



# The Eli Broad College of Business and The Eli Broad Graduate School of Management

---

James B. Henry, DEAN

The faculty of The Eli Broad College of Business and The Eli Broad Graduate School of Management at Michigan State University is dedicated to continuous quality improvement in all of its activities. To that end, the faculty has adopted the following:

## Vision Statement

The Broad College and the Broad School will nurture an exemplary learning environment that promotes scholarly research, provides superior teaching, and fosters competencies in students to enable them to be effective business leaders throughout their careers.

## Mission Statement

The mission of the Broad College and the Broad School is to excel in the education and development of business leaders and in the creation and dissemination of knowledge leading to national and international prominence for its core activities.

Through the departments of Accounting, Economics, Finance, Management, and Marketing and Supply Chain Management and The School of Hospitality Business, the Broad College and the Broad School offer programs and courses in business administration, economics, and hospitality management at both the undergraduate and graduate levels. All of the programs in business administration and hospitality business are accredited by the AACSB – The International Association for Management Education. The programs in accounting and professional accounting are also separately ac-

credited by the AACSB – The International Association for Management Education.

## UNDERGRADUATE PROGRAMS

Undergraduate students are required to complete a core curriculum that exposes them to diverse subjects and develops a well-rounded business background. Within the undergraduate program, area requirements include writing, mathematics, integrative studies, basic disciplines and functional fields in business, and elective courses enhancing a student's course of study. An important component of the business curriculum is the major field of concentration, which is selected by each student upon admission to the Broad College. Students are encouraged to meet with their academic adviser to discuss major fields of concentration, electives, study abroad, and work experience as it pertains to their professional goals.

Students completing undergraduate programs in the Broad College receive the Bachelor of Arts degree.

### Freshmen

Individuals meeting the general University requirements for admission shown in the *Undergraduate Education* section of this catalog are enrolled in the Undergraduate University Division but may declare a major preference in the Broad College.

**BUSINESS**  
**Undergraduate Programs**

**Admission as a Junior**

Enrollments in the Broad College of Business are limited, and admission to the College is competitive. Those seeking admission must *at least* meet the criteria listed in Section I below, and will also be evaluated on the criteria listed in Section II.

**I. Minimum criteria for consideration for admission:**

1. Completion of at least 56 credits acceptable to the Broad College with a cumulative University grade-point average of at least 2.4000 and an academic record which meets the requirements of Academic Standing of Undergraduate Students.
2. Completion of at least four of the following core courses (to include the subject areas of accounting, economics, and mathematics):

*For the majors that comprise the business administration program:* Mathematics 103 or 124, Economics 201 and 202, Accounting 201 and 202, Computer Science and Engineering 101.

*For the majors in Hospitality Business and All Economics majors except Policy and Applied Economics:* Mathematics 103 or 124, Economics 201 and 202, Accounting 201, Computer Science and Engineering 101.

*For the major in Policy and Applied Economics:* Mathematics 103 or 124, Economics 201 and 202, Accounting 230, Computer Science and Engineering 101.

3. To be considered for Fall Semester admission at junior standing (56 credits), a student must declare a business major preference by April 15 of the year for which admission is sought.

To be considered for Spring Semester, a student must declare a business major preference by November 15 of the year prior to the year for which admission is sought.

**II. Criteria for admission:**

*While a cumulative University grade-point average of 2.4000 is necessary to be considered for admission to the College, it does not guarantee admission.* Admission decisions are based primarily on cumulative University grade-point average and grades in the core courses listed above. Other factors such as major preference and diversity may also be considered.

**Academic Standards and Policies**

A *Policy Statement for Undergraduate Students* is mailed to each student with the notice of admission as a junior and is available in the Broad College Undergraduate Programs Advisement Center, Room 332 Eppley Center. Each student is responsible for knowing and adhering to these College policies.

In the Broad College the student's faculty academic adviser plays a major role in developing a student's academic program. Students should discuss the major field of concentration requirements with their faculty adviser at the beginning of the junior year. It is important for each student to take a proactive approach in selecting the area of concentration. At the onset of the senior year, the student is advised to visit the Broad College Undergraduate Programs Advisement Center for a careful review of his or her progress, and to plan a program for the senior year. Responsibility for meeting graduation requirements rests with the student.

**Graduation Requirements for the Bachelor of Arts Degree<sup>1</sup>**

1. The University requirements for bachelor's degrees as described in the *Undergraduate Education* section of the catalog.  
 The completion of Mathematics 103 and 124 [referenced in item 2. a. below] may also satisfy the University mathematics requirement.

	CREDITS
2. The requirements for the BUSINESS CORE PROGRAM that consists of:	55
a. <i>All of the following courses</i> (49 credits):	
ACC 201 Principles of Financial Accounting . . . . .	3
ACC 202 Principles of Management Accounting . . . . .	4
CSE 101 Computing Concepts and Competencies <sup>2</sup> . . . . .	3
EC 201 Introduction to Microeconomics . . . . .	3
EC 202 Introduction to Macroeconomics . . . . .	3
FI 311 Financial Management . . . . .	3
GBL 395 Law, Public Policy, and Business <sup>3</sup> . . . . .	3
MGT 315 Managing Human Resources and Organizational Behavior . . . . .	3
MGT 409 Business Policy and Strategic Management . . . . .	3
MSC 300 Managerial Marketing . . . . .	3
MSC 303 Introduction to Supply Chain Management . . . . .	3
MSC 317 Quantitative Business Research Methods . . . . .	3
MTH 103 College Algebra <sup>4</sup> . . . . .	3
MTH 124 Survey of Calculus with Applications I . . . . .	3
STT 315 Introduction to Probability and Statistics for Business . . . . .	3
<i>One additional Economics course at the 300-400 level</i> (3 credits).	
b. <i>One of the following courses</i> (3 credits):	
EC 340 Survey of International Economics . . . . .	3
MSC 310 International and Comparative Dimensions of Business . . . . .	3
c. <i>One of the following courses</i> (3 credits):	
HST 213 U.S. Business and Economic History . . . . .	3
GEO 113 Introduction to Economic Geography . . . . .	3
3. The requirements for one of the majors identified in footnote 1.	
4. A minimum grade-point average of 2.00 in courses in the Major Field of Concentration.	
5. At least 9 credits of general elective courses outside the Broad College, Department of Mathematics, and Department of Statistics and Probability. Courses that are used to satisfy University requirements [referenced in item 1. above] and courses that are used to satisfy BUSINESS CORE PROGRAM requirements [referenced in item 2. above] may <i>not</i> be used to satisfy this requirement.	

<sup>1</sup> The majors to which the requirements that are referenced in the *Graduation Requirements for the Bachelor of Arts Degree* statement apply are listed below by the units that administer them:

- Department of Accounting
  - Accounting
- Department of Finance
  - Finance
  - General Management
  - General Business Administration—Prelaw
- Department of Management
  - Human Resource Management
- Department of Marketing and Supply Chain Management
  - Food Industry Management
  - Marketing
  - Supply Chain Management

<sup>2</sup> Students who pass a waiver examination will not be required to complete Computer Science and Engineering 101.

<sup>3</sup> GBL 395HLaw, Public Policy, and Business—Honors (W) may be substituted for General Business and Business Law 395.

<sup>4</sup> Students who place into Mathematics 124 on the mathematics placement test and who complete Mathematics 124 will not be required to complete Mathematics 103.

**Graduation Requirements for the Bachelor of Arts Degree in Economics, Hospitality Business, and Policy and Applied Economics**

For information about the requirements for the Bachelor of Arts degree with a major in Economics or Policy and Applied Economics, refer to the statement on the *Department of Economics*.

For information about the requirements for the Bachelor of Arts degree with a major in Hospitality Business, refer to the statement on *The School of Hospitality Business*.

### Transfer Course Credit

The Office of Admissions and Scholarships makes all decisions regarding the evaluation of transfer-course credit in business fields based on guidelines provided by the academic units in the Broad College for courses of similar content and level taken at accredited colleges and universities. Courses similar in title to those offered by the Broad College at the 300–400 level are not authorized to receive specific course credit if taken at the 100–200 level at another institution; general course credit will be given for such courses transferred from an accredited institution.

### Honors Study

The Broad College encourages honors students to develop distinctive undergraduate programs in the fields offered by the several departments. A member of the faculty is selected to serve as adviser to Honors College students in each major field, and it is his or her responsibility to help the student plan a rigorous and balanced program which also will reflect the student's special interests and competencies. Independent study experience is strongly encouraged when relevant to the student's total program.

### TEACHER CERTIFICATION OPTIONS

The economics disciplinary major leading to the Bachelor of Arts degree in the Broad College is available for teacher certification.

An economics disciplinary minor in the Broad College also is available for teacher certification.

Students who elect the economics disciplinary major or the economics disciplinary minor must contact the Department of Economics.

For additional information, refer to the statement on the economics disciplinary major and to the statement on *TEACHER CERTIFICATION* in the *Department of Teacher Education* section of this catalog.

### GRADUATE STUDY

The Eli Broad Graduate School of Management exists to educate men and women for professional careers in business, public service, and teaching. Graduate degree programs are offered through the Broad School and the departments of Accounting, Finance, Management, Marketing and Supply Chain Management, and Economics; and The School of Hospitality Business.

The departmental faculties are recognized nationally and internationally because of their scholarly articles, books, and monographs, and because of their participation in research and educational programs throughout the world. The breadth of faculty competencies makes possible the extensive graduate programs which exist in the Broad School. The following degree programs are available: Master of Arts, Master of Business Administration, Master of Science, and Doctor of Philosophy.

Business administration applies concepts and analytical techniques derived primarily from the social sciences and draws on quantitative methods of the physical sciences. By interaction, both business practice and academic research and teaching strengthen one another. Business administration graduate programs incorporate close ties between concepts and techniques, theory and practice, classroom and industry. The Master of Business Administration degree is oriented primarily toward managerial practice. The program is designed

to develop basic concepts and to establish analytical tools of management in business. The Doctor of Philosophy degree is intended primarily for prospective university teachers and research personnel.

In addition to Master of Business Administration and Doctor of Philosophy degree programs in business administration, the Broad School offers Master of Science degree programs in the business management of manufacturing, food service management, and professional accounting and Master of Arts and Doctor of Philosophy degree programs in economics.

Students who are enrolled in master's degree programs in the Broad School may elect the master's specialization in agribusiness. For additional information, refer to the *Master's Specialization in Agribusiness* statement in the *Department of Agricultural Economics* statement in the *College of Agriculture and Natural Resources* section of this catalog.

Students who are enrolled in Master of Arts and Doctor of Philosophy degree programs in the Department of Economics may elect specializations in resource economics. For additional information, refer to the statement on *Interdepartmental Graduate Specializations in Resource Economics* in the *College of Agriculture and Natural Resources* section of this catalog.

International applicants must fulfill the University's English language proficiency requirements as described in the *Graduate Education* section of this catalog. International students should apply approximately nine months in advance of the semester for which they wish to be admitted. For further information, refer to the *International Student Admission* statement in the *Graduate Education* section of this catalog.

### Master of Arts

The Broad School offers a Master of Arts degree program with a major in Economics. For information about this program, refer to the *Department of Economics* section.

### Master of Business Administration<sup>1</sup>

The Master of Business Administration degree program is designed to prepare students for management careers in business organizations, beginning with entry-level management positions and progressing into executive management. Specifically, the program is designed to create an understanding of the strategic positioning of the firm, its value chain, and how business activities contribute to the firm's total performance; to develop business skills; and to build a high level of competence in one or more areas of concentration. The program emphasizes student teamwork, flexibility in program planning, and integrative and cross-functional teaching.

Students must select a primary concentration from finance, human resource management, marketing technology, and supply chain management. They may select a secondary concentration in corporate accounting, business information systems, entrepreneurship, general management, hospitality business, international business, and any of the disciplines listed as primary concentrations.

