 306 New Venture Creation (4)

New venture creation and entrepreneurship as viable career options. Entrepreneurial management in emergent companies. Ethics and value-based corporate cultures. Learning to be entrepreneurial and start a business. Recognizing and developing business ideas and opportunities. Creating a business plan. 4 lecture presentations.

MHR 308 Entrepreneur and Business Growth (4)

Managerial philosophies and capabilities needed for rapidly developing a business. Identifying the growth industries of the nineties, with special attention to the Southern California economy. Finding and developing new products and services. Managing the problems of growing companies. 4 lecture presentations.

MHR 311 Human Resources Management (4)

Establishment of human resources objectives and requirements in the organization. Recruiting, testing, interviewing, screening, and selection of employees. Employee counseling, training, development, promotion, recreation, insurance, and retirement programs. Case studies. 4 lecture discussions. Prerequisite: MHR 301.

MHR 313 First-line Management (4)

Analysis of the unique position of the supervisor in complex organizations; the application of theory and practice in solving problems and ethical considerations at the first level of management. 4 lectures/problem-solving.

MHR 318 Multicultural Organizational Behavior (4)

Introductory experiences in the basics of organizational behavior. Organizational socialization, teamwork leadership, group dynamics, problem-solving, and ethics as they apply to the manager in a multicultural economic and political environment. 4 lecture discussions.

MHR 319 Management of Not-for-Profit Organizations (4)

Methods, theory, and institutional knowledge for managing not-for-profit organizations. Problems and issues in policy, organization, program, personnel, and budget unique to not-for-profit organizations. 4 lecture discussions. Prerequisite: MHR 318.

MHR 322 Introduction to International Business (4)

Introduction to international business and foreign investment. Survey of cultural, political, social, and economic aspects of doing business abroad. Theories of international trade and economic development. 4 lecture discussions. (Also listed as IBM 322.)

MHR 324 Communication for Management (4)

Basic communications objectives of organizations. Types of communication used for decision-making, their nature, capabilities, and limitations. Using computers for communications. Practice in improving written communications, using the approved style manual. Presentations. 4 lectures/problem-solving. Prerequisite: ENG 104 and microcomputer proficiency Level 1.

MHR 325 Advanced Communication for Management (4)

Advanced communications applications for managers. Practice in writing situational letters/reports. Conducting meetings and conferences. Interpersonal techniques of listening, interviewing. Advanced use of computers for presentations. Case studies. Employee and media interviews. Multicultural and ethical considerations. Research methods. 4 lectures/problem-solving. Prerequisite: MHR 324

MHR 332 Assessing International Business Environments (4)

Analysis of cultural, political, social, and economic aspects of doing business abroad. Study and application of risk-versus-opportunity analysis of countries, investments, projects, and trade. Case studies, student research projects, and presentations. 4 lectures/problem-solving. Prerequisite: MHR 322, also listed as IBM 332.

MHR 400 Special Problems for Upper Division Students (1-2)

Individual or group investigation, research, studies, or surveys of selected problems. Total credit limited to 4 units, with a maximum of 2 units per quarter.

MHR 405 Training and Development (4)

Theory and applications of employee training and development. How rapid changes in technology, market conditions, and business practices make training a growing management function. Determining training needs, selecting methods, planning programs, and evaluating results. 4 lectures/problem-solving.

MHR 406 Strategies for Men and Women in Management (4)

Attitudes regarding male/female roles in management positions discussed in seminar and small group format. Current literature, popular and scholarly, reviewed and evaluated. Three short papers required on current issues. 4 seminars.

MHR 408 Entrepreneurial Strategies (4)

Unique strategies of the entrepreneur in mid-sized venture companies. Structuring venture deals, spin-offs, turnaround or "starting anew," valuation, merger-acquisition criteria, the search and acquisition processes, negotiation, business consolidation, and cash-flow management. 4 lectures/problem-solving.

MHR 409 Business Education Management (4)

Methods and techniques for stimulating enthusiasm for learning in teaching business courses. Course and lesson design, and presentations for office education courses in keyboarding, word processing, computer applications, etc. Preparation for becoming professional business educators. 4 lectures/problem-solving.

MHR 410 Strategic Management (4)

Seminar in strategy formulation and implementation. A capstone experience integrating all business functions and requiring evaluation of strategic outcomes from ethical as well as economic viewpoints. Consideration of Total Quality Management. Case and computer simulation analysis. 4 seminars. Prerequisite: completion of College of Business Administration core.

MHR 411 Human Resources Staffing, Planning, Recruiting and Selection

Theory and practical applications in organizational planning, recruiting and selection processes and systems used in staffing organizations. This course will cover multiple tools, techniques and activities important to matching organizational human resources requirements and specifications with applicant abilities and motivations. 4 lecture presentations. Prerequisites: MHR 311.

MHR 412 Managing Career Development (4)

Career development issues such as the assessment of potential career tracks, transition from academia, career strategies and obstacles, personal and organizational value conflicts, dual career marriage and the price of success. 4 lecture presentations. Prerequisites: MHR 318

MHR 413 Employee Compensation Plans (4)

The goals and external/internal organizational considerations that affect planning and administering compensation in organizations. Evaluation of race and sex discrimination in pay, and comparable job worth. Job evaluation, performance appraisal systems, and gainsharing. 4 lecture presentations. Prerequisite: MHR 311.

MHR 414 Entrepreneurship in a Changing Society (4)

The unique position of the entrepreneur with regard to government regulation, economics, politics, the environment, and other external forces. Anticipating changes in such regulations and policies and spotting the entrepreneurial opportunities and niches that are inevitably created. 4 lectures/problem-solving.

MHR 415 Human Resource Information Management (4)

Emerging approaches to the management of human resources information in hiring, compensation/benefits, skills inventory, employee records, and training. Automated and manual systems compared. Student presentations on proposed and operational human resource information systems. Microcomputer exercises and 4 lectures/problem-solving. Prerequisite: MHR 311.

MHR 416 Employee Benefits and Services (4)

In-depth examination of policy and design of important economic security plans for protecting employees against on-the-job accidents; prepayment, health maintenance, and preferred provider coverages; structure and implementation of pre-retirement and retirement plans administered by human resource managers. 4 lecture presentations. Prerequisite: MHR 311.

MHR 417 Total Quality Management Implementation

Implementing continuous improvement of processes and systems in organizations. Strategies for developing management and employee commitment to involvement. Developing and maintaining team-based improvement efforts. Case studies, small group projects, and presentations. 4 lectures/problem-solving. Prerequisite: OM 401.

