

SCHOOL OF BUSINESS ADMINISTRATION

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■ Board of Visitors

The Board of Visitors of the School of Business Administration provides a direct link between the industrial community and the School. The Board is composed of outstanding corporate and professional leaders from the Detroit metropolitan area. Board members assist the faculty on several projects and provide consultation on goals and objectives, curricula designs and research programs.

The board members are:

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Complementing the Board of Visitors of the School of Business Administration are the following department or program advisory boards:

The Accounting and Finance Advisory Board is a group of distinguished individuals in public accounting, industry and government. The Board's objective is to enhance the ties between the School of Business Administration's accounting faculty and students and the business and professional accounting community.

The Marketing Advisory Board enhances the relationship between the marketing faculty and students and the business marketing community in southeastern Michigan. Students and faculty benefit by having access to a variety of business resources, which enhances the marketing program's educational, research and service activities. Members of the Marketing Advisory Board benefit by having the opportunity to provide advice, direction and support for Oakland University's educational and research activities.

The Human Resources Management Advisory Board enhances the relationship between the human resources faculty and students and the business human resources community. Students and faculty benefit by having access to a variety of resources that improve the HRM program's educational, research and service activities.

The Decision and Information Sciences Advisory Board enhances the education of MIS students at Oakland University and assists in providing well-educated MIS professionals to the business community.

The Executive MBA in Health Care Management Advisory Board is made up of senior executives from major hospitals, HMOs and healthcare community organizations, as well as business representatives. They help the Dean and Director formulate strategic program policies and provide a focus on emerging health care issues which will be treated in special topic courses.

■ Graduate Business Degree Programs

The School of Business Administration offers evening and weekend graduate programs leading to:

Executive MBA in Health Care Management (EMBA-HCM)
Master of Business Administration (MBA) with concentrations in:

- Accounting
- Business Economics
- Entrepreneurship
- Finance
- Financial Information Systems
- Human Resources Management
- International Business
- Management Information Systems
- Marketing
- Production/Operations Management

Master of Accounting (MAcc) with tracks in:

- Public Accounting
- Managerial Accounting
- Systems Accounting

Master of Science in Information Technology Management (MSITM)

The SBA also participates in the Master of Science in Engineering Management offered by the School of Engineering and Computer Science and detailed in the engineering section of this catalog.

■ Post-Master's Certificate Programs

For students with an MBA, the School of Business Administration offers post-master's certificate programs in:

- Accounting
- Business Economics
- Entrepreneurship
- Finance
- Human Resources Management
- International Business
- Management Information Systems
- Marketing
- Production/Operations Management

For students with a master's degree in a non-business field, the School of Business Administration offers the Post-Master's Certificate in:

- General Management

■ General Information

Accreditation

Oakland University's School of Business Administration programs are accredited by AACSB International—the Association to Advance Collegiate Schools of Business. AACSB International is the premier accreditation organization for business schools.

Assessment

To assist in the continuous improvement of its programs, the SBA engages in a range of assessment efforts. Students are expected to actively participate in these assessment and improvement efforts.

Graduate assistantships

A limited number of graduate assistantships are awarded each academic semester, on a competitive basis, to full-time students in the MBA, MSITM and MAcc programs. Assistantships include an academic year stipend and an award of 9 credits of tuition and accompanying fees. In return, graduate assistants work 20 hours per week assisting one or more faculty members in their research efforts. Additional information and applications may be obtained from the Office of Graduate Business Programs.

Transfer credit

In accordance with the regulations of the Graduate Council, up to 9 credits of relevant course work may be transferred from an MBA, MSITM or MAcc program at a regionally accredited institution. Up to 3 credits of relevant graduate course work may be transferred for the post-master's certificate programs. For credit to transfer, the student must have earned a grade of 3.0 (B) or better in the course. The transfer credit will reduce the number of credits required in the graduate business program. The acceptance of transfer credit and the related course exemptions are determined after an evaluation of a student's transcript. They must be approved by the Office of Graduate Business Programs and the Office of Graduate Study.