Only Plan B (without thesis) is available to students who are enrolled in the M.B.A. degree programs.

In addition to meeting the requirements of the University, students must meet the requirements specified below.

<sup>1</sup> The business administration programs to which the requirements that are referenced in the *Master of Business Administration* statement apply are listed below by the units that administer them:

The Eli Broad Graduate School of Management  
Entrepreneurship  
General Management

**BUSINESS**  
**Graduate Study**

- International Business
- Department of Accounting
- Business Information Systems
- Corporate Accounting
- Department of Finance
- Finance
- The School of Hospitality Business
- Hospitality Business
- Department of Management
- Human Resource Management
- Department of Marketing and Supply Chain Management
- Marketing Technology
- Supply Chain Management

For information about the Master of Business Administration degree program with a major in Business Administration, refer to the *Master of Business Administration Degree: Executive M.B.A. Program* statement.

For information about the Master of Business Administration degree program with a major in Integrative Management, refer to the *Master of Business Administration Degree: Program in Integrative Management* statement.

For information about the Master of Science degree program with a major in Professional Accounting, refer to the *Department of Accounting* section.

For information about the Master of Science degree program with a major in Foodservice Management, refer to *The School of Hospitality Business* section.

For information about the Master of Science degree program with a major in Business Management of Manufacturing, refer to the *Department of Marketing and Supply Chain Management* section.

**Admission**

The M.B.A. program normally extends over 21 months and consists of two academic years and an enrichment experience during the intervening Summer. Normally, applicants are admitted to the program for Fall semester only. However, applicants who meet an additional admission requirement may be admitted to the M.B.A. program for Spring semester and pursue the 17-month version of the program.

A strong education in any field is good preparation for graduate study in business administration. Prior academic work in business is not needed. In fact, students with undergraduate degrees in the sciences, engineering, economics, and the liberal arts are encouraged to apply. Although at least one year of work experience after completing a bachelor's degree is required for admission to the program, two or more years are strongly recommended.

To be considered for admission to the M.B.A. program, an applicant must:

1. Submit to the Director of the M.B.A. Program a completed M.B.A. application packet that is available from the M.B.A. Programs Office.
2. Take the Graduate Management Admission Test (GMAT) and have the scores submitted to the Broad School. The test must be taken not more than five years prior to the submission of the application for admission to the program.
3. Complete the required personal interview with a representative of the M.B.A. Programs Office.

Minimum standards for admission to the M.B.A. degree program are:

1. A bachelor's degree from a recognized educational institution.
2. An academic record equivalent to at least 3.00 (B) in the last two years of undergraduate work.
3. Strong scores on the GMAT that reflect a general aptitude for graduate study.
4. At least one year of full-time work experience after earning a bachelor's degree.
5. Personal attributes such as demonstrated management potential and maturity.
6. Personal qualifications of sound character, intellectual curiosity, perseverance, and a drive to succeed.

An additional minimum standard for admission to the 17-month version of the M.B.A. degree program is *either*:

1. At least two years of full-time work experience acceptable to the Broad School *or*

2. Past business and international experience that in the judgment of the Broad School would alleviate the need for the student to complete the enrichment experience that is required for the 21-month version of the M.B.A. degree program.

Admission to the program is competitive, and meeting the minimum standards listed above does not guarantee admission to the program. Although all of the above minimum standards must normally be met, the applicant's overall record is considered.

Prior to enrollment in the M.B.A. degree program, the student must have:

1. Completed with a grade of 3.0 (B) or higher:
  - a. two semesters of mathematics, algebra or beyond, at the college level.
  - b. statistics (covering probability theory and distributions, descriptive statistics, sampling, estimation, and hypothesis testing) at the college level.
2. A working knowledge of personal computers including word processing, spreadsheets, networking, and data-base management systems. Each M.B.A. Student is required to have a personal laptop computer with a minimum configuration approved by the Director of the M.B.A. Program.
3. A basic understanding of financial accounting concepts. Among the approved ways to attain this knowledge is completion of a course or a Broad School workshop, or mastery of compact-disc self-study tools in financial accounting.

Students who are admitted to the M.B.A. program must participate in a noncredit orientation program. The orientation program consists of team building, advising, scheduling of courses, computer use, time management, library use, and career planning. All students who have not met the mathematics, statistics, computer skills, and financial accounting requirements referenced above must participate in noncredit preparatory workshops prior to enrolling in the courses that are required for the program.

**Requirements for the Master of Business Administration Degree**

1. Complete 57 credits in the following areas:
 

		CREDITS
a.	<b>Required Core.</b> All of the following courses: . . . . .	33
	<i>First Semester</i> (14 credits)	
MBA	800 The Global Organization and the Firm's Strategic Position . . . . .	2
MBA	802 Financial Accounting Strategies . . . . .	2
MBA	804 Applied Data Analysis for Managers <sup>1</sup> . . . . .	2
MBA	806 Business Ethics and the Legal Environment . . . . .	2
MBA	808 Leadership and Teamwork . . . . .	1
MBA	812 Managerial Accounting Strategies . . . . .	2
MBA	814 Applied Economics <sup>1</sup> . . . . .	2
MBA	816 Business Presentations . . . . .	1
	<i>Second Semester</i> (15 credits)	
MBA	820 Marketing Management . . . . .	3
MBA	821 Supply Chain Management . . . . .	3
MBA	822 Financial Management . . . . .	3
MBA	823 Information Technology Management . . . . .	2
MBA	824 Managing the Workforce . . . . .	2
	<i>One of the following courses:</i>	
ACC	821 Enterprise Information Systems . . . . .	2
MBA	826 International, Comparative, and Cross-Cultural Business <sup>2</sup> . . . . .	2
EC	827 Economic Forecasting . . . . .	2
MGT	820 Managing the Internetworked Firm . . . . .	2
	<i>Third Semester</i> (2 credits)	
MBA	850 Integrative Case Experience and Future Global Strategies . . . . .	2
	<i>Fourth Semester</i> (2 credits)	
	<i>One of the following courses:</i>	
ACC	821 Enterprise Information Systems . . . . .	2
EC	827 Economic Forecasting . . . . .	2
MBA	826 International, Comparative, and Cross-Cultural Business <sup>2</sup> . . . . .	2
MGT	820 Managing the Internetworked Firm . . . . .	2
b.	Primary Concentration <sup>3</sup> . . . . .	12

- c. Secondary Concentration, Subconcentration, or Electives.<sup>4,5</sup> . . . . . 12
- d. Enrichment Experience.  
The student is required to participate in an enrichment experience approved by the Director of the M.B.A. Program. Generally, the student participates in the enrichment experience during the summer between the first and second years of the M.B.A. degree program. The enrichment experience may involve a domestic or international internship, intensive foreign language study, an international or domestic study trip, a field or consulting project, or an approved graduate assistantship. Some of these options may involve additional costs to the student and may be able to accommodate only a limited number of students. Students with an approved internship may enroll in MBA 893 MBA Internship Experience for 1 credit *in addition* to the 57 credits that are required for the degree.

<sup>1</sup> In unusual situations and if in the judgment of the Director of M.B.A. Admissions and Academic Services a student has completed an equivalent course with a grade of 3.0 (B) or higher at another recognized educational institution within five years of first enrolling in the program, the student may with the Director's approval substitute a more advanced course in the same course content area.

<sup>2</sup> With approval of the Director of the M.B.A. Program, students may substitute MBA 841 Studies in the Global Marketplace (3 credits) for MBA 826 International Comparative, and Cross-Cultural Business (2 credits).

<sup>3</sup> To satisfy this requirement, the student must complete 12 credits in 800-level courses in one of the major concentrations referenced in footnote 1 to the *Master of Business Administration* heading. Both the concentration and the related courses must be approved by the Director of the M.B.A. Program. Not more than 18 credits in courses in a given concentration may be included in the total number of credits required for the M.B.A. degree.

<sup>4</sup> Subject to course scheduling and course availability, the student may satisfy this requirement by completing 12 credits in 800-level courses in a secondary concentration. The courses that are used to satisfy requirement 1. c. must be approved by the Director of the M.B.A. Program. The length of the student's program should not be extended for the purpose of completing a second concentration.

<sup>5</sup> In partial fulfillment of this requirement, the student may complete a subconcentration that consists of 9 credits in 800-level courses approved by the Director of the M.B.A. Program.

**Academic Standards**

Students are expected to (1) maintain a minimum grade-point average of 3.00 each semester, (2) maintain a minimum cumulative grade-point average of 3.00, and (3) complete all courses listed on the Candidacy Form. A student's academic progress is monitored by the Director of the M.B.A. Program. A policy statement containing additional information relative to academic standards is available from the Director.

A student who does not maintain a cumulative 3.00 grade-point average will be placed on final probation. Such a student will be given the next semester of enrollment to achieve a cumulative 3.00 grade-point average; otherwise, dismissal from the program will result.

**Transfer Credits**

For a student who is pursuing a M.B.A. degree from MSU jointly with a J.D. degree from the Michigan State University - Detroit College of Law, a maximum of 12 credits from the Michigan State University - Detroit College of Law may be transferred to the M.B.A. degree program. Such credits may be used to satisfy requirement 1.c. under the heading *Requirements for the Master of Business Administration Degree*.

**Master of Business Administration Degree: Executive M.B.A. Program**

The Executive Master of Business Administration degree program with a major in business administration is available only through MSU's Management Education Center in Troy, Michigan. Students are admitted to the program *only* for fall semester. The program extends over 21 months, and consists of two academic years and the intervening summer. Students in the program must complete the required courses in a defined sequence with the other members of their class.

The Executive M.B.A. program is designed for experienced managers who have a high degree of potential for leadership as executives. The objectives of the program are to develop skills in strategic thinking, analysis, decision-making and leadership. The program is designed to provide a generalist's perspective across functional areas of the business organization through an interactive process.

In addition to meeting the requirements of the University, students must meet the requirements specified below.

**Admission**

To be admitted to the M.B.A. degree program in business administration, an applicant must:

1. Be employed full-time in a managerial position in the public or private sector.
2. Be nominated for acceptance into the program by one or more representatives of the employing organization. Ordinarily, the offer of full or partial financial sponsorship of the applicant accompanies a nomination.
3. Have a bachelor's degree from a recognized educational institution.
4. Have an academic record equivalent to at least 3.00 (B) in the last two years of undergraduate work.
5. Have strong scores on the Graduate Management Admission Test that reflect a general aptitude for graduate study. The test must have been taken not more than five years prior to the submission of the application for admission to the program.
6. Have about 10 years of professional work experience. The work experience should reflect approximately five years of senior supervisory, managerial, or professional responsibility.
7. Have demonstrated the ability to succeed in a managerial position.
8. Have a high degree of potential for advancement to a leadership role.
9. Possess the following personal attributes: intellectual curiosity, a team orientation, clear thinking, good oral and written communication skills, assertiveness, and receptiveness to new ideas and approaches.

However, admission to the program is competitive, and meeting the minimum standards listed above does not guarantee admission to the program.

Students who are admitted to the Executive M.B.A. Program must participate in a non-credit orientation program and in non-credit preparatory workshops prior to enrolling in the courses that are required for the program. The preparatory workshops involve an introduction to the faculty and the curriculum, accounting basics, group dynamics and team selection, computer skills, and quantitative foundations.