MHR 421 Management Union Relations (4)

Development of management-union relations in the United States: the continuously changing roles and relationships of labor, management, and government through collective bargaining, arbitration, and legislation. Review of trends affecting productivity and the labor force. 4 lecture discussions. Prerequisite: senior standing.

MHR 422 Policy for International Management (4)

Seminar in the application and development of policy for international business management. Analysis of international management practices and problems using the case study approach. 4 seminars. Prerequisite: MHR 322, also listed as IBM 422.

MHR 426 Creativity and Innovation (4)

Exploring and increasing creativity and innovation in individuals and in groups. Managing technology and research. The role of creativity and innovation in entrepreneurial, growth, and high-tech organizations. Organizational structures/cultures as inhibitors and facilitators of innovation. 4 seminars. Prerequisite: junior standing.

MHR 438 Advanced Organizational Behavior (4)

Application of human processes used to achieve goals in the organization. Group experiences whereby students gain insights into their own leadership styles, integrate their styles with managerial functions and the organization. Case studies, problem-solving exercises, and complex organizational simulations. 4 lectures/problem-solving. Prerequisite: MHR 318.

MHR 441, 442 Internship in Business Management (1-8) (1-8)

On-the-job training in business management involving new, collegiate-level learning experiences. Experiences as possible basis for senior projects. Prerequisite: consent of internship coordinator.

MHR 450 Leadership

Experiences and discussions involving the complexity of leadership. A study and survey of the history and progression of leadership research for gaining awareness of the challenges of leadership. A non-traditional approach to learning leadership concepts by simulating actual experiences. 4 lecture discussions.

MHR 452 Emerging Issues in Management (4)

Exploration of contemporary issues; cases and problems facing management in multicultural and international environments. Examination of the environment of business in a global economy with specific emphasis on business-government relations, ethics, and managing for the future. 4 lecture presentations. Prerequisite: senior standing.

MHR 461, 462 Senior Project (2) (2)

Selection and completion of a project under faculty supervision. Projects typical of problems which graduates must solve in their fields of employment. Formal report required. Prerequisite: senior standing. Required minimum of 120 hours.

MHR 499/499A/499L Special Topics for Upper Division Students (1-4)

Group study of a selected topic, the title to be specified in advance. Total credit limited to 8 units, with a maximum of 4 units per quarter. Instruction is by lecture, laboratory, or a combination. Prerequisite: consent of instructor.

MARKETING MANAGEMENT

One of two majors offered in the International Business and Marketing Department is Marketing Management. For other programs in the department, see International Business.

Vernon R. Stauble, Chair, International Business and Marketing

Dolores A. Barsellotti	Sharyne Merritt
W. R. Berdine	Juanita P. Roxas
Frederick L. Capossela	Robert W. Schaffer
Stephen C. Cosmas	James E. Swartz
Helena Czepiec	Charles L. Taylor
James R. Hill	Andrew J. Thacker
Patricia M. Hopkins	Donna Tillman
Jerry L. Kirkpatrick	Debbora T. A. Whitson
Edwin D. Klewer	

MISSION STATEMENT

The mission of the International Business and Marketing Department is to prepare students for specialized careers in either international business or marketing management. This preparation gives both undergraduate and graduate students practical learning experiences in such courses as international marketing, marketing management, professional selling, advertising, buyer behavior, market research, retailing, industrial marketing, brand management, and transportation and distribution management. In addition, the mission of the Department is to give non-majors a solid foundation in the application of business principles to the marketing of goods and services in international and domestic markets. To achieve excellence in both teaching and course content for an increasingly diverse and multinational student body, the Department's faculty undertakes programs of basic research, applied scholarship, and instructional development; it also forges and maintains strong links with the business community, both local and global.

The marketing management major is designed to give students an understanding of the factors both within the firm and in the external environment that affect the development and implementation of plans to serve the firm's markets and to attain the firm's economic goals. Emphasis is placed on determining market needs and decision-making concerning the product, pricing, promotion and distribution strategies required to meet those market needs.

Through proper selection of courses, with advisor approval, each student will develop and complete an individualized program of courses that will prepare him or her for a specialized career field within the field of marketing management. The specialized fields from which the student will choose are: (1) advertising, (2) international marketing, (3) marketing research, (4) marketing to professional buyers, (5) retail management, (6) transportation and distribution management, (7) product/brand management, and (8) industrial marketing.

ACCOUNTING PREPARATION FOR TRANSFER STUDENTS (see page 149)

MICROCOMPUTER PROFICIENCY REQUIREMENT (see page 149)

CORE COURSES FOR MAJOR

Required of all business majors. A 2.0 cumulative GPA is required in core courses including option courses for the major in order to receive a degree in the major.

Legal Environment of Business TransactionsFRL	201	(4)
Financial Accounting for Decision-MakingACC	207	(5)
Managerial Accounting for Decision-MakingACC	208	(5)
Principles of ManagementMHR	301	(4)
Principles of Marketing ManagementIBM	301	(4)

Managerial Finance IFRL	300	(3)
Managerial Finance IIFRL	301	(3)
Management Information SystemsCIS	310	(4)
Operations ManagementOM	301	(4)
Managerial StatisticsOM	302	(4)
Strategic ManagementMHR	410	(4)
or Strategic ManagementOM	411	

MARKETING MAJOR REQUIRED COURSES

Career AnalysisIBM	200	(2)
Marketing StrategyIBM	302	(4)
Marketing Analysis and ControlIBM	320	(4)
Marketing Research IIBM	408	(4)
International MarketingIBM	414	(4)
Buyer BehaviorIBM	411	(4)
Marketing ProblemsIBM	421	(4)
Undergraduate SeminarIBM	463	(2)
Plus a minimum of 28 units of courses with advisor approval		(28)

SUPPORT AND ELECTIVE COURSES

Required of all students. If any of these courses are used for General Education, then the Restricted Electives or Unrestricted Electives will be increased by the same number of units (see curriculum sheet for the major).

Principles of EconomicsEC	201	(4)
Principles of EconomicsEC	202	(4)
Elementary Statistics with ApplicationsSTA	120	(4)
Restricted electives (cannot include courses in Business, Economics, Statistics, PLS 314, or PLS 318)		(14-22)

GENERAL EDUCATION COURSES

(Required of all students)

A total of 72 quarter units of General Education courses, Track B, are required for all majors in the College of Business Administration. See the list of approved courses in the "General Education Requirements" section of this catalog.