Student evaluation and grading

In accordance with the university requirements for graduate students, a grade point average of 3.00 is required for graduation. Students, therefore, should maintain at least a 3.00 GPA. Students may be dismissed if they do not maintain a GPA of 3.00 or appropriate progress toward the degree as determined by the Office of Graduate Business Programs. Any course resulting in a grade below 2.0 must be repeated. Students who do not complete a graduate course for two years must formally apply for readmission to the MBA, MAcc, MSITM or Post-Master Certificate program.

Graduate Management Admission Test (GMAT)

All applicants for admission to the EMBA, MBA, MSITM or MAcc programs must submit official scores for the GMAT. This test is administered throughout the world by the Education Testing Service. For more information visit the Graduate Management Admissions Council website at www.mba.com or write GMAT, Educational Testing Service, P.O. Box 6103, Princeton, New Jersey 08541-6103 or call (609) 771-7330. The GMAT is an important part of the admission process and either careful study of a GMAT review manual or the completion of a review class is strongly recommended. Applicants with GMAT test scores older than five years may be required to retake the GMAT.

■ The Executive MBA in Health Care Management

Description

The Executive MBA in Health Care Management (EMBA-HCM) is designed to give health care professionals a fuller understanding of the concepts and skills necessary to become more effective managers. The program consists of 39 credit hours taken over 21 months. In addition to foundation courses, students will also take 10 credit hours of health care–related electives. Course content has a definite health care focus. Special topic courses that deal with emerging issues in health care will be presented each semester. Courses are designed and taught by a combination of faculty from Oakland University’s School of Business Administration and experienced professionals and practitioners from various health care fields.

Likely candidates for the program include physicians; middle managers at hospitals, HMOs, and other health care facilities; insurance company administrators; and corporate benefits administrators. Enrollment in the program will be selective, based on candidates’ backgrounds. Certain competencies, including knowledge of quantitative methods and basic computer-related skills, are required. Candidates will have the opportunity to attend workshops to meet competency requirements.

In order to assure effective instruction and interaction, classes will be strictly limited to a maximum of 30 students. This “cohort group” will move through the program together, with all participants taking the same classes and electives. Classes are scheduled to accommodate the time demands of busy health care professionals. They meet Friday afternoon and all day Saturday on alternate weekends, over a period of 21 months.

Admission Terms and Deadlines

Students may be admitted only in the fall term.

All application materials for the EMBA-HCM must be received by June 1.

Application Requirements

Required application materials include:

- 1 . Application for Admission to Graduate Study
- 2 . \$30 application fee
- 3 . official transcripts from all previous colleges and universities attended
- 4 . official GMAT scores (for those not holding a graduate degree)
- 5 . a letter of endorsement from the employer to attend alternate weekend classes on Friday afternoons and Saturday

Admission Requirements

The EMBA-HCM is selective and limited to an entering class of 30 students per year. The requirements for consideration for admission include:

- A minimum of five years experience in health care or a related field for applicants who possess a graduate degree.
- A minimum of five years of administrative/managerial experience in health care or a related field for applicants without a graduate degree.
- An undergraduate degree in any discipline.
- Employer endorsement to attend alternate weekend classes on Friday afternoons and Saturday.
- Scores from the Graduate Management Admission Test (GMAT) taken in the past five years for applicants not holding a graduate degree.

In general, applicants with a total score in the 60th percentile or above on the GMAT, placement in the 30th percentile or above in both the verbal and quantitative sections of the test, and an overall GPA of 3.20 or better will be considered for non-conditional admission. Applicants holding professional medical degrees (i.e., M.D., D.O.) will be exempt from taking the GMAT. Applicants with strong letters of recommendation from their employers or who have demonstrated the ability to handle such a rigorous program may be considered for conditional admission.