**Requirements for the Master of Business Administration Degree in Business Administration**

1. Students must complete 45 credits for the degree including all of the following courses:

	CREDITS
EMB 801 Business as an Institution . . . . .	2
EMB 802 Accounting and Financial Concepts . . . . .	2
EMB 811 Organization Design and the Management of Change . . . . .	2
EMB 812 Managerial Accounting and Information Systems . . . . .	3
EMB 820 Value Chain Management . . . . .	5
EMB 821 Financial Management . . . . .	3
EMB 828 Strategic Planning . . . . .	2
EMB 831 Business Legal Environment . . . . .	2
EMB 836 Management in the Global Marketplace . . . . .	4
EMB 842 Managerial Economics and Public Policy . . . . .	3
EMB 844 Leadership: An Executive Challenge . . . . .	2
EMB 845 New Technology and Products Management . . . . .	2
EMB 847 Managerial Decision Support Models . . . . .	3
EMB 852 Macroeconomics in a Global Economy . . . . .	3
EMB 855 Labor and Management Relations . . . . .	2

**BUSINESS**  
**Graduate Study**

EMB 856	Organizational Behavior and Human Resource Management . . . . .	3
EMB 858	Financial Strategies . . . . .	2

**Academic Standards**

Students are expected to (1) maintain a minimum grade–point average of 3.00 each semester, (2) maintain a minimum cumulative grade–point average of 3.00, and (3) complete all courses listed on the Candidacy Form. A student's academic progress is monitored by the Director of the Executive M.B.A. Program.

A student who does not maintain a cumulative 3.00 grade–point average will be placed on final probation. Such a student will be given the next semester of enrollment to achieve a cumulative 3.00 grade–point average; otherwise, dismissal from the program will result.

**Master of Business Administration Degree: Program in Integrative Management**

The M.B.A. degree program with a major in integrative management extends over 17 months and consists of two summer residential sessions, three academic semesters (Fall, Spring, and Fall), and a late–spring mini–session. During the academic semesters, most of the courses are scheduled on alternating weekends. Students are admitted to the program in integrative management for summer session only. Students may not enter the program during the fall and spring. Students in the program must complete the required courses in a defined sequence with the other members of their class.

The program in integrative management is designed for managers who meet the admission requirements and want to advance in their careers and who do not want to interrupt their full–time employment to pursue graduate study. The objective of the program is to prepare graduates who are able to make sound business decisions based on integrating information across the various fields of business and to manage businesses in an evolving global environment. The integrative theme is carried out through the coordination of course modules, through in–depth student analyses of the organizations in which they are employed, and by team efforts that require cross–functional perspectives and build on peer strengths.

In addition to the requirements of the University, students must meet the requirements specified below.

**Admission**

To be admitted to the M.B.A. Program in Integrative Management, an applicant must:

1. Be employed full–time in a managerial position in the public or private sector, be self–employed, or be a health services practitioner.
2. Be nominated for acceptance into the program by one or more representatives of the employing organization, unless the applicant is self–employed.
3. Have presented evidence acceptable to the Broad College that he or she will have access to his or her employing organization for course assignments.
4. Have a bachelor's degree from a recognized educational institution.
5. Have an academic record equivalent to at least 3.00 (B) in the last two years of undergraduate work.
6. Have strong scores on the Graduate Management Admission Test that reflect a general aptitude for graduate study. The test must have been taken not more than five years prior to the submission of the application for admission to the program.

7. Have five years of professional experience, including supervisory responsibility, acceptable to the Broad School.
8. Have personal attributes such as demonstrated management potential and maturity, leadership qualities, intellectual curiosity, perseverance, and a drive to succeed.

However, admission to the program is competitive, and meeting the minimum standards listed above does not guarantee admission to the program.

Prior to enrollment in the program in integrative management, the student must have:

1. Completed with a grade of 3.0 (B) or higher college–level courses in:
  - a. algebra or introductory calculus.
  - b. statistics (covering probability theory and distributions, descriptive statistics, sampling, estimation, and hypothesis testing).
2. A working knowledge of personal computers including word processing, spreadsheets, and data–base management systems.

Each student is required to have a laptop computer with a minimum configuration approved by the Director of the Program in Integrative Management.

**Requirements for the Master of Business Administration Degree in Integrative Management**

The student must complete 45 credits in following courses:

	CREDITS
1. <i>Required Core.</i> All of the following courses: . . . . .	36
PIM 800 Managerial Skills . . . . .	1.5
PIM 801 Firm Analysis . . . . .	1
PIM 802 Environmental Analysis . . . . .	1
PIM 803 Strategic Analysis . . . . .	1
PIM 811 Financial Accounting Concepts . . . . .	2
PIM 812 Managerial Accounting Concepts . . . . .	1.5
PIM 813 Information Systems . . . . .	1.5
PIM 821 Managerial Economics . . . . .	2
PIM 822 Macroeconomics for Managers . . . . .	1.5
PIM 831 Managerial Legal Environment . . . . .	1.5
PIM 841 Corporate Finance . . . . .	1.5
PIM 842 Managerial Finance . . . . .	1.5
PIM 850 Analysis and Decision Models . . . . .	2
PIM 852 Organization Design . . . . .	1.5
PIM 853 Human Resource Management . . . . .	1.5
PIM 855 Strategic Management . . . . .	3
PIM 862 Customer and Competitor Analysis . . . . .	1.5
PIM 863 Marketing Systems . . . . .	1.5
PIM 870 Supply Chain Management . . . . .	1.5
PIM 871 Change and Innovation . . . . .	3
PIM 872 International Business . . . . .	3
2. <i>Cross-Functional Management.</i> <sup>1</sup>	
PIM 873 Cross-Functional Management Issues . . . . .	9

<sup>1</sup> With the approval of the Director of the Program in Integrative Management, PIM 874 The Global Marketplace (3 credits) may be applied towards fulfillment of the Cross-Functional Management requirement. PIM 874 involves international travel and additional cost to the student.

**Academic Standards**

Students are expected to (a) maintain a minimum grade–point average of 3.00 each semester, (b) maintain a minimum cumulative grade–point average of 3.00, and (c) complete all courses listed on the Candidacy Form. A student's academic progress is monitored by the Director of the Program in Integrative Management.

A student who does not maintain a cumulative 3.00 grade–point average will be placed on final probation. Such a student will be given the next semester of enrollment to achieve a cumulative 3.00 grade–point average; otherwise, dismissal from the program will result.

**Master of Science**

The Broad School offers Master of Science degree programs with majors in the business management of manufacturing, foodservice management, and professional accounting.

For information about the Master of Science degree program in the business management of manufacturing, refer to the Department of Marketing and Supply Chain Management section.

For information about the Master of Science degree program in foodservice management, refer to The School of Hospitality Business section.

For information about the Master of Science degree program in professional accounting, refer to the Department of Accounting section.

### **Doctor of Philosophy Degree in Business Administration<sup>1</sup>**

The Doctor of Philosophy degree in business administration is earned primarily by prospective college or university teachers and research personnel. This program provides an opportunity for developing a high degree of specialization in one of the following major fields of concentration: accounting, finance, logistics, marketing, management policy and strategy, organizational behavior–personnel, and operations and sourcing management.

A guidance committee assists the doctoral student in planning a rigorous program of multidisciplinary study. Graduates are expected to be capable of specialized and innovative research.

In addition to meeting the requirements of the University, students must meet the requirements specified below.

<sup>1</sup>The business administration programs to which the requirements that are referenced in the *Doctor of Philosophy Degree in Business Administration* statement apply are listed below by the units that administer them:

- Department of Accounting
  - Accounting
- Department of Finance
  - Finance
- Department of Management
  - Management Policy and Strategy
  - Organizational Behavior—Personnel
- Department of Marketing and Supply Chain Management
  - Marketing
  - Operations and Sourcing Management

The Ph.D. program to which the requirements that are referenced in the *Doctor of Philosophy Degree in Business Administration* statement do not apply is listed below by the unit that administers it:

- Department of Economics
  - Economics

For information about the Doctor of Philosophy degree program with a major in Economics, refer to the *Doctor of Philosophy* statement in the Department of Economics section.

### **Admission**

Applicants for admission must possess a bachelor's degree from a recognized educational institution, a superior academic record, and very strong scores on either the Graduate Management Admission Test (GMAT) or the Graduate Record Examination (GRE). Persons admitted must have the qualifications of perseverance and intellectual curiosity, and an interest in scholarly research. Evidence of these qualities is obtained from an appraisal of a statement of purpose submitted by the applicant and letters of recommendation.

Admissions decisions are made by a faculty committee in the department of the student's major field of concentration and are reviewed by the Associate Dean for Academic Affairs.

### **Requirements for the Doctor of Philosophy Degree in Business Administration**

The following degree requirements are applicable to all doctoral students in business administration. Students should contact individual departments concerning any additional requirements they may impose. The general requirements are:

1. Complete a major field and one minor field of study. A major field consists of a minimum of three courses totaling at least 12 credits; a minor field consists of a minimum of three courses totaling at least 9 credits. Specific major and minor fields may require additional courses and credits.
2. Know and be able to apply certain concepts, tools, and techniques of business practice. A student who enters the doctoral program without having earned a business degree from an institution accredited by the American Assembly of Collegiate Schools of Business must complete at least five of the following courses: ACC 840 Managerial Accounting, EC 804 Macroeconomics, FI 801 Managerial Finance, MGT 806 Management and Organizational Behavior, MSC 800 Materials and Logistics Management, MSC 805 Marketing Management. (NOTE: Certain of these courses have one or more prerequisites.)
3. Achieve competence in economic analysis by completing Economics 805 or 812A (microeconomics) and one of the following courses: a second microeconomics course (Economics 807 or 812B), a course in macroeconomics (Economics 809 or 813A), or an economics course which has Economics 805 as a prerequisite. Students in the Organizational Behavior–Personnel major may satisfy this requirement by completing Economics 803 and 804.
4. Complete a minimum of four graduate–level courses totaling at least 12 credits in research related areas. The areas chosen are expected to be relevant to the student's dissertation research and in subsequent professional endeavors.
5. Pass a written comprehensive examination in the major field and successfully complete the requirements for the minor field, which may also include a written comprehensive examination. At the option of the student's major department, an oral component may be added to the major comprehensive examination. The student's major field adviser must certify to the Doctoral Programs Office that the student has met the requirements for taking a particular written comprehensive examination before the student will be permitted to sit for that examination.
6. Defend a dissertation proposal orally in an open meeting. Because the purpose of this requirement is to provide faculty input for the dissertation research, it should be satisfied before the majority of the research effort is undertaken. A successful defense of the dissertation proposal is achieved when three–fourths of the student's dissertation committee, including the chairperson, approves the defense. The guidance committee will report to the Doctoral Programs Office the successful completion of this requirement.

All of the members of the student's guidance committee should be in attendance at the defense of the dissertation proposal. The date, time, and place for the defense of the dissertation proposal will be announced to the Broad School faculty ten days in advance of the event.

With the exception of doctoral dissertation research credits, all coursework listed on the student's approved guidance committee report must be completed with grades reported before the student will be permitted to defend the dissertation proposal.

- Complete a doctoral dissertation judged to be a satisfactory contribution to knowledge by the student's guidance committee and successfully defend the dissertation in an open meeting.

**Academic Standards**

A record of performance and action consistent with high professional standards is required of every degree candidate.

To be in good standing, a doctoral student must attain at least a 3.25 cumulative grade–point average by the end of the second semester of full–time enrollment and thereafter or, on the initiative of the department of the student's major field of concentration and with the approval of the Associate Dean for Academic Affairs, the student will be dismissed from the doctoral program.

A comprehensive appraisal of each doctoral student's performance is made annually by a review committee composed of faculty members in the department of the student's major field of concentration. The formal review must include the following areas: performance in course work and on comprehensive examinations, performance in teaching and/or other duties that might be required of a graduate assistant, participation in department colloquia, and progress toward the completion of degree requirements. As a result of the review and based upon college and department standards, one of the following actions will be taken: (1) the student will remain on regular status in the doctoral program, (2) the student will be placed on probationary status that is conditioned on specific improvements in performance, or (3) the student will be dismissed from the doctoral program. Copies of the results of the yearly appraisal will be provided to the student, the student's major field adviser, and the Associate Dean for Academic Affairs.