Areas 1 through 4

Select courses from approved list (64)

Area 5

Multicultural Organizational BehaviorMHR 318 (4)
Select one course from approved list (cannot include courses in Business, Economics, Statistics, or PLS 318). (4)

QUANTITATIVE RESEARCH MINOR

The Quantitative Research Minor is an interdisciplinary program which can be taken by students majoring in any field other than Mathematics. Its purpose is to prepare students to conduct quantitative analyses in their chosen discipline. Students acquire practical experience using statistics, principles of experimental design, survey and data analysis techniques. This minor is particularly suited for students majoring in Marketing. A full description of this minor is included in the "University Programs" section of this catalog.

MINOR IN MARKETING MANAGEMENT

Students enrolled in other academic programs, especially those outside of the College of Business Administration, may broaden their intellectual base and increase their opportunities for employment by completing an academic minor in Marketing Management. This minor is designed to supplement student studies in other major fields. Many non-business

majors find opportunities for application of the knowledge and academic preparation they have obtained in their major field in the marketing of goods, services, and ideas where a knowledge and understanding of marketing principles and practices is a prerequisite for success.

It is possible for students majoring in most other fields to complete the minor in marketing management within the normal requirements of their degree through careful planning and scheduling of their required courses.

The attainment of a minor in Marketing Management is accomplished by appropriate selection, timely scheduling and satisfactory completion of specifically designated courses and electives totaling a minimum of 32 quarter units as outlined below:

Completion of the following courses is required:

Principles of Marketing Management	IBM	301	(4)
Marketing Strategy	IBM	302	(4)
Buyer Behavior	IBM	411	(4)
Financial Accounting for Decision-Making	ACC	207	(5)
Principles of Economics	EC	201	(4)

Select 12 additional units from the following list of courses:

Professional Selling	IBM	208	(4)
Promotional Strategies	IBM	307	(4)
Retail Management	IBM	308	(4)
Business Logistics	IBM	309	(4)
Field Sales Management	IBM	310	(4)
Transportation Systems and Traffic Management	IBM	319	(4)
Marketing Analysis and Control	IBM	320	(4)
Marketing of Services	IBM	316	(4)
(4)Direct Marketing	IBM	326	(4)
Sales Promotion	IBM	327	(4)
Special Problems for Upper Division Students	IBM	400	(2)
Product and Brand Management	IBM	402	(4)
Marketing in the Internet	IBM	403	(4)
Advertising Management	IBM	405	(4)
Ethical Issues in Marketing	IBM	406	(4)
Industrial Marketing	IBM	407	(4)
Marketing Research I	IBM	408	(4)
Marketing Research II	IBM	409	(4)
Marketing for Small Business Organizations	IBM	410	(4)
International Marketing	IBM	414	(4)
Strategy in International Marketing	IBM	415	(4)
International Exporting	IBM	416	(4)
Legal Environment of Marketing	FRL	419	(4)
Marketing Problems	IBM	421	(4)
Management of Marketing Channels	IBM	431	(4)
Evaluating Advertising Effectiveness	IBM	433	(4)
Advanced Professional Selling	IBM	435	(4)
International Business Agreements and Negotiations	IBM	436	(4)
Competitive Marketing Simulation	IBM	438	(4)
Logistics Strategy Planning, Decisions and Control	IBM	439	(4)
Advertising Media Analysis and Planning	IBM	443	(4)
Retailing Problems	IBM	447	(4)
Industrial Marketing Problems	IBM	449	(4)

MINOR IN FASHION MERCHANDISING

This interdisciplinary minor is designed for students who seek careers in the fashion industry. The minor provides students with a background in both fashion and business to better prepare them to seek employment in manufacturing or retailing. The minor in Fashion Merchandising is administered jointly by the Department of International Business and Marketing and College of Agriculture.

The attainment of a minor in Fashion Merchandising is accomplished by appropriate selection, timely scheduling and satisfactory completion of specifically designated courses and electives totaling a minimum of 36 quarter units as follows:

Completion of the following courses is required:

Apparel Design Analysis	AMM	210	(4)
Fashion Industry	AMM	101	(4)
Apparel Importing and Exporting	ABM	331	(4)
Principles of Marketing Management	IBM	301	(4)
Marketing Internship	IBM	441/2	(4)
Select two courses from Group A.			(8)
Select two courses from Group B or C.			(8)

GROUP A

Culture, People, and Dress	AMM	108	(4)
Fashion Promotion	AMM	230	(4)
Apparel Product Analysis	AMM	301/301A(2/2)	

GROUP B

Professional Selling	IBM	208	(4)
Retail Management	IBM	308	(4)
Retailing Problems	IBM	447	(4)

GROUP C

Introduction to International Business	MHR	332	(4)
International Marketing Management	IBM	414	(4)
International Marketing of Food and Fiber Products	IA/ABM	330	(4)
Strategy in International Marketing	IBM	415	(4)

MINOR IN LOGISTICS

The Logistics Minor, offered by the International Business and Marketing Department, is the only program of its kind in the California State University system. The Logistics Minor was developed to allow Business Administration majors or students majoring in non-business programs to gain the knowledge and skills needed to gain entry-level employment in the field of transportation, warehousing, logistics, planning, materials management, and physical distribution. In addition to the job opportunities that are available in the domestic arena, openings also exist in the international arena. Demand greatly exceeds supply both nationally and internationally for logistics managers.

Students from any major may participate in the minor in Logistics. Core courses in a student's major (Column 1 of the Degree Requirements Evaluation Worksheet) which are required in this minor must be replaced with substitute courses on the basis of individual petitions. For example, an Operations Management major would have to substitute another course for OM 332 in order to complete a Minor in Logistics because OM 332 is a required core course for all Operations Management students.

For more information, students should contact the chair of the International Business and Marketing Department, Building 94, Room 236, Extension 2436.

Completion of the following courses is required:

Prerequisites:

Elementary Statistics with Applications	STA	120	(4)
Principles of Marketing Management	IBM	301	(4)
Operations Management	OM	301	(4)
Managerial Statistics	OM	302	(4)

Core Requirements (16 units)

Business Logistics	IBM	309	(4)
Transportation Systems and Traffic Management	IBM	319	(4)

Production ManagementOM	332	(4)
Logistics Strategy and Planning, Decisions and ControlIBM	439	(4)

Select 12 additional units from the following list of courses:

Each elective must be outside the student's major department.