Degree Requirements

The EMBA-HCM is a 39-credit-hour program consisting of traditional MBA courses that have been specifically geared toward the health care industry. Coursework in the program consists of foundation classes in the functional areas of business, as well as coursework dealing with specific issues currently facing health care managers. Classes will be highly interactive and will include individual and team projects and presentations. The foundation courses will be similar to those offered in the regular MBA program but geared toward managing in the health care industry.

Students in the program without evidence of the required skills in quantitative methods, computer skills and organizational behavior will be expected to complete the appropriate workshops in the summer before entering the EMBA-HCM program. The workshops in Quantitative Methods, Computer Skills and Organizational Behavior will be offered on the same Friday and Saturday schedule as the EMBA-HCM program schedule on three weekends during the summer before the EMBA-HCM program starts. A workshop fee will be assessed in addition to the program costs.

■ Program of Study

Foundation Courses

Each student will be expected to complete the following 29 credit hours of foundation coursework:

Course Title	Credits
HCM 504 Statistical Methods	2
HCM 512 Financial and Managerial Accounting	3
HCM 521 Managerial Economics	3
HCM 527 Health Economics	2
HCM 530 Teambuilding, Leadership and Communication	2
HCM 531 Human Resources Management	2
HCM 535 Strategic Management	3
HCM 540 Operations Management	2
HCM 545 Health Care Information Systems	2
HCM 550 Legal and Ethical Issues	2
HCM 560 Marketing Management	3
HCM 570 Financial Management	3
Total	29

Elective Courses

Each student will be expected to complete 10 credit hours of elective coursework. The actual electives chosen will be based upon input from the students in the program, the faculty in the program, and health care professionals on the EMBA-HCM Advisory Board.

Possible Elective Courses	Credits
HCM 605 Forecasting in Health Care	2
HCM 606 Quality Assurance in Health Care	2
HCM 612 Cost Management in Health Care	2
HCM 624 Government Policy in Health Care	2
HCM 625 International Comparisons in Health Care	1
HCM 633 Managing Cultural Diversity	1
HCM 634 Hospital Administration	2
HCM 635 Transforming the Health Care Organization	2
HCM 636 Contracts and Negotiation in Health Care	1
HCM 637 Outcomes Assessment in Health Care	1
HCM 638 New Ventures in Health Care	1
HCM 642 Facilities Planning and Evaluation	1
HCM 643 Project Management in Health Care	1
HCM 645 Managing Technology in Health Care	2
HCM 646 Data Warehousing in Health Care	1
HCM 661 Health Care Marketing and Consumer Satisfaction	2
HCM 662 New Health Care Services Development	1
HCM 670 Hospital Finance and Managed Care	2
HCM 673 Mergers and Acquisitions in Health Care	2

For additional information on the EMBA-HCM, please contact Dr. Miron Stano, Director of EMBA-HCM Program, at (248) 370-3298; fax: (248) 370-4604; e-mail: embahcm@oakland.edu.

■ The Master of Business Administration

A program leading to the Master of Business Administration (MBA) with special emphasis in information technology and international business is offered by the School of Business Administration (SBA). It is designed to educate students for managerial roles in private, public or not-for-profit sectors of the economy. Courses are offered Monday through Thursday evenings at the Rochester campus and the Birmingham campus. It is offered Friday evenings and Saturday mornings at the Macomb University Center.

Program philosophy

The MBA program is designed for undergraduate majors from any discipline, including business or management. It is preferred that students with an undergraduate degree in business or one of the functional areas of management have two years of work experience before entering the MBA program. A typical entering class may consist of undergraduate majors from engineering, the natural sciences, the social sciences, computer science, mathematics, business, health care, education and the humanities.