**Doctor of Philosophy Degree in Economics**

The Broad School offers a Doctor of Philosophy degree program with a major in Economics. For information about this program, refer to the Department of Economics section.

**DEPARTMENT of ACCOUNTING**

**Susan Haka, Chairperson**

The Department of Accounting offers the following degree programs:

*Bachelor of Arts*

Accounting

*Master of Business Administration*

Business Information Systems

Corporate Accounting

*Master of Science*

Professional Accounting

*Doctor of Philosophy*

Accounting

**UNDERGRADUATE PROGRAM**

Knowledge of accounting methodology and its way of describing economic activity has long been a necessary part of education for careers in business. In most areas of business, accounting data are a fundamental source of information for

purposes of decision making and control. The trained accountant is presented with wide opportunities for supervising, at a professional level, the preparation and interpretation of business data for operating management and the public.

The objective of the accounting major is to prepare persons for careers in public accounting, managerial accounting, taxation, accounting systems, and private and public sector financial management. Accounting is an excellent academic base for career development and for movement into corporate management. Over half of MSU's accounting graduates find employment with certified public accounting firms. These firms perform audits and issue opinions on financial reports, do tax planning and reporting, and provide a broad variety of accounting–related consulting services. Other accounting graduates are employed by industrial and service firms and governmental units. These managerial accountants, while performing many functions, are primarily responsible for generating the information needed to plan and control the firm's financial and operating activities. Local and state governments, the United States General Accounting Office, the Internal Revenue Service, and other agencies provide opportunities in government accounting.

The accounting degree program background is excellent preparation for students planning to study law, particularly if they intend to practice in taxation or corporation law.

The accounting student follows a rigorous course of study which includes financial accounting theory and practice, individual and corporate income taxation, cost and managerial analysis, auditing concepts and issues, and accounting information systems. Upon completion of the accounting major, and coverage in government/fund accounting, a student is qualified to sit for the Uniform Certified Public Accountant (CPA) examination in Michigan.

Students who are enrolled in the Bachelor of Arts degree program with a major in Accounting and who have been coded as intending to pursue the Master of Science degree program with a major in Professional Accounting may:

- enroll in courses that are required for the master's degree program.
- apply for admission to the master's degree program upon completion of 100 credits of the bachelor's degree program.

Students who have been coded as intending to pursue the Master of Science degree program with a major in Professional Accounting must meet the academic standards for the master's degree program.

**Requirements for the Bachelor of Arts Degree in Accounting**

- The graduation requirements of the University as described in the *Undergraduate Education* section of this catalog; 103 and 124 credits, including general elective credits, are required for the Bachelor of Arts degree in Accounting.

The completion of Mathematics 103 and 124 [referenced in item 2. below] may also satisfy the University mathematics requirement.

The University's Tier II writing requirement for the Accounting major is met by completing Accounting 301, 321, and 431. Those courses are referenced in item 3. a. below.

- The requirements of The Eli Broad College of Business for the Bachelor of Arts degree in the majors that comprise the Business Administration Programs.
- The following requirements for the major:<sup>1</sup>

	CREDITS
a. <i>Major Field of Concentration:</i> All of the following courses with a minimum grade–point average of 2.00 . . . . .	19
ACC 250 Preparing for an Accounting Career . . . . .	1
ACC 300 Intermediate Financial Accounting I . . . . .	3
ACC 301 Intermediate Financial Accounting II . . . . .	3
ACC 321 Accounting Information Systems . . . . .	3
ACC 341 Cost and Managerial Accounting . . . . .	3
ACC 411 Auditing . . . . .	3
ACC 431 Federal Income Tax Accounting . . . . .	3

<sup>1</sup> Students who plan to sit for the CPA Examination in Michigan must presently complete Accounting 308 (or its equivalent at another institution).

## GRADUATE STUDY

The Department of Accounting offers the following degree programs:

*Master of Business Administration*  
Business Information Systems  
Corporate Accounting

*Master of Science*  
Professional Accounting

*Doctor of Philosophy*  
Accounting

Descriptions of the degree programs, organized by fields of study in alphabetical order, are presented below.

## ACCOUNTING

### **Doctor of Philosophy**

For information about the Doctor of Philosophy degree program with a major in Accounting, refer to the *Doctor of Philosophy* statement in the Broad College section.

## BUSINESS INFORMATION SYSTEMS

### **Master of Business Administration**

For information about the Master of Business Administration degree program with a major in Business Information Systems, refer to the *Master of Business Administration* statement in the Broad College section.

## CORPORATE ACCOUNTING

### **Master of Business Administration**

For information about the Master of Business Administration degree program with a major in Corporate Accounting, refer to the *Master of Business Administration* statement in the Broad College section.

## PROFESSIONAL ACCOUNTING

### **Master of Science**

The Department of Accounting offers a Master of Science degree program with a major in professional accounting.

The objective of the program in professional accounting is to prepare students to become professional accountants. Professional accountants are involved in auditing, personal and business consulting, and tax accounting within certified public accounting firms; in financial accounting and reporting, financial management, controllership, financial analysis, planning and budgeting, cost accounting, internal audit, information systems, and tax accounting in industry; and in government and nonprofit accounting and reporting.

To become a successful accounting professional, one must have superior technical accounting knowledge and the ability to apply it, strong analytic skills, effective written and oral communication skills, and good interpersonal skills, including the ability to work effectively in groups and to provide leadership when appropriate. The program in professional accounting is designed to develop the skills, knowledge base, and professional orientation needed to become a professional ac-

countant. To maintain the status of a professional accountant requires continual learning. The program in professional accounting is also designed to instill in students the motivation and capacity to continue to learn after leaving the formal educational environment.

There is increasing evidence that an undergraduate college degree may be insufficient to provide the breadth and depth of knowledge and skill development necessary for rapid advancement to positions of leadership in the business community. In recent years, the knowledge base and skills required to be a successful professional accountant have expanded rapidly. There is an increased demand for persons with specializations within the field of accounting. Furthermore, abilities in computer applications and quantitative analysis techniques are increasingly important. In addition, strong analytic and communication skills are essential for individuals in leadership positions. The need for more than four years of college education to become a professional accountant is the basis for the position of the American Institute of Certified Public Accountants that, by the year 2000, at least 150 semester hours of college level education will be required for membership. As of 1998, 41 states had passed legislation requiring at least 150 semester hours of college education to obtain Certified Public Accountant certification in those states.

The program in professional accounting is responsive to the growing need for greater depth and rigor in accounting education and for more attention to the development of analytic, communication, computer, and interpersonal skills. Students are given the opportunity to interact with the business world via receptions, dinners, and internships. Upon graduation, students will have at least 150 hours of college education.

Professional accounting students' programs of study are individually tailored, based upon each student's previous academic work, desired areas of accounting study, and professional objectives. Students who desire an area of specialty in their accounting studies may select one of three tracks: business information systems, taxation, and accounting for entrepreneurs. Other areas of business study may be included in a professional accounting student's program of study.

The Master of Science degree program with a major in professional accounting is designed to provide in-depth knowledge in at least one specialty area of accounting and to allow the student to complete courses in other related fields. Professional experience is not required for admission to the program. The student's program of study is developed within the context of his or her professional objectives. The program may be completed in one academic year.

In addition to meeting the requirements of the University, students must meet the requirements specified below.

### **Admission**

Although applications for admission to the M.S. degree program in professional accounting may be submitted at any time, students are admitted to the program *only* for fall semester.

To be considered for admission to the program, an applicant must:

1. Submit to the Department of Accounting a completed application packet that is available from the department.
2. Take the Graduate Management Admission Test (GMAT) and have the scores submitted to the Broad College. The test must be taken not more than five years prior to the submission of the application for admission to the program.

The minimum standards for admission to the M.S. degree program in professional accounting are:

## BUSINESS

### Department of Accounting

1. A bachelor's degree from a recognized educational institution.
2. A strong score on the GMAT.
3. A cumulative grade–point average of at least 3.25 for the last two years of the undergraduate program.
4. A grade–point average of at least 3.25 for any junior– and senior–level accounting courses taken as an undergraduate.

However, admission to the program is competitive, and meeting the minimum standards listed above does not guarantee admission to the program. Although all of the above minimum standards must normally be met, the applicant's overall record is considered.

Prior to enrollment in the M.S. degree program in professional accounting, the student must have:

1. Completed with a grade of 3.0 (B) or higher college–level courses in:
  - a. introductory calculus (covering integration and differentiation).
  - b. statistics (covering probability theory and distributions, descriptive statistics, sampling, estimation, and hypothesis testing).
2. A working knowledge of personal computers including word processing, spreadsheets, networking, and database management systems.

#### Requirements for the Master of Science Degree in Professional Accounting<sup>1,2,3</sup>

A total of 30 credits is required for the degree under Plan B (without thesis). The student's program of study must be approved by the Director of the Program in Professional Accounting. The student must meet the requirements specified below:

	CREDITS
1. Have a minimum cumulative grade–point average of 3.00.	
2. Complete at least four of the following courses:	12
ACC 807 Financial Statement Analysis	3
ACC 814 Advanced Auditing	3
ACC 822 Analysis and Design of Small Business Systems	3
ACC 824 Business Data Communications	3
ACC 830 Tax Research	3
ACC 833 Federal Income Taxation of Corporations and Shareholders	3
ACC 842 Advanced Managerial Accounting	3
ACC 844 Planning and Control for Global Enterprises	3
3. Complete a minimum of four courses in one of the following accounting specialties:	6 to 12
<i>Business Information Systems:</i> Accounting 822, 823, 824, 825.	
<i>Financial Accounting, Reporting, and Decisions:</i> Accounting 805, 807, 814; one additional 800–level accounting course.	
<i>Managerial Accounting, Reporting, and Decisions:</i> Accounting 833, 842, 844; one additional 800–level accounting course.	
<i>Taxation:</i> Accounting 830, 833, 834, 836.	
4. A minimum of six additional credits in courses approved by the Director of the Program in Professional Accounting. A list of approved courses is available from the Department of Accounting.	6

<sup>1</sup> Students who complete the requirements for the M.S. degree with a major in professional accounting and who complete Accounting 308, or its equivalent, fulfill the educational requirements for the Uniform Certified Public Accounting examination in Michigan and for the Certificate in Management Accounting Examination.

<sup>2</sup> A student who did not complete the Accounting courses that are required for the B.A. degree with a major in accounting from MSU, or their equivalents, prior to enrolling in the M.S. degree program with a major in professional accounting must complete those courses while enrolled in the program. However, none of the credits associated with those courses may be counted toward the requirements for the M.S. degree.

<sup>3</sup> A student who did not complete Economics 803, Finance 801, General Business and Business Law 848, and Marketing and Supply Chain Management 800 and 805, or their equivalents, prior to enrolling in the M.S. degree program with a major in professional accounting must complete those courses while enrolled in the program. Although the credits associated with those courses may be counted toward the requirements for the M.S. degree, the student may be required to complete more than the 30 credits that are required for the degree.

#### Academic Standards

Students who are enrolled in the Master of Science degree program in professional accounting are expected to maintain: (1) a minimum grade–point average of 3.00 each semester, (2) a

minimum cumulative grade–point average of 3.00, and (3) a grade–point average of at least 3.00 in courses constituting an area of specialty in accounting study.

The Director of the Program in Professional Accounting monitors the progress of students who are enrolled in the M.S. degree program in professional accounting. A policy statement containing additional information relative to academic standards is available from the director.

A student who does not maintain a 3.00 grade–point average will be placed on final probation. Such a student will be given the next semester of enrollment to achieve a 3.00 grade–point average; otherwise, dismissal from the program will result.