Management Science IOM	315	(4)
Decision Support and Expert SystemsOM	350	(4)
Advanced Managerial StatisticsOM	380	(4)
Total Quality ManagementOM	401	(4)
Forecasting Methods for ManagementOM	415	(4)
Material Requirements PlanningOM	430	(4)
Materials and Inventory ManagementOM	433	(4)
Purchasing ManagementOM	434	(4)
Facilities Planning for ManufacturersOM	450	(4)
Operations Management in ServicesOM	453	(4)
Industrial MarketingIBM	407	(4)
International MarketingIBM	414	(4)
International ExportingIBM	416	(4)
Management of Marketing ChannelsIBM	431	(4)
Total core and elective units required:	28	

COURSE DESCRIPTIONS - The following IBM courses were formerly offered under the Marketing (MKT) prefix

IBM 200 Special Problems for Lower Division Students (1-2)

Individual or group investigation, research, studies, or surveys of selected problems. Total credit limited to 4 units, with a maximum of 2 units per quarter.

IBM 201 The Consumer, Marketing, and Society (4)

Critical analysis of business/economic institutions, policies, and marketing practices as they affect consumer needs. Assisting individuals to become informed and effective buyers/consumers. Historical development of political and economic institutions as they impact individual consumers in multicultural environments. 4 lecture discussions.

IBM 208 Professional Selling (4)

Persuasive personal communication on behalf of products, concepts, services. Individual counseling on oral presentations by students. 4 lectures/problem-solving.

IBM 299/299A/299L Special Topics for Lower Division Students (1-4)

Group study of a selected topic, the title to be specified in advance. Total credit limited to 8 units, with a maximum of 4 units per quarter. Instruction is by lecture, laboratory, or a combination. Prerequisite: Permission of instructor.

IBM 301 Principles of Marketing Management (4)

Principles, concepts, and institutions involved in facilitating the exchange of goods and services. Analysis of markets, the marketing environment, and the marketing variables of product, price, promotion, and distribution. Introduction to marketing strategy and international marketing. Ethical issues. Computer applications. 4 lecture discussions.

IBM 302 Marketing Strategy (4)

Analysis, planning, implementation and control of marketing strategy. Target market, product, distribution, promotion, and pricing decisions necessary to accomplish the firm's objectives. Emphasis on application of analytical techniques to improve decision-making in a dynamic marketplace. 4 lecture discussions. Prerequisite: IBM 200, 301.

IBM 307 Promotional Strategies (4)

Fundamentals of marketing communication. Promotional strategy development: advertising messages and media, personal selling, sales promotion, publicity, packaging, branding, and display. Promotional budgets. Development of communication strategies for new product, industrial, retail, and services marketing. 4 lecture discussions. Prerequisite: IBM 301.

IBM 308 Retail Management (4)

Examination and evaluation of changing concepts of retailing from a management viewpoint. Philosophy of modern management and measures of retail productivity. Individual student field projects. 4 lectures/problem-solving. Prerequisite: IBM 301.

IBM 309 Business Logistics (4)

Coordination and administration of materials management and physical distribution activities for optimum logistical performance relative to cost and customer service. Integration of transportation, warehousing, inventory, and related logistical activities. Case analysis and discussion of problems in logistical support. 4 lecture discussions.

IBM 310 Field Sales Management (4)

Analysis of the field sales manager as a professional marketing tactician in a marketing-oriented firm. Emphasis on both theoretical and applied approaches to effectively managing a field sales force. 4 lecture discussions.

IBM 316 Marketing of Services (4)

Concepts, practices, and development of strategies involved in marketing of services. External environmental and internal control factors as applied to professional, financial, educational, entertainment, health care, governmental, religious, research, media, and other organizations, institutions, and/or agencies. 4 lecture discussions. Prerequisite: IBM 301.

IBM 319 Transportation Systems and Traffic Management (4)

Analysis of competitive alternative modes, systems, rates, services, and regulations as prerequisite to transport purchase decisions. Organization, operations, and management of the firm's traffic department. Impact of present and proposed transportation and environmental developments on industrial and carrier operations. 4 lecture discussions..

IBM 320 Market Analysis and Control (4)

Market identification and diagnosis. Market analysis based on available data: applications for planning and control. Extensive use of computer models, with emphasis on current microcomputer software application packages. 4 lectures/problem-solving. Prerequisites: IBM 301, STA 120.

IBM 326 Interactive Marketing (4)

Role of interactive marketing in marketing strategy. Investigation of various forms and uses of interactive marketing as employed by manufacturers, wholesalers, retailers, politicians, not-for-profit and service organizations. 4 lecture discussions. Prerequisite: IBM 307.

IBM 327 Sales Promotion (4)

Role of sales promotion in marketing strategy. Study of numerous incentives designed to increase sales or achieve other specific marketing objectives directed toward sales force, intermediaries, and consumers. Design of sales promotion plans. 4 lecture discussions. Prerequisite: IBM 307.

IBM 400 Special Problems for Upper Division Students (1-2)

Individual or group investigation, research, studies, or surveys of selected problems. Total credit limited to 4 units, with a maximum of 2 units per quarter.

IBM 402 Product and Brand Management (4)

Planning, implementation, and control of marketing strategy for a specific product, product line, or brand. Analysis of market needs and the macro-environment; developing marketing plans involving product, price, promotion, and distribution decisions to market a specific product or brand. 4 lecture discussions. Prerequisite: IBM 302.

IBM 403 Marketing on the Internet (4)

Study of the Internet, its culture and procedures from a marketing perspective. Using the Internet for customer contact, customer service, order-taking, and marketing research. Promotion and distribution considerations. Issues in the creation of successful WWWsites. On-line experience and projects with real organizations. 4 lectures/problem-solving. Prerequisite: IBM 301.

IBM 405 Advertising Management (4)

Strategic aspects of planning, implementing, and controlling advertising programs from the perspectives of producers and distributors of goods, services, and nonprofit organizations. Study of socioeconomic, legal, and consumer issues affecting advertising decisions in a marketing context. 4 lecture discussions. Prerequisite: IBM 307.

IBM 406 Ethical Issues in Marketing (4)

The morality and immorality of modern marketing practices. Ethical theories as applied to such marketing-related issues as bribery, marketing to countries engaging in morally questionable practices, deceptive advertising, and invasion of privacy. 4 lectures/problem-solving. Prerequisites: IBM 301.