The program is based on the belief that an education in management should:

- 1 . Prepare students for careers involving problem identification, problem solving, decision making and leadership in any type of organization.
- 2 . Emphasize the determination of goals and the effective utilization of scarce resources.
- 3 . Help students understand and effectively interact with the emerging workplace issues of globalization and diversity.
- 4 . Assist students in understanding the effects of, and successfully deal with, the changing social, legal, ethical and technological environments of the organization.
- 5 . Stress understanding of human behavior and the organizational setting, for much of management relates to people — understanding them, communicating with them, working with them and leading them.
- 6 . Stress the importance of the management of information and information resources in the successful operation of an organization.

MBA concentrations

In addition to the standard MBA program, students may choose to concentrate their elective work in a given discipline or inter-disciplinary area. Currently the MBA program at Oakland University has areas of concentration in Accounting, Business Economics, Entrepreneurship, Finance, Financial Information Systems, Human Resources Management, International Business, Management Information Systems, Marketing, and Production/Operations Management.

Part-time status

The MBA program must be completed within six years from the date of entry into the program. The scheduling of MBA classes is based on the assumption that students will be enrolled in a standard part-time program: six courses per year (two courses in each of the 15-week fall and winter semesters, and one course in each of the eight-week spring and summer sessions).

Length of program

The length of the MBA program varies from 36 to 48 credits, depending on the student's prior preparation. The minimum program consists of 36 credits of required courses and electives that must be completed by all candidates.

Full-time students normally take 12 credits (four courses) in the fall and winter semesters and three credits (one course) in the spring and summer sessions. The full-time student can finish the complete 48-credit program in less than two years. Students with sufficient background in business courses may be able to complete the minimum 36-credit MBA program in 16 months of full-time study.

The part-time student taking six courses per year should finish the complete 48-credit program in two and two-thirds calendar years (32 months) in a year-round program.

In accordance with university regulations, all course credits used to meet requirements of the MBA program must be earned within six years of the date that the MBA is awarded.

Admission Terms and Deadlines

Students may begin the MBA program in the fall, winter, spring or summer sessions, depending upon their background.

All application materials for the MBA must be received by:

- August 1 for the fall semester
- December 1 for the winter semester
- April 1 for the spring session
- June 1 for the summer session

Deadlines for international students are May 1 for the fall semester and September 1 for the winter semester.

Application Requirements

A complete application must be on file in the Office of Graduate Admissions, 160 North Foundation Hall. The applicant must submit:

- 1 . Application for Admission to Graduate Study
- 2 . \$30 application fee
- 3 . supplemental application for the graduate business programs
- 4 . official transcripts from all previous colleges and universities attended
- 5 . official GMAT scores

International students will have additional application requirements. See the Graduate Study web site for these additional requirements.

Applicants should take the GMAT at least three weeks before the deadline for their application to allow time for the official scores to be sent to Oakland University.

Admission Requirements

Admissions to the MBA program are selective and depend on several elements, including scholarship and an ability to communicate effectively. Before an applicant can be admitted to the MBA program he or she must have completed:

1. a bachelor's degree from a regionally accredited institution. (Oakland University students admitted to the joint baccalaureate/MBA degree program are exempt from this requirement.)
2. The Graduate Management Admission Test (GMAT).

Applicants must also meet the general admission requirements for graduate study at Oakland University. Applications are considered by the Graduate Admission Committee of the School of Business Administration. In making admission recommendations, the admission committee assesses the potential of applicants for success in the MBA program by examining their undergraduate records, their GMAT scores, their responses to questions on the supplemental application and their work experience. Letters of recommendation are not required.

■ MBA program of study

The MBA program consists of four parts: the prerequisite courses, the core program, the integrative business policy course (MGT 535) and a set of at least five electives. Each part of the program is detailed below.

Prerequisite courses

Students admitted to the MBA program must demonstrate proficiency or complete course work in the following areas. Students may be conditionally admitted with the condition that they complete those prerequisites during their first year of study in the MBA program.