## DEPARTMENT of FINANCE

### G. Geoffrey Booth, Chairperson

#### UNDERGRADUATE PROGRAMS

The Department of Finance offers Bachelor of Arts degree programs with majors in finance, general business administration, and general business administration–prelaw.

#### FINANCE

Finance encompasses business financial administration, management of financial institutions, investments, financial markets, and the management of risk. Business financial administration includes obtaining external funds in the money and capital markets, selecting and evaluating investment projects, coordinating the flow of funds from operations, and determining the benefits to be returned to suppliers of capital. An understanding of financial concepts and practices along with knowledge of the instruments and participants in the financial markets is vital to sound financial decision making.

The study of financial institutions involves analyzing the management of commercial banks, savings and loan associations, credit unions, insurance companies, and pension funds. The role of these institutions in the economy is examined. Financial policies and strategies in an increasingly competitive institutional marketplace are emphasized.

The field of investments involves the analysis and selection of securities with special emphasis on stocks and bonds. The role of these instruments in portfolios of individuals and financial institutions is explored.

Financial markets represent the environment within which corporations, financial institutions, and investors create financial assets and liabilities. The nature of the various financial instruments is examined, as well as market innovations and structural changes.

The finance major includes a course in intermediate accounting in addition to courses in finance. The program provides a valuable foundation for initial employment and continued career development in business administration. Employment opportunities exist with industrial firms, public utilities, commercial banks, insurance companies, brokerage firms, credit unions, savings and loan associations, and agencies of local, state, and federal government.

**Requirements for the Bachelor of Arts Degree in Finance**

1. The graduation requirements of the University as described in the *Undergraduate Education* section of this catalog; 120 credits, including general elective credits, are required for the Bachelor of Arts degree in Finance.  
The completion of Mathematics 103 and 124 [referenced in item 2. below] may also satisfy the University mathematics requirement.  
The University's Tier II writing requirement for the Finance major is met by completing Finance 414. That course is referenced in item 3. a. (1) below.
2. The requirements of The Eli Broad College of Business for the Bachelor of Arts degree in the majors that comprise the Business Administration Programs.
3. The following requirements for the major:

CREDITS

- a. *Major Field of Concentration:* A minimum grade–point average of 2.00 in the courses that are listed below:<sup>1</sup> . . . . . 18
  - (1) *All of the following courses* (12 credits):
    - ACC 305 Intermediate Accounting for Finance Majors . . . . . 3
    - FI 312 Introduction to Investments . . . . . 3
    - FI 413 Management of Financial Institutions . . . . . 3
    - FI 414 Advanced Business Finance (W) . . . . . 3
  - (2) *Two of the following courses* (6 credits):<sup>1</sup>
    - FI 331 Principles of Risk Management and Insurance . . . . . 3
    - FI 434 Life and Health Insurance . . . . . 3
    - FI 451 International Financial Management . . . . . 3
    - FI 455 Computer Applications for Financial Modeling . . . . . 3
    - FI 478 Investment Strategies and Speculative Markets . . . . . 3

<sup>1</sup> Students may elect to complete more than 2 of the courses that are listed in item 3. a. (2) below with the understanding that the grades earned in such courses will be included in the computation of the grade–point average of courses in the Major Field of Concentration.

**GENERAL BUSINESS ADMINISTRATION—PRELAW**

The general business administration–prelaw major combines prelegal and business education. Graduates may apply for admission to a law school or pursue an advanced degree in business administration, or enter a wide variety of careers in business.

**Requirements for the Bachelor of Arts Degree in General Business Administration—Prelaw**

1. The graduation requirements of the University as described in the *Undergraduate Education* section of this catalog; 120 credits, including general elective credits, are required for the Bachelor of Arts degree in General Business Administration—Prelaw.  
The completion of Mathematics 103 and 124 [referenced in item 2. below] may also satisfy the University mathematics requirement.  
The University's Tier II writing requirement for the General Business Administration—Prelaw major is met by completing General Business and Business Law 395H or 420. General Business and Business Law 395H is referenced in item 2. a. in the College's statement on *Graduation Requirements for the Bachelor of Arts Degree in the majors that comprise the Business Administration Programs*. General Business and Business Law 420 is referenced in item 3. a. (1) below.
2. The requirements of The Eli Broad College of Business for the Bachelor of Arts degree in the majors that comprise the Business Administration Programs.
3. The following requirements for the major:

CREDITS

- a. *Major Field of Concentration:* A minimum grade–point average of 2.00 in courses in the Major Field of Concentration that consists of courses approved in advance by the student's academic adviser and that must include: . . . . . 15 or 16
  - (1) The following course (3 credits):
    - GBL 420 Role of Law and Lawyers in Society (W) . . . 3
  - (2) At least two of the following courses (6 to 8 credits):
    - COM 225 An Introduction to Interpersonal Communication . . . . . 3
    - COM 240 Introduction to Organizational Communication . . . . . 4
    - HST 318 United States Constitutional History . . . . . 3
    - PHL 345 Business Ethics . . . . . 4
    - PHL 354 Philosophy of Law . . . . . 3
    - PLS 320 The American Judicial Process . . . . . 3
    - PLS 321 American Constitutional Law . . . . . 3
    - PSY 235 Social Psychology . . . . . 3
    - SOC 131 Social Problems . . . . . 3
  - (3) One 300–400 level course from *each of two* of the following: Accounting, Economics, Finance, Management, and Marketing and Supply Chain Management (6 credits). Courses that are used to satisfy BUSINESS CORE PROGRAM requirements [referenced in item 2. above] may *not* be used to satisfy this requirement.

**GRADUATE STUDY**

The Department of Finance offers a Master of Business Administration degree program with a major in Finance. For information about that program, refer to the *Master of Business Administration* statement in the Broad College section.

The department also offers a Doctor of Philosophy degree program with a major in Finance. For information about that program, refer to the *Doctor of Philosophy* statement in the Broad College section.

**DEPARTMENT of  
MANAGEMENT**

*John A. Wagner, Acting Chairperson*

**UNDERGRADUATE PROGRAMS**

The focus of management is the design, development, control, motivation, and operation of organized activities. It is concerned with strategic decision and policy making, selection and management of human resources, efficiency, human satisfaction, and executive behavior.

Basic subject matter includes the theory and principles of administration, organization, and motivation; decision and strategy; and human resource management.

Students gain a fundamental knowledge of such fields as economics, finance, accounting, marketing, and business law through the required business administration core program. The program draws on a variety of sciences—particularly sociology, psychology, and statistics. Students in management are urged to take courses in sociology, psychology, and mathematics since many of the new developments in human resource management and strategic decision making require mathematical and behavioral science tools.

Management majors follow a program which is broad in scope and aimed at developing the student's grasp of planning, staffing, organizing, decision making, and control functions in preparation for specialized careers in human resource management.

**GENERAL MANAGEMENT**

The general management major allows students to explore courses from the several departments within the Broad College. Students enjoy a high degree of flexibility in selecting courses to satisfy the major field of concentration requirement. The student's program of study is designed within the context of the student's personal, academic, and career goals.

Graduates of the general management program may seek entry–level positions in business and government which require a breadth of knowledge within the general field of business, as well as specific business–related skills.

**Requirements for the Bachelor of Arts Degree in General Management**

1. The graduation requirements of the University as described in the *Undergraduate Education* section of this catalog; 120 credits, including general elective credits, are required for the Bachelor of Arts degree in General Management.  
The completion of Mathematics 103 and 124 [referenced in item 2. below] may also satisfy the University mathematics requirement.  
The University's Tier II writing requirement for the General Management major is met by completing General Business and Business Law 395H or Manage-

**BUSINESS**  
**Department of Management**

- ment 460. General Business and Business Law 395H is referenced in item 2. a. in the College's statement on *Graduation Requirements for the Bachelor of Arts Degree in the majors that comprise the Business Administration Programs*. Management 460 is referenced in item 3. a. (1) below.
- The requirements of The Eli Broad College of Business for the Bachelor of Arts degree in the majors that comprise the Business Administration Programs.
  - The following requirements for the major<sup>1</sup>:

**CREDITS**

- Major Field of Concentration:* A minimum grade–point average of 2.00 in courses in the Major Field of Concentration that consists of courses approved in advance by the student's academic adviser and that must include: . . . . . 12
  - MGT 460 Capstone for Management Majors (W) . . . . . 3
  - Three courses at the 300–400 level from Accounting, Economics, Finance, General Business and Business Law, Management, and Marketing and Supply Chain Management, in addition to Management 460. Two of these three courses must be in different areas, excluding Management. Courses that are used to satisfy BUSINESS CORE PROGRAM requirements [referenced in item 2. of the College's statement on *Graduation Requirements for the Bachelor of Arts Degree in the majors that comprise the Business Administration Programs*] may not be used to satisfy this requirement.

<sup>1</sup> With the advance approval of their academic advisers, students who wish to emphasize international business may meet the requirements for the Major Field of Concentration by completing General Business and Business Law 460, Management 460, and two additional 300–400 level courses with an international orientation. Such courses are offered in the departments of Economics, Finance, Management and Marketing and Supply Chain Management.

MGT 411	Organizational Staffing . . . . .	3
MGT 412	Compensation and Reward Systems . . . . .	3
MGT 413	Personnel Training and Development . . . . .	3
MGT 414	Diversity in the Workplace . . . . .	3
MGT 491	Special Topics in Human Resource Management . . . . .	3

<sup>1</sup> Students may elect to complete more than 3 of the courses that are listed in item 3 a. (2) below with the understanding that the grades earned in such courses will be included in the computation of the grade–point average of courses in the Major Field of Concentration.

**GRADUATE STUDY**

The Department of Management offers a Master of Business Administration degree program with a major in Human Resource Management. For information about that program, refer to the *Master of Business Administration* statement in the Broad College section.

The department also offers Doctor of Philosophy degree programs with majors in Management Policy and Strategy and in Organizational Behavior–Personnel. For information about those programs, refer to the *Doctor of Philosophy* statement in the Broad College section.

**HUMAN RESOURCE MANAGEMENT**

Human resource management majors focus on the management of human resources in organizations: on the role and development of the manager as a leader, and on the mission and specific functions of the human resources department.

Courses in the human resource management major, augmented by offerings in psychology, sociology, and economics, prepare the student for two broadly defined career paths. The first, a general managerial orientation designed to build skills in analyzing and effectively dealing with individuals in the work place, concentrates on topics of motivation, organization design, leadership, and development of interpersonal skills. The second orientation provides techniques essential to successful careers in human resources management. It stresses selection and training techniques, human resources planning, compensation, labor relations, and training and evaluation. Neither area is exclusive and exposure to both is often suggested.

**Requirements for the Bachelor of Arts Degree in Human Resource Management**

- The graduation requirements of the University as described in the *Undergraduate Education* section of this catalog; 103 and 124 credits, including general elective credits, are required for the Bachelor of Arts degree in Human Resource Management.
 

The completion of Mathematics 103 and 124 [referenced in item 2. below] may also satisfy the University mathematics requirement.

The University's Tier II writing requirement for the Human Resource Management major is met by completing Management 460. That course is referenced in item 3. a. (1) below.
- The requirements of The Eli Broad College of Business for the Bachelor of Arts degree in the majors that comprise the Business Administration Programs.
- The following requirements for the major:

**CREDITS**

- Major Field of Concentration:* A minimum grade–point average of 2.00 in the courses that are listed below:<sup>1</sup> . . . . . 12
  - The following course* (3 credits):
 

MGT 460 Capstone for Management Majors (W) . . . . . 3
  - Three of the following courses* (9 credits):<sup>1</sup>

**DEPARTMENT of  
 MARKETING and  
 SUPPLY CHAIN  
 MANAGEMENT**

**Robert W. Nason, Chairperson**

**UNDERGRADUATE PROGRAMS**

The Department of Marketing and Supply Chain Management provides undergraduate education in three major fields of study: marketing, supply chain management, and food industry management. Instruction in these fields is designed to provide an understanding of the concepts necessary for performance in managerial positions as well as entry level positions in profit, nonprofit, and government organizations.