IBM 407 Industrial Marketing (4)

Study of the environment in which industrial products are marketed to industrial firms, governments and institutions. Emphasis on industry structure, government and industrial buying behavior as each affects product, pricing, promotion and distribution decisions. Analysis of specific case problems. 4 lectures/problem-solving. Prerequisite: IBM 301.

IBM 408 Marketing Research I (4)

Theoretical and analytical foundations of marketing research. Topics covered include analysis of internal and external secondary data, marketing software packages, approaches to primary research, and research applications to marketing problems. 4 lectures/problem-solving. Prerequisites: IBM 320 and OM 302.

IBM 409 Marketing Research II (4)

The research process as an aid to decision-making in marketing. Application of techniques in research design, data collection, sampling, computer-aided data analysis, and report writing to contemporary marketing research problems. 4 lectures/problem-solving. Prerequisite: IBM 408.

IBM 410 Marketing for Small Business Organizations (4) (formerly MKT 404)

Methods by which a small business organization with limited resources can analyze the profit opportunities within its market area. Special emphasis on developing and evaluating a written marketing plan for a small business organization. 4 lectures/problem-solving. Prerequisite: IBM 301.

IBM 411 Buyer Behavior (4)

Various factors that affect the consumer during the pre-purchase, purchase, and post-purchase decision-making process. Emphasis upon a thorough understanding of the consumer to facilitate the development of effective marketing strategy. 4 lecture discussions. Prerequisite: IBM 301.

IBM 414 International Marketing Management (4)

Planning and organizing for international marketing operations. Distinctive characteristics, environmental influences, and emerging trends in overseas markets. Management practices and problems of adapting American marketing concepts and methods. 4 lecture discussions.. Prerequisite: IBM 301.

IBM 415 Strategy in International Marketing (4)

Alternative methods and strategies in the decision areas of product development, promotional programs, distribution channel determination, and pricing. Opportunities, key issues, and applications to ensure a firm's survival and success in the international arena. 4 lectures/problem-solving. Prerequisite: IBM 414.

IBM 416 International Exporting (4)

Principles, strategies, and mechanics of exporting to foreign nations. Political, legal, cultural, and economic environments affecting export operations. Corporate programs and policies, involvement levels, financing, pricing, promotion, and distribution strategies. Latin America, European Community, Pacific Rim specifics. Import trade mechanics. 4 lecture discussions. Prerequisite: IBM 414.

IBM 421 Marketing Problems (4)

Application of marketing theory to contemporary marketing problems. Emphasis on the techniques of successful marketing decision-making. A problems approach to developing student's ability to integrate all major areas of marketing. 4 lectures/problem-solving. Prerequisites: IBM 408.

IBM 429 International Logistics (4)

Integration of cultural, functional and strategic aspects of global logistics. Ocean, air and surface carriers and systems, international sourcing, financial aspects of sales and payments, roles of government and intermediaries, infrastructure issues. Logistics as a tool for integrative international operations. 4 lecture/discussion. Prerequisite: IBM 301

IBM 431 Management of Marketing Channels (4)

Development, design, selection, and administration of marketing channel systems. Sources and resolution of channel conflicts. Channel relationships, communication, functional performance, and strategy planning. Analysis of selected case problems. 4 lecture discussions. Prerequisites: IBM 302.

IBM 433 Evaluating Advertising Effectiveness (4)

Development of criteria to analyze the strategic and creative elements of advertising campaigns. Application of criteria to judge effective versus ineffective advertising in all major media: magazine, newspaper, outdoor, radio, and television. Production of a 30-second television commercial. 4 lectures/problem-solving. Prerequisites: IBM 307, IBM 411.

IBM 435 Advanced Professional Selling (4)

Analysis of the sales representative as a professional marketing tactician in a market-oriented firm. Emphasis on applied and theoretical approaches utilized to effectively manage a sales territory. Analysis of sales representatives in different industries. 4 lectures/problem-solving.

IBM436 International Business Agreements and Negotiation (4)

Integrating perspectives from various fields of study contributing to international agreements and the negotiating process. Exploring insights and applications related to business agreements, diplomacy, and negotiation of strategies in marketing/selling situations. 4 lectures/problem-solving. Prerequisite: IBM414.

IBM 438 Competitive Marketing Simulation (4) - (Formerly MKT 437)

Interactive computer marketing simulation designed to reflect business situations and provide practice in making managerial decisions in marketing strategy. Competitive approach requires development of marketing strategy, implementation of marketing tactics, and design of an advertising program. 4 lectures/problem-solving. Prerequisite: IBM 301.

IBM 439 Logistics Strategy Planning, Decisions and Control (4)

Planning and policy development for logistics strategy to maximize efficiency in material operations and with suppliers and customers. Development of cost and performance standards, controls, and measurements to enhance decision-making. Designing integrated logistical systems. 4 lectures/problem-solving. Prerequisite: IBM 309.

IBM 441, 442 Internship in Marketing (1-8) (1-8)

Faculty-supervised on-the-job educational experience in the real-world marketing management environment. Allocation of unit credit is dependent upon the nature of the work done, the level of responsibility, and the number of hours worked. Total internship credit limited to 16 units. Prerequisite: permission of departmental internship coordinator.

IBM 443 Advertising Media Analysis and Planning (4)

Principles and practices of advertising and media analysis and planning. Strengths and weaknesses of media alternatives, budgeting procedures, media-client planning, and buying interaction, negotiation with media sales personnel. 4 lectures/problem-solving. Prerequisites: STA 120 and IBM 307.

IBM 447 Retailing Problems (4)

Application of marketing theory to contemporary retailing problems. Identification of potential markets and development of effective research techniques in retail organizations. Integration of current marketing plans and strategies with the techniques of successful retail decision-making. 4 lectures/problem-solving. Prerequisite: IBM 308.

IBM 449 Industrial Marketing Problems (4)

Application of marketing theory to contemporary industrial/organizational marketing problems. Integration of the techniques of successful decision-making. 4 lectures/problem-solving. Prerequisite: IBM 407.

IBM 463 Undergraduate Seminar (2)

Development and refinement of skills and strategies necessary to obtain and enhance employment. Student presentation and discussion of problems and opportunities pertinent to career growth and success as related to personal and family life. 2 meetings. Prerequisite: senior standing.