1. A college course in the principles of microeconomics
2. A college course in the principles of macroeconomics
3. A college course in financial accounting
4. A recent college algebra course or mathematics at a higher level
5. A college course in calculus or a continuing education course in quantitative methods which included basic calculus
6. A college course, workshop, continuing education course or self-study in computer applications. Students who have not taken a college course must submit a letter detailing their training and experience with word processors, spreadsheets, graphics, database management systems, and the Internet.

MBA core program

The core program is designed to develop basic skills in management for the MBA student.

Only students formally admitted into the MBA program, another graduate program at Oakland University (with approval of the Office of Graduate Business Programs), or guest students from an MBA program at another university may register for the MBA core classes.

Core course exemptions

To be exempted from the core courses the applicant must have passed an equivalent undergraduate course with a grade of 2.0 (C) or better within the previous 10 years. Exemption from a core course reduces the total credit requirement for the MBA. Students exempted from some or all the core courses will be required to take a minimum program of 36 MBA credits. As part of his or her program, the MBA student must take at least one graduate level course in each of the functional areas (i.e., at least one graduate course in ACC, FIN, MKT, & POM/QMM) either as one of the five MBA electives or in addition to these electives. Exemptions from core courses are determined by the Office of Graduate Business Programs after an evaluation of the student's transcript. A student will be allowed to take a core course from which he/she had been exempted only with prior written approval from the Office of Graduate Business Programs. Repeating waived courses will increase a student's MBA program beyond the minimum of 36 credit hours.

Core courses

ACC 512	Managerial Accounting Systems
QMM 510	Statistical Analysis for Managers
ECN 521	Economics for Managers
ORG 530	Organizational Behavior
MGT 550	Legal Environment of Business
MIS 524	Enterprise Information Systems
MKT 560	Marketing Management
POM 521	Operations Management
FIN 533	Financial Management
MGT 526	International Business

Integrative business policy course

The integrative business policy course, MGT 535, draws on all the coursework in the core of the MBA program in the analysis of real world cases in a team setting. MGT 535 is required of all MBA candidates.

MBA electives

MBA candidates complete their program by selecting a minimum of 15 credits of MBA electives. Of these, one course must be an information technology elective and one must be an international business elective (see website for current list of acceptable courses www.sba.oakland.edu/mba). The remaining 9 credits may be drawn from MBA elective courses offered by the School of Business Administration or from approved courses offered by other units of Oakland University. Six of the elective credits may be a master's project. MBA electives are numbered 500 and above for accounting and MIS electives and 600 and above for all other areas.

Concentrations

If MBA students want a more structured set of electives, they can take one of the MBA concentrations. A maximum of two concentrations can be noted on their transcripts. The MBA concentrations consist of the electives structured as noted under each MBA concentration listed below. A single class may not be counted toward more than one concentration. All courses are 3 credits, unless otherwise noted.

Accounting Concentration:

To provide more background in accounting the student would be required to complete three electives from the following list for the concentration in Accounting:

ACC 601	Financial Analysis and Reporting
ACC 612	Non-Business Accounting and Control
ACC 617	International Accounting
ACC 620	Cost Management
ACC 621	Federal Income Taxation II
ACC 625	Federal Income Taxation for Business
ACC 650	Professional Issues in Accounting
ACC 680	Special Topics in Accounting
ACC 690	Independent Study in Accounting

Business Economics Concentration:

To provide more background in the application of economics in business, the student would be required to complete three electives from the following program for a concentration in Business Economics:

ECN 605	Econometrics
ECN 618	Seminar in Economic Policy
ECN 620	Money, Financial Institutions and Markets
ECN 656	Public Finance
ECN 667	Economics of Health Care
ECN 673	International Trade and Finance
ECN 685	Economics of Industries
FIN 627	International Financial Management
FIN 633	Advanced Financial Management
QMM 652	Forecasting
ECN 680	Special Topics in Economics
ECN 690	Independent Study in Economics