Each program of study is structured to offer sequential study useful for broad personal and professional development. The required courses are designed to provide necessary understanding, integration, and skill development, while the specialty courses offer students concept applications to meet varied interests and career paths. In addition, emphasis is placed on broad communication skills, quantitative analysis skills, and integration of concepts covered with other fields of study.

Qualified students are encouraged to pursue special opportunities such as special honors courses, overseas programs, and noncredit internship experiences with national and international corporations.

MARKETING

The undergraduate marketing program is designed to help students to understand business activities such as identifying customer needs through market research, segmenting markets, targeting and positioning products and services, new product management, making the product or service available to customers, and communicating the benefits of the product or service to customers. The marketing program provides an opportunity for students to develop the analytical, planning, implementation, and process control skills necessary for rewarding careers in marketing and management.

Requirements for the Bachelor of Arts Degree in Marketing

- The graduation requirements of the University as described in the *Undergraduate Education* section of this catalog; 120 credits, including general elective credits, are required for the Bachelor of Arts degree in Marketing.  
The completion of Mathematics 103 and 124 [referenced in item 2. below] may also satisfy the University mathematics requirement.  
The University's Tier II writing requirement for the Marketing major is met by completing Marketing and Supply Chain Management 460. That course is referenced in item 3. a. (1) below.
- The requirements of The Eli Broad College of Business for the Bachelor of Arts degree in the majors that comprise the Business Administration Programs.
- The following requirements for the major:

CREDITS

a.	<i>Major Field of Concentration:</i> A minimum grade-point average of 2.00 in the courses that are listed below: <sup>1</sup> . . . . .	15
(1)	<i>All of the following courses</i> (9 credits):	
	MSC 302 Consumer and Organizational Buyer Behavior . . . . .	3
	MSC 319 Marketing Research . . . . .	3
	MSC 460 Marketing Strategy (W) . . . . .	3
(2)	<i>Six credits from the following courses:</i> <sup>1</sup>	
	MSC 335 Food Marketing Management . . . . .	3
	MSC 351 Retail Management . . . . .	3
	MSC 410 Product Innovation and Management . . . . .	3
	MSC 413 Sales Management . . . . .	3
	MSC 415 International Marketing Management . . . . .	3
	MSC 420 New Product Design and Development . . . . .	3
	MSC 490 Independent Study . . . . .	1 to 3
	MSC 490H Honors Independent Study . . . . .	1 to 3
	MSC 491 Topics in Marketing and Supply Chain Management . . . . .	3

<sup>1</sup> Students may elect to complete more than 6 credits from the courses that are listed in item 3. a. (2) below with the understanding that the grades earned in such courses will be included in the computation of the grade-point average of courses in the Major Field of Concentration.

SUPPLY CHAIN MANAGEMENT

The Bachelor of Arts degree program in supply chain management focuses on the integration of value-adding components from manufacturing operations, purchasing, transportation, and physical distribution that are critical to the enhancement of global competitiveness. The objectives of the program are to provide students with a comprehensive background in each of the broad areas referenced above and to allow them to pursue concentrations within their areas of interest.

Students in the supply chain management program complete courses designed to develop specific skills in the planning and control of the value-creating processes in private and public enterprises. These processes include manufacturing systems and their management; product and material movement systems; and purchasing the materials, products, and services needed to produce the firm's output and managing their flows through the organization. Students may select such areas of study as physical distribution system design and administration, purchasing techniques and strategies, computer integrated manufacturing, and manufacturing strategies.

Requirements for the Bachelor of Arts Degree in Supply Chain Management

- The graduation requirements of the University as described in the *Undergraduate Education* section of this catalog; 120 credits, including general elective credits, are required for the Bachelor of Arts degree in Supply Chain Management.  
The completion of Mathematics 103 and 124 [referenced in item 2. below] may also satisfy the University mathematics requirement.  
The University's Tier II writing requirement for the Supply Chain Management major is met by completing Marketing and Supply Chain Management 470. That course is referenced in item 3. a. below.
- The requirements of The Eli Broad College of Business for the Bachelor of Arts degree in the majors that comprise the Business Administration Programs.
- The following requirements for the major:

CREDITS

a.	<i>Major Field of Concentration:</i> All of the following courses with a minimum grade-point average of 2.00: . . . . .	15
	MSC 305 Supply Chain Management . . . . .	4
	MSC 401 Procurement and Supply Management . . . . .	3
	MSC 402 Manufacturing Planning and Control . . . . .	3
	MSC 442 Logistics and Transportation Management . . . . .	3
	MSC 470 Supply Chain Application and Policy (W) . . . . .	2

FOOD INDUSTRY MANAGEMENT

The undergraduate program in food industry management focuses on the economic and managerial functions performed by organizations through the food system. The program encompasses a system-wide perspective of managerial problems confronting firms and institutions from agricultural production through assemblers, processors, manufacturers, wholesalers, retailers, and consumers of food products. The program emphasizes the world-wide interdependence of food system participants.

The food industry management program is responsive to the emerging needs of the food sector. There is a growing demand for professionally trained executives to manage increasingly complex business functions such as streamlining the supply chain, category management, brand management, and innovations in marketing and retailing food to changing consumers.

The program is adaptable to individual needs and career goals. Field trips and visiting speakers from the food industry are important aspects of the program.

Requirements for the Bachelor of Arts Degree in Food Industry Management

- The graduation requirements of the University as described in the *Undergraduate Education* section of this catalog; 120 credits, including general elective credits, are required for the Bachelor of Arts degree in Food Industry Management.  
The completion of Mathematics 103 and 124 may also satisfy the University mathematics requirement.  
The University's Tier II writing requirement for the Food Industry Management major is met by completing Management 310. That course is referenced in item 3. a. (1) below.
- The requirements of The Eli Broad College of Business for the Bachelor of Arts degree in the majors that comprise the Business Administration Programs.
- The following requirements for the major:

CREDITS

a.	<i>Major Field of Concentration:</i> A minimum grade-point average of 2.00 in the courses that are listed below: <sup>1</sup>	12
(1)	<i>All of the following courses:</i> . . . . .	
	FSM 200 Introduction to Food Systems Management . . . . .	3
	FSM 320 Agribusiness and Food Sales (W) . . . . .	3
	MGT 310 Human Resource Management (W) . . . . .	3
	MSC 335 Food Marketing Management . . . . .	3
(2)	<i>One of the following courses:</i> <sup>1</sup> . . . . .	3 or 4
	FSM 421 Public Policy Issues in Food and Agribusiness . . . . .	3
	FSM 443 Food Industry and Cooperative Marketing . . . . .	3
	MSC 305 Supply Chain Management . . . . .	4
	MSC 439 Food Business Analysis and Strategic Planning . . . . .	3

<sup>1</sup> Students may elect to complete more than 1 of the courses that are listed in item 3. a. (2) below with the understanding that the grades earned in such courses will be included in the computation of the grade-point average of courses in the Major Field of Concentration.

## BUSINESS

### Department of Marketing and Supply Chain Management

#### GRADUATE STUDY

The Department of Marketing and Supply Chain Management offers Master of Business Administration degree programs with majors in Marketing and Supply Chain Management. For information about those programs, refer to the *Master of Business Administration* statement in the Broad College section.

The department also offers a Master of Science degree program with a major in manufacturing management. That program is described below.

In addition, the department offers Doctor of Philosophy degree programs with majors in Logistics, Marketing and Operations and Sourcing Management. For information about those programs, refer to the *Doctor of Philosophy* statement in the Broad College section.

#### MANUFACTURING MANAGEMENT

##### Master of Science

The Master of Science degree program with a major in manufacturing management is one component of the integrated bachelor's and master's degree program in manufacturing engineering and management. The other component is the Bachelor of Science degree program with a major in manufacturing engineering in the College of Engineering.

For a description of the integrated program in manufacturing engineering and management, the requirements for admission to the integrated program, the requirements for the Bachelor of Science degree with a major in manufacturing engineering, and the academic standards for the integrated program, refer to the statement on the Department of Materials Science and Mechanics in the *College of Engineering* section of this catalog.

##### Requirements for the Master of Science Degree in Manufacturing Management

The student must complete a total of 34 credits under Plan B (without thesis). The student's program of study must be approved by the program director in the Department of Marketing and Supply Chain Management and must include:

	CREDITS
1. All of the following courses (34 credits):	
ACC 800 Financial Accounting Concepts	2
ACC 840 Managerial Accounting	3
FI 801 Managerial Finance	3
MGT 824 Management and Organizational Behavior	3
MSC 800 Materials and Logistics Management	3
MSC 801 Materials Management: Tactical and Strategic Perspectives	3
MSC 803 Operations Management Strategy	3
MSC 805 Marketing Management	2
MSC 810 Product Innovation and Management	3
MSC 833 Decision Support Models	3
MSC 842 Total Quality Management	3
MGT 843 Environmentally Conscious Manufacturing	3

## DEPARTMENT of ECONOMICS

*John H. Goddeeris, Chairperson*

#### UNDERGRADUATE PROGRAMS

The Department of Economics offers two Bachelor of Arts degree programs: one in economics and one in policy and ap-

plied economics. Both of these programs are designed to serve the needs of a broad range of students. Each of the programs provides a broad education about all aspects of the domestic and international economy, including institutions, concepts, policy, and the tools of analysis. Our students prepare for careers in business, such as banking, insurance, law, management, and consulting; for careers in national, state, and local governments; for teaching positions; and for graduate study in economics, business administration, finance, public policy, and law.

The Department stresses flexibility in each of the two undergraduate programs. Each program requires a strong core of economic theory, supplemented by mathematics, statistics, and accounting. Students in each of the programs are given great latitude in choosing area electives within the Department, as well as in choosing electives in The Broad College of Business and in the University at large. All students are encouraged to develop programs of study that are tailored to their individual needs and interests.

Beyond the introductory courses in microeconomics and macroeconomics, the department offers courses in a number of areas of specialization. These areas of specialization are listed below, along with the course offerings in each area.

##### MICROECONOMICS

- EC 251H Microeconomics and Public Policy
- EC 301 Intermediate Microeconomics
- EC 401 Advanced Microeconomics

##### MACROECONOMICS AND MONETARY THEORY

- EC 252H Macroeconomics and Public Policy
- EC 302 Intermediate Macroeconomics
- EC 330 Money, Banking, and Financial Markets
- EC 402 Advanced Macroeconomics

##### ECONOMIC THOUGHT

- EC 303 Economic Thought I
- EC 304 Economic Thought II

##### ECONOMIC SYSTEMS

- EC 306 Comparative Economic Systems
- EC 405 The Development of the American Economy
- EC 406 Economic Analysis of the Soviet Union and Transition Economy

##### DEVELOPMENT

- EC 410 Issues in the Economics of Developing Countries
- EC 411 Issues in Economic Development
- EC 413 Economic Analysis of Asia
- EC 414 Economic Analysis of Sub-Saharan Africa

##### ECONOMETRICS

- EC 420 Introduction to Econometric Methods

##### PUBLIC ECONOMICS

- EC 335 Taxes, Government Spending and Public Policy
- EC 435 Public Expenditures
- EC 436 Public Revenues
- EC 437 State and Local Public Finance

##### INTERNATIONAL ECONOMICS

- EC 340 Survey of International Economics
- EC 440 International Trade
- EC 441 International Finance

##### INDUSTRIAL ORGANIZATION

- EC 360 Private Enterprise and Public Policy
- EC 460 American Industry: Structure and Behavior

##### LABOR ECONOMICS

- EC 380 Labor Relations and Labor Market Policy
- EC 480 Analysis of Labor Markets

##### HEALTH, EDUCATION, AND WELFARE

- EC 495 Economics of Poverty and Income Distribution
- EC 496 Interpreting Economic News and Research
- EC 497 Economics of Education
- EC 498 Economics of Health Care

##### CAPSTONE COURSE

- EC 499 Senior Seminar for Economics Majors (W)

#### ECONOMICS

The Bachelor of Arts degree program with a major in economics emphasizes the utilization of quantitative techniques in the analysis of economic theories.