IBM 499/499A/499L Special Topics for Upper Division Students (1-4)

Group study of a selected topic, the title to be specified in advance. Total credit limited to 8 units with a maximum of 4 units per quarter. Instruction is by lecture, laboratory, or a combination. Prerequisite: permission of instructor.

TECHNOLOGY AND OPERATIONS MANAGEMENT

Abolhassan Halati, Chair

William J. Cosgrove	Mei Qi
Mostafa El Agizy	P. Rama Ramalingam
John E. Knox	Rhonda L. Rhodes
Joyce I. Kupsh	Leonard E. Ross
Ralph H. Miller	James M. Salvate
Charles E. Pinkus	

The operations function of a business is responsible for planning, coordinating, and supervising the production and distribution of the services and goods provided by the organization. The student of Technology and Operations Management will learn the concepts and skills needed to manage the operations function and to help business achieve continuous improvement in productivity and in the quality of services and goods produced.

MISSION STATEMENT

The Technology and Operations Management Department aims to provide an education to its students that will enable them to become successful managers in the business world now and into the 21st century. Through its curriculum, the department concentrates on helping students develop competencies in critical thinking, technical and business integration skills.

To prepare students for managerial positions in the 21st century, the department focuses on the role of technology and scientific management methods. Heavy emphasis is placed on the study of computer applications for helping managers plan, analyze information, make decisions, and communicate.

SPECIALIZATIONS

The major prepares the graduate for careers managing service and manufacturing operations in small and large companies, national and international businesses, not-for-profit institutions, and government. Students majoring in operations management are provided a broad background to the field, after which they choose one of the following areas within which to specialize:

Production Operations Management
Service Operations Management

The Production Operations Management area of emphasis focuses on manufacturing operations, although many of the skills learned are applicable in a non-manufacturing environment. The production function of an organization includes a number of career specialties such as: production planning and control, purchasing, materials management, inventory control, project and program management, quality control, facilities design and layout, work methods improvement, production systems analysis, the scheduling of production processes, and the delivery of goods and services.

The Service Operations Management area of emphasis focuses on the improvement of service (non-manufacturing) organizations through the understanding of business strategies, processes, technology, and change. The subjects which make up the core of this area are: operations analysis and problem-definition, computer-aided decision-making, project management, quality control, forecasting, capacity planning, and scheduling. Heavy emphasis is placed on the design, presentation, and communication of information using the computer. Through careful selection of electives, this area of emphasis allows the student to combine the study of service operations with a sub-specialization in another area, such as facilities management, financial

management, logistics, management science, marketing, production management, project management, small business management, and telecommunications.

There are elective courses within each of these specializations. A department advisor will help students choose electives that are compatible with their career interests.

The department sponsors student chapters of the American Production and Inventory Control Society, the American Society for Quality Control, and the International Facilities Management Association. Students are encouraged to join these organizations to learn more about the practice of operations management.

ACCOUNTING PREPARATION FOR TRANSFER STUDENTS (see page 149)

MICROCOMPUTER PROFICIENCY REQUIREMENT (see page 149)

CORE COURSES FOR MAJOR

Required of all business majors. A 2.0 cumulative GPA is required in core courses including option courses for the major in order to receive a degree in the major.

Legal Environment of Business TransactionsFRL	201	(4)
Financial Accounting for Decision-MakingACC	207	(5)
Managerial Accounting for Decision-MakingACC	208	(5)
Principles of ManagementMHR	301	(4)
Principles of Marketing ManagementIBM	301	(4)
Managerial Finance IFRL	300	(3)
Managerial Finance IIFRL	301	(3)
Management Info SystemsCIS	310	(4)
Operations ManagementOM	301	(4)
Managerial StatisticsOM	302	(4)
Strategic ManagementMHR	410	(4)
or Strategic ManagementOM	411	

OPERATIONS MANAGEMENT COURSES

Required of all Operations Management majors:

Management Science IOM	315	(4)
Production ManagementOM	332	(4)
Project Design and DevelopmentOM	460	(4)
Undergraduate SeminarOM	463	(2)
Senior ProjectOM	461/462	(2/2)

Specialization Electives

A minimum of nine courses (36 units) are to be selected from the OM courses listed below. The requirements depend upon the specialization chosen.

The list of approved courses may be obtained from a Technology and Operations Management Department advisor. Upper-division courses from other departments may be selected with the approval of an advisor.

Information Design and PresentationOM	310	(4)
Management Science IIOM	316	(4)
Practicum in Production ManagementOM	333	(4)
Telecommunications and Office AutomationOM	340	(4)
Decision Support and Expert SystemsOM	350	(4)
Advanced Managerial StatisticsOM	380	(4)
Total Quality ManagementOM	401	(4)
Forecasting Methods for ManagementOM	415	(4)
Multivariate Business AnalysisOM	416	(4)
Applied Resource AllocationOM	417	(4)

Simulation of Service OperationsOM	419	(4)
Material Requirements PlanningOM	430	(4)
Production and Inventory ManagementOM	432	(4)
Materials and Inventory ManagementOM	433	(4)
Purchasing ManagementOM	434	(4)
Quality ManagementOM	435	(4)
Project ManagementOM	436	(4)
International Business Cases: OperationsOM	437	(4)
Internship in Operations ManagementOM	441/2	(1-8)
Facilities Planning for ManagementOM	450	(4)
Operations Management in ServicesOM	453	(4)
Just-in Time ProductionOM	455	(4)

SUPPORT AND ELECTIVE COURSES

Required of all OM majors. If any of these courses are used for General Education, then the Restricted Electives or Unrestricted Electives will be increased by the same number of units (see curriculum sheet for the major).

Principles of EconomicsEC	201	(4)
Principles of EconomicsEC	202	(4)
Statistics with ApplicationsSTA	120	(4)
Restricted electives, (cannot include courses in Business, Economics, Statistics, PLS 314, or PLS 318)	(16-24)	
Unrestricted electives		(0)

GENERAL EDUCATION COURSES

(Required of all students)

A total of 72 quarter units of General Education courses are required for all majors in the College of Business Administration. See the list of approved courses under General Education requirements in this catalog.

Areas 1 through 4

Select courses from approved list (64)

Area 5

Multicultural Organizational BehaviorMHR 318 (4)
 Select one course from approved list (cannot include courses in Business, Economics, Statistics, or PLS 318) (16-24)

SPECIAL POLICIES

Operations Management majors are strongly encouraged to complete STA 120 by the end of their sophomore year and to complete OM 301 and OM 302 by the end of the first quarter of their junior year because one or more of these courses are prerequisite to each of the department's required or specialization courses.

MINORS

OPERATIONS MANAGEMENT MINOR

The Operations Management Minor was developed to allow other Business Administration majors or students majoring in non-business programs to gain the knowledge and skills necessary to effectively use operations management techniques in both manufacturing and service organizations. This program of study should enhance the employment opportunities for students, as well as improve their productivity and career growth potential.

Requirements

Prerequisites (12 units)

Elementary Statistics With ApplicationsSTA	120	(4)
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Operations ManagementOM	331	(4)
Managerial StatisticsOM	302	(4)

Core Requirements (16 units)

Production ManagementOM	332	(4)
Material Requirements PlanningOM	430	(4)
Quality ControlOM	435	(4)
Operations Management in ServicesOM	453	(4)

Directed Electives (8 units) (Select 2 Courses):

Production and Inventory ManagementOM	432	(4)
Materials and Inventory ManagementOM	433	(4)
Purchasing ManagementOM	434	(4)
Project ManagementOM	436	(4)
Just in Time Production TechniquesOM	455	(4)
Total Core and Elective Units Required.	24	

QUANTITATIVE RESEARCH MINOR

The Quantitative Research Minor is an interdisciplinary program which can be taken by students majoring in any field other than Mathematics. Its purpose is to prepare students to conduct quantitative analyses in their chosen discipline. Students acquire practical experience using statistics, principles of experimental design, survey and data analysis techniques. This minor is particularly suited for students majoring in Operations Management. A full description of this minor is included in the "University Programs" section of this catalog.

TOTAL QUALITY MANAGEMENT MINOR

The Total Quality Management (TQM) Minor may be taken by students having any major in the University. It is particularly appropriate for students majoring in Operations Management. The minor is intended to allow students to gain the knowledge and skills necessary for effective application of quality management techniques in manufacturing, service, and not-for-profit organizations. The Total Quality Management Minor will help fill the need for graduates, especially from business and engineering, who are trained in the concepts, techniques, tools, and methods of analysis used for the continuous improvement of product, service, and process quality. Computer-based approaches are used wherever they are available and appropriate. A full description of this minor is included in the "University Programs" section of this catalog.

COURSE DESCRIPTIONS

OM 103 Business and Its Environment (4)

American business system in its economic, social, political, national, and international environment. Coverage of the major activities of business and the key institutions influencing its service to society. Participation in a computerized competitive business simulation. 4 lectures/problem-solving. Prerequisite: passing score on ELM and a score on EPT to qualify for ENG 104.

OM 200 Special Problems for Lower Division Students (1-4)

Individual or group investigation, research, studies, or surveys of selected problems. A variable number of units, from 1 to 4, is allowed in any quarter. Maximum total credit is limited to 4 units.

OM 299 Special Topics for Lower Division Students (1-4)

Group study of a selected topic, the title to be specified in advance. Total credit limited to 8 units, with a maximum of 4 units per quarter.

Instruction is by lecture, laboratory, or a combination. Prerequisite: permission of instructor.

OM 301 Operations Management (4) (formerly OM331)

Fundamental concepts of operations management including: productivity, total quality management (TQM), production planning, forecasting, just-in-time systems, inventory management, scheduling, purchasing and project management. Computer applications in operations management. 4 lectures/problem-solving. Prerequisite: STA 120 or equivalent, and microcomputer proficiency.

OM 302 Managerial Statistics (4) (formerly OM314)

Statistical techniques for auditing, analyzing surveys, market analysis, forecasting and risk analysis, using point and confidence interval estimation, two-sample hypothesis testing, one- and two-way Chi square testing, simple and multiple regression, time series analysis, and decision analysis. Use of microcomputers. 4 lectures/problem-solving. Prerequisite: STA 120 or equivalent, and microcomputer proficiency.

OM 310 Information Design and Presentation (4)

Design and presentation of business information used in decision-making. Using current technology to develop dynamic messages for oral presentations and written reports. Planning, strategy, display diagrams, graphs, designing visuals, color, meeting environment, delivering with confidence, and conducting meetings. 4 lectures/problem-solving. Prerequisite: microcomputer proficiency.

OM 315 Management Science I (4)

Introduction to deterministic quantitative decision analysis, modeling, and problem-solving. Linear programming: model formulation, applications, simplex, transportation, assignment, transshipment, and integer models; sensitivity analysis, duality; application of computers. 4 lectures/problem-solving. Prerequisite: STA 120 or equivalent, and microcomputer proficiency.

OM 316 Management Science II (4)

Introduction to probabilistic quantitative analysis tools and techniques for modeling, solving problems, and business decision-making. Decision theory, decision analysis with multiple criteria, introduction to stochastic processes; Markovian processes, and computer simulation. 4 lectures/problem-solving. Prerequisite: OM 302.

OM 332 Production Management (4)

Application of quantitative methods to problems in production and operations management, including facility location, design of operations and work systems, job simplification, queuing systems, scheduling, motion and time study. 4 lectures/problem-solving. Prerequisite: OM 301, or concurrent enrollment in OM 301.

OM 333 Practicum in Production/Operations Management (4)

Integrates OM theories and methodologies and applies these to a simulated firm. Use of computer packages. Discussion of ethical considerations. 4 lectures/problem-solving. Prerequisite: OM 332.

OM 340 Telecommunications and Office Automation (4)

Telecommunications in automated office systems. Decision-making in the operations management environment by processing text, data, image, or voice communication. Electronic mail, databases, teleconferencing, facsimile, voice message systems, intelligent copiers, and related areas. Classroom applications involving communication by

means of quantitative and qualitative electronic reports. 4 lectures/problem-solving. Prerequisite: OM 310.

OM 350 Decision Support and Expert Systems (4)

Computer-based information systems for semi-structured business problems; database, dialogue management, and model-base subsystems; design and implementation of decision support and expert systems; introduction to artificial intelligence and expert systems. 4 lectures/problem-solving. Prerequisite: microcomputer proficiency.

OM 380 Advanced Managerial Statistics (4)

Application of advanced statistical methods for business problems. Parametric analysis and inference including one- and two-way analysis of variance, post hoc comparisons, multiple regression, dummy variables. Nonparametric techniques, including one-, two-, and three-way chi square. Use of computers. 4 lectures/problem-solving. Prerequisite: OM 302.