**Requirements for the Bachelor of Arts Degree in Economics**

1. The graduation requirements of the University as described in the *Undergraduate Education* section of this catalog; 120 credits, including general elective credits, are required for the Bachelor of Arts degree in Economics.  
The completion of Mathematics 103 and 124 [referenced in item 2. a. (1) below] may also satisfy the University mathematics requirement.  
The University's Tier II writing requirement for the Economics major is met by completing Economics 499. That course is referenced in item 2. b. (1) below.
2. The following requirements for the major: CREDITS
  - a. *Core Program:* 21
    - (1) *All of the following courses* (18 credits):
 

ACC 201	Principles of Financial Accounting	3
CSE 101	Computing Concepts and Competencies <sup>1</sup>	3
EC 201	Introduction to Microeconomics <sup>2</sup>	3
EC 202	Introduction to Macroeconomics <sup>2</sup>	3
MTH 103	College Algebra <sup>3</sup>	3
MTH 124	Survey of Calculus with Applications I <sup>4</sup>	3
    - (2) *One of the following courses* (3 credits):
 

STT 315	Introduction to Probability and Statistics for Business <sup>5</sup>	3
STT 421	Statistics I <sup>6</sup>	3
  - b. *Major Field of Concentration:* A minimum grade-point average of 2.00 in the courses that are listed below: 24
    - (1) *All of the following courses* (12 credits):
 

EC 301	Intermediate Microeconomics <sup>2</sup>	3
EC 302	Intermediate Macroeconomics <sup>2</sup>	3
EC 420	Introduction to Econometric Methods <sup>6</sup>	3
EC 499	Senior Seminar for Economics Majors (W)	3
    - (2) *One of the following courses in the international area:* Economics 306, 340, 406, 410, 411, 413, 414, 440, 441 (3 credits).<sup>6</sup>
    - (3) Nine additional credits in Economics courses of which at least two courses must be at the 400 level.<sup>2,6,7</sup>
  - c. At least three courses offered by departments or schools in the colleges of Arts and Letters, Social Science, and Natural Science or by James Madison College. Courses that are used to satisfy University requirements [referenced in item 1. above] and Core Program requirements [referenced in item 2. a. above] may not be used to satisfy this requirement. 9

- The University's Tier II writing requirement for the Policy and Applied Economics major is met by completing Economics 489. That course is referenced in item 2. b. (1) below.
2. The following requirements for the major:<sup>1</sup>

		CREDITS
a.	<i>Core Program:</i> All of the following courses: . . . . .	18
	ACC 230 Survey of Accounting Concepts. . . . .	3
	CSE 101 Computing Concepts and Competencies <sup>2</sup> . . . . .	3
	EC 201 Introduction to Microeconomics <sup>2</sup> . . . . .	3
	EC 202 Introduction to Macroeconomics <sup>2</sup> . . . . .	3
	MTH 103 College Algebra <sup>3</sup> . . . . .	3
	MTH 124 Survey of Calculus with Applications I <sup>4</sup> . . . . .	3
b.	<i>Major Field of Concentration:</i> A minimum grade-point average of 2.00 in the courses that are listed below:	
	(1) Both of the following courses: . . . . .	6
	EC 301 Intermediate Microeconomics <sup>2</sup> . . . . .	3
	EC 489 Senior Seminar for Policy and Applied Economics Majors (W). . . . .	3
	(2) One of the following two options: . . . . .	3 or 6
	(a) Economics 320.	
	(b) Economics 420; Statistics and Probability 315 or 421.	
	(3) One of the following courses in the international area: Economics 306, 310, 340, 406, 410, 413, 414, 440, 441. <sup>6</sup> . . . . .	3
	(4) One of the following Policy Specializations in Economics. <sup>6</sup> Both the specialization and the related courses must be approved by the student's academic adviser. . . . .	15
	<i>Policies for Economic Development and Transitional Economies:</i> A minimum of 15 credits in approved Economics courses including at least two of the following courses: Economics 306, 310, 406, 410, 413, 414. <sup>6</sup>	
	<i>Public-Sector Economic Policy:</i> A minimum of 15 credits in approved Economics courses including at least two of the following courses: Economics 335, 435, 436, 437.	
	<i>International Economic Policy:</i> A minimum of 15 credits in approved Economics courses including at least two of the following courses: Economics 340, 440, 441. <sup>6</sup>	
	<i>Economic Analysis of Competition Policy:</i> A minimum of 15 credits in approved Economics courses including Economics 360 and 460.	
	<i>Economic Policy for Human Resources:</i> A minimum of 15 credits in approved Economics courses including at least two of the following courses: Economics 380, 385, 495, 497, 498.	
	<i>Macroeconomics Policy Issues:</i> A minimum of 15 credits in approved Economics courses including Economics 252H or 302 and at least one of the following courses: Economics 330, 402, 441. <sup>6</sup>	
	(5) At least three courses offered by departments or schools in the colleges of Agriculture and Natural Resources, Arts and Letters, Natural Science, and Social Science or by James Madison College. Courses that are used to satisfy University requirements [referenced in item 1. above] and Core Program requirements [referenced in item 2. a. above] may not be used to satisfy this requirement. . . . .	9

<sup>1</sup> Students who pass a waiver examination will not be required to complete Computer Science and Engineering 101.

<sup>2</sup> Economics 251H and 252H may be substituted for the following group of courses: Economics 201, 202, 301, 302. Students who elect this substitution may satisfy the requirement referenced in item 2. b. (3) below by completing 5 additional credits in two 400-level Economics courses.

<sup>3</sup> Students who place into Mathematics 124 on the mathematics placement test and who complete Mathematics 124 will not be required to complete Mathematics 103.

<sup>4</sup> Mathematics 132 may be substituted for Mathematics 124. Mathematics 132 is recommended for students who plan to pursue graduate study in economics.

<sup>5</sup> Statistics 441 and 442 may be substituted for the following group of courses: Statistics and Probability 315 or 421; Economics 420.

<sup>6</sup> Students may elect to complete more than one of the Economics courses referenced in item 2. b. (2) below and more than 9 additional credits in Economics courses referenced in item 2. b. (3) below with the understanding that the grades earned in such courses will be included in the computation of the grade-point average of courses in the Major Field of Concentration.

<sup>7</sup> James Madison College 343, 344, 345, or 346 may be substituted for one 300-level Economics course.

<sup>1</sup> Students may elect to complete more Economics courses than those that are needed to complete the requirements for the major with the understanding that the grades earned in such courses will be included in the computation of the grade-point average of courses in the Major Field of Concentration.

<sup>2</sup> Students who pass a waiver examination will not be required to complete Computer Science and Engineering 101.

<sup>3</sup> Economics 251H may be substituted for Economics 201 and 301. Students who complete Economics 251H are required to complete an additional 400-level Economics course to satisfy requirement 2. b. (1).

<sup>4</sup> Students who place into Mathematics 124 on the mathematics placement test and who complete Mathematics 124 will not be required to complete Mathematics 103.

<sup>5</sup> Students may substitute Mathematics 132 or 152H for Mathematics 124.

<sup>6</sup> A course that is used to satisfy requirement 2. b. (3) may not be used to satisfy requirement 2. b. (4).

**POLICY AND APPLIED ECONOMICS**

The Bachelor of Arts degree program with a major in policy and applied economics is designed for students who are interested in economic policy analysis and in the interaction of economics with other disciplines. Compared with the Bachelor of Arts degree program with a major in economics, this program is less theoretical and technical, and places less emphasis on theory and statistics. The objective of the program in policy and applied economics is to produce graduates who are skilled in the application of economic analysis to policy issues and other applied problems.

**Requirements for the Bachelor of Arts Degree in Policy and Applied Economics**

1. The graduation requirements of the University as described in the *Undergraduate Education* section of this catalog; 120 credits, including general elective credits, are required for the Bachelor of Arts Degree in Policy and Applied Economics.  
The completion of Mathematics 103 and 124 [referenced in item 2. a. below] may also satisfy the University mathematics requirement.

**TEACHER CERTIFICATION OPTIONS**

The economics disciplinary major leading to the Bachelor of Arts degree is available for teacher certification.

An economics disciplinary minor is also available for teacher certification.

Students who elect the economics disciplinary major or the economics disciplinary minor must contact the Department of Economics.

For additional information, refer to the statement on TEACHER CERTIFICATION in the *Department of Teacher Education* section of this catalog.

## **GRADUATE STUDY**

The Department of Economics offers work leading to the Master of Arts and Doctor of Philosophy degrees in preparation for professional careers in business, government, teaching, or research.

The fields of specialization are:

1. History of Economic Thought
2. Advanced Economic Theory
3. Econometrics
4. Labor Economics
5. Industrial Organization
6. Advanced Macro and Monetary Economics
7. Public Economics
8. International Economics
9. Economic Development

Doctoral students must qualify in general economic theory and in three fields of specialization. Substitution of a field in another discipline is possible.

Students who are enrolled in Master of Arts and Doctor of Philosophy degree programs in the Department of Economics may elect specializations in resource economics. For additional information, refer to the statement on Interdepartmental Graduate Specializations in Resource Economics in the College of Agriculture and Natural Resources section of this catalog.

### **Admission**

Before admission to graduate work, a student should have acquired a minimum of 25 credits in the social sciences, mathematics, statistics, agricultural economics, accounting, or business administration, or in some combination of these fields. Students with limited economics in their undergraduate programs will have to correct such deficiencies by completing collateral courses, which serve as prerequisites for the graduate economics courses.

Applicants to the doctoral program are required to submit scores on the Graduate Record Examination General Test; in addition, applicants should arrange to have three letters of recommendation and transcripts of all prior collegiate course work supplied to the department.

### **Master of Arts**

Only Plan B (without thesis) is available to students who are enrolled in the M. A. degree program with a major in economics.

Normally the student discusses the program of study with the graduate program director at the time that he or she begins studies in economics. The student's program must be acceptable to the director.

In addition to meeting the requirements of the University, students in the master's degree program in economics must meet the requirements specified below.

### **Requirements for the Master of Arts Degree in Economics**

1. A minimum grade–point average of 3.00 in 800–900 level economics courses.
2. Complete 30 credits in approved courses including:
  - a. At least 20 credits in 800–900 level courses.
  - b. Economics 801. This requirement may be waived by examination.
  - c. At least 2 courses in microeconomic analysis (Economics 805 and 807, or Economics 812A and 812B)

and one course in macroeconomic analysis (Economics 809 or 813A).

- d. Statistics and Probability 430. This requirement may be waived for a student who has completed equivalent coursework at another recognized educational institution, as evidenced by an official transcript.
  - e. Two econometrics courses: Economics 820 and 823. Economics 821 or 822 may be substituted for Economics 823 with the approval of the graduate program director.
  - f. Two courses in one of the fields of economics as specified below: Economic Development: Economics 850 and 851. History of Economic Thought: Economics 815 and 816. Industrial Organization: Economics 860 and 861. International Economics: Economics 840 and 841. Labor Economics: Economics 880 and 881. Advanced Macro and Monetary Economics: Economics 809 and 831. Public Economics: Economics 835 and 836.
  - g. One additional course from the courses listed in item 2. f. above with the exception of Economics 809.
3. Pass the written comprehensive examination in Economic Analysis, Microeconomic Theory, or Macroeconomic Theory.