OM 400 Special Problems for Upper Division Students (1-4)

Individual or group research, studies, or surveys, of selected problems. A variable number of units from one to four is allowed in any quarter. Maximum total credit is limited to 4 units.

OM 401 Total Quality Management (4)

The TQM process, its planning, and implementation. Theories of leading TQM proponents. TQM tools and methods including concurrent engineering, benchmarking, quality function deployment, and statistical process control. Development and implementation of the improvement process. Use of computers. 4 lectures/problem-solving. Prerequisite: STA 120, or STA 309, or equivalent, and microcomputer proficiency.

OM 411 Strategic Management (4)

Simulated experience in integration of the business functions utilizing computer-based management games; develops concepts of management strategy and policy for competitive excellence and ethical operations; total quality management. Cases in management strategy. Analytical techniques as applied to business cases. 4 seminars. Prerequisite: completion of College of Business Administration core requirements.

OM 415 Forecasting Methods for Management (4)

Analysis of time series data. Forecasts for use in business decisions. Smoothing, decomposition, multiple regression, Box-Jenkins, autocorrelation, moving average, autoregression, ARMA, and ARIMA methods. Comparison and selection of suitable forecasting methods for a given application. Use of computer packages. 4 lectures/problem-solving. Prerequisite: OM 302.

OM 416 Multivariate Business Analysis (4)

Application of multivariate statistical methods to problems in business. Advanced techniques of analysis and inference including multiple regression, multiple discriminant analysis, multivariate analysis of variance, canonical correlation analysis, factor analysis. Use of computer packages. 4 lectures/problem-solving. Prerequisite: OM 380.

OM 417 Applied Resource Allocation (4)

Resource allocation and planning models. Applications of linear and nonlinear programming models. Sensitivity analysis, goal programming, integer programming, dynamic programming, parametric programming, quadratic programming. Use of mathematical programming computer

software. Applications of models to case studies. 4 lectures/problem-solving. Prerequisite: OM 315.

OM 419 Simulation of Service Operations (4)

Computer simulation of service operations, Monte Carlo method, probabilistic simulation modeling, random number generation, model calibration and validation, output analysis, simulation software languages. 4 lectures/problem-solving. Prerequisite: OM 302.

OM 430 Material Requirements Planning (4)

Concepts of material requirements planning. Elements, processing logic, lot sizing and updating the system. System records and files, product definition, interfaces, implementation, and operating considerations. Case studies. 4 lectures/problem-solving. Prerequisite: OM 301.

OM 432 Production and Inventory Management (4)

Management of production systems. Techniques of master production scheduling, short- and medium-range planning, aggregate inventory management, distribution resource planning, production activity control, scheduling and sequencing, shop floor control. Priority and input-output control. 4 lectures/problem-solving. Prerequisite: OM 301.

OM 433 Materials and Inventory Management (4)

Materials management in manufacturing and service organizations. Demand forecasting, deterministic and probabilistic inventory systems; Distribution Requirements Planning for multi-level inventory systems; in-process inventory management and inventory simulation. 4 lectures/problem-solving. Prerequisite: OM 301 and OM 302.

OM 434 Purchasing Management (4)

Examines activities directed to securing the materials, supplies, equipment and services required for the proper and efficient functioning of a business, including related planning and policy issues. 4 lectures/problem-solving. Prerequisite: OM 301.

OM 435 Quality Management (4)

Organization and economics of the quality assurance function. Analysis of quality management and technical systems. Quantitative techniques of reliability, statistical process control and acceptance sampling for quality control. 4 lectures/problem-solving. Prerequisite: OM 301 and OM 302.

OM 436 Project Management (4)

Study of CPM (critical path method), PERT (program evaluation and review technique) and other techniques for planning sequences of responsibilities to accomplish complex projects. Monitoring allocation of resources within rigid time and cost constraints. Use of computers. 4 lectures/problem-solving. Prerequisite: OM 301.

OM 437 International Business Cases: Operations (4)

Case studies in multinational operations management. Manpower and work flow, production planning and control, operations management strategy, cultural considerations and ethics. Use of computer software. 4 lectures/problem-solving. Prerequisite: OM 301. (Also listed as IBM 437.)

OM 441, 442 Internship in Operations Management (1-8)

On-the-job training in business management involving new, collegiate-level learning experiences. Experiences may be useful as a basis for senior projects. A maximum of 8 units may be applied to the 44 unit directed elective requirement. Total credit limited to 8 units each course. Prerequisite: consent of internship coordinator.

OM 450 Facilities Planning for Managers (4)

Principles and methods of facilities planning as applied to the selection and location of facilities, equipment, and work stations. Includes both industrial and service applications. 4 lectures/problem-solving. Prerequisite:

OM 453 Operations Management in Services (4)

Introduction to fundamental concepts of operations management in services. Design and scheduling of personnel activities. Service location problems. Vehicle scheduling and routing. Utilization of service capacity. Quality control in service operations. Management information systems. 4 lectures/problem-solving. Prerequisite: OM 301.

OM 455 Just-In-Time Production (4)

Comparison of different production environments. Detailed coverage of successful techniques used in world-class manufacturing: Just-in-time, total quality management, total preventive maintenance, group technology, plant layout, and time and motion study. 4 lectures/problem-solving. Prerequisite: OM 301. (Also listed as IBM 455.)

OM 460 Project Design and Development (4)

Problem solving in a business environment. Problem identification and selection. Preparation of project proposals, including problem statement, data collection procedures, selection of analysis techniques. Types of projects (laboratory, field, survey, ex post facto). Ethical issues. Presentation of summary proposals. 4 seminars. Prerequisites: OM 301, OM302, and a minimum of one OM directed elective.

OM 461, 462 Senior Project (2) (2)

Selection and completion of a project under faculty supervision. Projects typical of problems which graduates must solve in their fields of employment. Formal report is required. Required minimum of 120 hours. Prerequisite: senior standing.

OM 463 Undergraduate Seminar (2)

Study and discussion by students of recent developments in the students' major field; presentation of senior project status reports. 2 seminars. Prerequisite: OM 460 and co-registration in OM 461 and 462.

OM 499/499A/499L Special Topics for Upper Division Students (1-4)

Group study of a selected topic, the title to be specified in advance. Total credit limited to 8 units, with a maximum of 4 units per quarter. Instruction is by lecture, laboratory, or a combination. Prerequisite: permission of instructor.