### **Academic Standards**

To remain in the program and receive the M. A. degree in economics, a student must:

1. Maintain at least a 3.00 grade–point average.
2. Earn a grade of 3.0 or higher in required 800–900 level economics courses.

### **Doctor of Philosophy**

Students may be admitted to the Ph.D. degree program with a major in economics only for a fall semester.

In addition to meeting the requirements of the University, students must meet the requirements specified below.

### **Requirements for the Doctor of Philosophy Degree in Economics**

1. Economics 811. This requirement may be waived by passing an examination that is administered at the beginning of the fall semester.
2. Pass comprehensive examinations in Microeconomic Theory and Macroeconomic Theory.

These examinations are given in the Fall. The student should take these examinations after completing the economic theory course sequences. If either examination is failed, it must be repeated the next time that it is offered.
3. Demonstrate competence in 2 fields of specialization by:
  - a. Receiving a grade of 'Major Pass' in the comprehensive examination in one field of economics.
  - b. Receiving a grade of 'Minor Pass' in the comprehensive examination in a second field of economics or, with the approval of the Graduate Instruction Committee, a field outside of economics.

A student who fails a comprehensive examination in a field of specialization twice may not retake the examination.

4. Complete one course in a third field of economics or, with the approval of the graduate program director, a field outside of economics.
5. Complete one graduate course in Economic History or the History of Economic Thought.
6. Demonstrate econometric competency by either:
  - a. Receiving a grade of 'Major Pass' or 'Minor Pass' in the comprehensive examination in econometrics, or
  - b. Completing Statistics and Probability 430 or its equivalent at another recognized educational institution, Economics 820, and one additional econometrics course. Students who elect this option and who elect econometrics to meet requirement 4. above must complete Economics 820 plus two additional econometrics courses.
7. Regularly attend a departmental workshop chosen in consultation with his or her guidance committee, beginning in the second year of doctoral study.
8. By the end of the third year of doctoral study, write a substantial research paper that must be approved by the student's guidance committee.
9. Write an acceptable dissertation and defend it successfully in a public oral examination.

Additional information about the requirements listed above is included in the document titled 'Graduate Programs in Economics at Michigan State University' that is available in the Department of Economics.

**Academic Standards**

Refer to the *Doctor of Philosophy Degree in Business Administration* statement in the College section.

# THE SCHOOL of HOSPITALITY BUSINESS

**Ronald F. Cichy, Director**

**UNDERGRADUATE PROGRAMS**

The mission of The School of Hospitality Business is to be a leader in hospitality education through teaching, research, and service. The school was established in 1927.

Today's hospitality industry is expanding as part of the growing service economy. This growth creates a demand for people specialized in hospitality management and who have coupled a college education with work experience in the hospitality industry. Demand is projected to outstrip supply for college graduates in hospitality management well into the 21st century.

Many graduates of the school seek employment in lodging operations and restaurants. Additional career opportunities are present in city and country clubs, resorts, hospitals, college housing and food services, airlines, business and industry food services, nursing homes, retirement complexes, trade associations, and public and private institutions.

Because of the conviction that firms in the hospitality industry are businesses first and special service businesses second, the school's undergraduate program has a strong business component. The curriculum emphasizes managerial leadership, and is designed to develop theoretical and technical knowledge, as well as techniques of leadership, in graduates. The undergraduate major in hospitality business is designed primarily for those who wish to become managerial leaders in the hospitality industry.

Emphasis in this major is upon course work relating to the management of businesses offering food, lodging, recreation or related services to guests from the local area or to travelers for business or pleasure.

The business challenges peculiar to this type of enterprise are subjected to scrutiny from the standpoint of production, physical facilities, accounting and finance, management, law, marketing, sociology, and human resources.

Substantial work experience in the hospitality industry is required for hospitality business majors. They are required to complete 800 hours (400 hours in a Level I Internship and 400 hours in a Level II Internship). The internships must have the prior approval of the Student and Industry Resource Center coordinator. The Level I Internship must be completed prior to enrollment in Hospitality Business 307, and the Level II Internship must be completed prior to enrollment in Hospitality Business 489.

Students who are enrolled in the bachelor's degree program in The School of Hospitality Business may elect the specialization in food processing and technology. For additional information, refer to the *Specialization in Food Processing and Technology* statement in the *Department of Food Science and Human Nutrition* statement in the *College of Agriculture and Natural Resources* section of this catalog.

**Requirements for the Bachelor of Arts Degree in Hospitality Business**

1. The graduation requirements of the University as described in the *Undergraduate Education* section of this catalog; 120 credits, including general elective credits, are required for the Bachelor of Arts degree in Hospitality Business.
  - The completion of Mathematics 103 and 124 [referenced in item 2. a. (1) below] may also satisfy the University mathematics requirement.
  - The University's Tier II writing requirement for the Hospitality Business major is met by completing Hospitality Business 307 and 489. Those courses are referenced in item 2. b. below.
2. The following requirements for the major:

	CREDITS
a. <i>Core Program:</i> .....	39
(1) <i>All of the following courses</i> (36 credits):	
ACC 201 Principles of Financial Accounting.....	3
CSE 101 Computing Concepts and Competencies <sup>1</sup> .....	3
EC 201 Introduction to Microeconomics .....	3
EC 202 Introduction to Macroeconomics .....	3
FI 311 Financial Management .....	3
GBL 395 Law, Public Policy, and Business .....	3
GBL 447 Hospitality Law .....	3
MGT 315 Managing Human Resources and Organizational Behavior .....	3
MSC 300 Managerial Marketing .....	3
MTH 103 College Algebra <sup>2</sup> .....	3
MTH 124 Survey of Calculus with Applications I .....	3
STT 315 Introduction to Probability and Statistics for Business .....	3
(2) <i>One of the following courses</i> (3 credits):	
EC 340 Survey of International Economics.....	3
MSC 310 International and Comparative Dimensions of Business.....	3
b. <i>Major Field of Concentration:</i> All of the following courses with a minimum grade-point average of 2.00.....	39
HB 200 Introduction to the Hospitality Industry .....	3
HB 237 Management of Lodging Facilities .....	3
HB 265 Quality Food Management .....	3
HB 302 Hospitality Managerial Accounting .....	3
HB 307 Organizational Behavior in the Hospitality Industry (W) .....	3
HB 337 Hospitality Information Systems .....	3
HB 345 Quantity Food Production Systems .....	3
HB 473 Hospitality Industry Research .....	3
HB 475 Innovations in Hospitality Marketing .....	3
HB 482 Hospitality Managerial Finance .....	3

**BUSINESS**

**The School of Hospitality Business**

- HB 485 Advanced Foodservice Management . . . . . 3
- HB 489 Policy Issues in Hospitality Management (W) . . . . . 3
- One additional 3-credit course in Hospitality Business at the 300-400 level.

c. At least 6 credits of general elective courses outside the College of Business, Department of Mathematics, and Department of Statistics and Probability. Courses that are used to satisfy University requirements [referenced in item 1. above] and courses that are used to satisfy Core Program requirements [referenced in item 2. a. above] may *not* be used to satisfy this requirement.

<sup>1</sup> Students who pass a waiver examination will not be required to complete Computer Science and Engineering 101.

<sup>2</sup> Students who place into Mathematics 124 on the mathematics placement test and who complete Mathematics 124 will not be required to complete Mathematics 103.

**GRADUATE STUDY**

The School of Hospitality Business offers a Master of Business Administration degree program with a major in hospitality business and a Master of Science degree program with a major in foodservice management.

**Master of Business Administration**

The majority of Master of Business Administration degree graduates with a major in hospitality business enter the hospitality industry in management positions, in corporate staff positions, in consulting positions, or as teachers in hospitality management programs at the secondary, or two-year or four-year college, level.

Students who have had less than six months of full-time work experience in the hospitality industry prior to enrolling in the program must complete 400 hours of approved professional work experience while enrolled in a collateral course: HB 454 Professional Work Experience II (W).

In addition to meeting the requirements of the University and of the Broad School, students must meet the requirements for the Hospitality Business Major Field of Concentration specified below.

	<b>CREDITS</b>
1. Complete of a minimum of four courses (12 credits) including:	
a. <i>The following course:</i>	
HB 885 Seminar in Food and Beverage Systems Management . . . . .	3
b. <i>Three of the following courses (9 credits):</i>	
HB 807 Workforce Management in the Hospitality Industry . . . . .	3
HB 837 Hospitality Computer Information Systems . . . . .	3
HB 875 Marketing in the Hospitality Industry . . . . .	3
HB 882 Financial Management in the Hospitality Industry . . . . .	3
HB 890 Independent Study . . . . .	3

**Master of Science**

The Chef Michael L. Minor Master of Science degree program with a major in foodservice management is available only under Plan B (without thesis). Curriculum flexibility encourages the design of individualized programs of study which meet the specific professional needs of many diverse students. Normally the student discusses his or her planned program with the graduate program director at the time that he or she enrolls in the program. Graduates of the master's program in foodservice management seek employment opportunities in post-secondary educational institutions, consulting firms, supplier organizations, and foodservice companies.

In addition to meeting the requirements of the University, students must meet the requirements specified below.

**Admission**

The master's program in foodservice management is designed for persons with bachelor's degrees in hospitality management who do not have significant experience in the hospitality industry and for persons with bachelor's degrees in related fields (such as food science, human nutrition, and park and recreation resources) who have significant experience in the hospitality industry.

In addition to prior academic preparation and experience in the hospitality industry, the applicant's scores on the Graduate Record Examination and undergraduate grade-point average will be considered in the admissions decision.

Students with limited academic preparation in the hospitality field will be required to complete collateral courses which will serve as prerequisites for the courses that are required for the program. Persons with bachelor's degrees in hospitality management should be able to complete the program in one year, whereas students with bachelor's degrees in other fields should be able to complete the program in two years.

**Requirements for the Chef Michael L. Minor Master of Science Degree Program in Foodservice Management**

The student must complete a total of 30 credits under Plan B (without thesis). The student's program of study must be approved by the graduate program director and must include:

	<b>CREDITS</b>
1. All of the following courses (18 credits):	
HB 807 Workforce Management in the Hospitality Industry . . . . .	3
HB 837 Hospitality Computer Information Systems . . . . .	3
HB 875 Marketing in the Hospitality Industry . . . . .	3
HB 882 Financial Management in the Hospitality Industry . . . . .	3
HB 890 Independent Study <sup>1</sup> . . . . .	6
2. Two of the following courses (6 credits):	
ACC 800 Financial Accounting Concepts . . . . .	3
MGT 810 Human Resource Management . . . . .	3
MGT 811 Organizational Staffing . . . . .	3
EC 803 Managerial Economics . . . . .	3
MGT 806 Management and Organizational Behavior . . . . .	3
MSC 805 Marketing Management . . . . .	3
MSC 831 Food Marketing Management . . . . .	3
MSC 860 International Business . . . . .	3
MSC 865 Emerging Topics in Business . . . . .	3
3. Six additional credits in elective courses.	
These courses are based on the specific academic interests of the student. Coursework is typically selected in the following disciplines: food science, human nutrition and foods, communication, labor and industrial relations, education, and park and recreation resources.	

<sup>1</sup> The student must enroll in 3 credits of Hospitality Business 890 in each of two semesters. The content of this course may involve an internship in foodservice management or quantity food production, the completion of an extensive library or research project, or other content.

**Academic Standards**

To remain in the program and receive a Master of Science degree in foodservice management, a student must:

1. Maintain a minimum grade-point average of 3.00 each semester.
2. Maintain a cumulative minimum grade-point average of 3.00.