Entrepreneurship Concentration

To provide more background in the strategic aspects of entrepreneurship, startups and small businesses, the student would be required to complete the following program for a concentration in Entrepreneurship:

MGT 656	Entrepreneurship
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Two electives from the following list:

ACC 625	Federal Income Taxation for Business
FIN 633	Advanced Financial Management
FIN 650	Real Estate Investment Analysis
MGT 660	Launching and Managing Small Businesses
MGT 670	Business Ethics
MGT 682	Special Topics in Entrepreneurship
MGT 692	Independent Study in Entrepreneurship
MKT 608	Strategic Marketing
ORG 635	Decision Making in Organizations
ORG 636	Leadership and Group Performance
ORG/POM 640	Total Quality Management
POM 648	Project Management Techniques

Finance Concentration:

To provide more background in finance, the student would be required to complete the following program for a concentration in Finance:

- FIN 618 Investment Analysis
- FIN 633 Advanced Financial Management

One elective from the following list:

- FIN 627 International Financial Management
- FIN 650 Real Estate Investment Analysis
- ACC 601 Financial Analysis and Reporting
- ACC 625 Federal Income Taxation for Business
- ECN 620 Money, Financial Institutions and Markets
- FIN 680 Special Topics in Finance
- FIN 690 Independent Study in Finance

Financial Information Systems Concentration

To provide more background in financial information systems, the student would be required to complete the following program for a concentration in Financial Information Systems:

- FIS 618 Introduction to Financial Information Systems and Databases

Two electives from the following list:

- FIS 631 Financial Information Systems: Analysis (previously ACC 618)
- FIS 632 Financial Information Systems: Design (previously ACC 619)
- FIS 633 Financial Information Systems: Audit and Control and Databases (previously ACC 611)
- FIS 635 Financial Information Systems: Applications
- FIS 680 Special Topics in Financial Information Systems
- FIS 690 Independent Study in Financial Information Systems

Human Resources Management Concentration:

To provide more background in human resources management and personnel, the student would be required to complete the following for a concentration in Human Resources Management:

- ORG 631 Human Resources Management

Plus two electives from the following list:

- MGT 638 Labor-Management Relations

- MGT 670 Business Ethics
- ORG 635 Decision Making in Organizations
- ORG 636 Leadership and Group Performance
- ORG 637 Motivation and Work Behavior
- ORG/POM 640 Total Quality Management
- ORG 670 International Organizational Behavior and Human Resources
- ORG 680 Special Topics in Organizational Behavior
- ORG 690 Independent Study in Organizational Behavior

International Business Concentration:

To provide more background in international business, the student would be required to complete three electives from the following list for a concentration in International Business:

- ACC 617 International Accounting
- ECN 673 International Trade and Finance
- FIN 627 International Financial Management
- MKT 650 International Marketing
- ORG 670 International Organizational Behavior and Human Resources
- MGT 681 Special Topics in International Business
- MGT 691 Independent Study in International Business

Management Information Systems Concentration:

To provide more background in MIS, the student would be required to complete three MIS electives (600-level courses) for a concentration in Management Information Systems. Example courses are listed below. For a complete list of possible electives, see the MIS course offerings.

- MIS 604 Database Management
- MIS 606 Advanced Database Management Systems
- MIS 618 Network Management
- MIS 620 Electronic Commerce
- MIS 622 Business Object Development
- MIS 624 Business Application Architecture
- MIS 625 IT Planning and Strategy
- MIS 636 Decision Support Systems
- MIS 638 Knowledge Management
- MIS 640 IS Security
- MIS 641 Privacy and Intellectual Property
- MIS 642 IS Issues in Supply Chain Management
- MIS 646 Business Analysis and Modeling

Marketing Concentration:

To provide more background in marketing, the student would be required to complete three electives from the following list for a concentration in Marketing:

MKT 604	Consumer Behavior
MKT 605	Marketing Research
MKT 608	Strategic Marketing
MKT 620	Distribution Channels Management and Logistics
MKT 650	International Marketing
MKT 670	Business to Business Marketing
MKT 680	Special Topics in Marketing
MKT 690	Independent Study in Marketing

Production/Operations Management Concentration:

To provide more background in production and operations management, the student would be required to complete the following for a concentration in Production/Operations Management:

POM 641	Manufacturing Planning and Control
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Plus two electives from the following list:

ACC 620	Cost Management
POM/ORG 640	Total Quality Management
POM 645	Cases in Operations Management
POM 648	Project Management Techniques
POM 680	Special Topics in POM
QMM 652	Forecasting
POM 690	Independent Study in POM

Master's project (optional)

The optional master's project (equal to six elective credits) requires the application of classroom training and extra-classroom study to a practical management problem. It must involve collection and analysis of data in an actual organizational setting as well as cogent recommendations to management for resolving the problem. The master's project is not designed to be a theoretical master's "thesis." However, the student must follow presentation guidelines set forth by the Office of Graduate Study on the preparation of a master's thesis/project. Two copies of the final project must be bound by the Office of Graduate Study, with one copy being retained by the sponsoring faculty member and one by the Office of Graduate Business Programs. It should be organized around a management problem which requires input from several functional areas of management. Additional information about the master's project may be obtained from the Office of Graduate Business Programs.

Joint baccalaureate/MBA degree program

The School of Business Administration, in conjunction with other schools and departments of the university, offers an accelerated program that can result in a student earning an MBA and a baccalaureate in a non-business field, in the equivalent of five years of full-time study. Students interested in this joint baccalaureate/MBA degree program should apply after they have earned a total of 80 credits and at least one term before they plan to take MBA courses. Students who participate in this track must satisfy all undergraduate degree requirements for their major. They may meet part of these requirements by counting the MBA courses taken before receiving the baccalaureate as "free" undergraduate electives. The Graduate Management Admission Test (GMAT) must be completed before any MBA courses can be taken. This program is available to both full-time and part-time students.

The departments that administer the majors of the joint baccalaureate/MBA degree program must certify that the students have a GPA in the top 25% of their class and approve their application for the joint baccalaureate/MBA degree program. Upon acceptance into the program, the students are considered undergraduates (paying undergraduate tuition) until the baccalaureate is earned and a graduate student (paying graduate tuition) thereafter. MBA courses used to satisfy undergraduate degree requirements will be reflected on the undergraduate transcript only. Formal admission into the MBA is presumed subject to satisfactory performance in the final courses taken to meet the undergraduate degree requirements. Joint baccalaureate/MBA degree program students must satisfy all MBA degree requirements, and must take at least 33 graduate credits in the MBA program after receiving the baccalaureate. Additional information and applications may be obtained from the Office of Graduate Business Programs.

■ The Master of Accounting

The Master of Accounting (MAcc) is offered in the Department of Accounting and Finance within the School of Business Administration. The MAcc is designed for students who are interested in careers in public, corporate and non-business accounting.

The degree will assist accounting professionals in the dynamic corporate environment. Professionals in the field are required to be effective communicators, maintain a high level of expertise and uphold ethical responsibilities, while providing financial information, analysis of the economic environment and input in decision-making activities.

Keeping these qualities in view, the MAcc is designed to achieve the following goals:

- 1 . Offer a graduate-level program developing superior technical knowledge and application skills beyond the baccalaureate accounting program
- 2 . Enhance students' analytical, communication and decision making skills
- 3 . Provide a sound base in ethics and professional behavior
- 4 . Prepare students for careers in public, corporate and non-business accounting positions
- 5 . Provide students with the educational requirements necessary to be eligible to take professional exams

Admission Terms and Deadlines

Students may begin the MAcc program in the fall, winter, spring or summer sessions depend-ing upon their background.

All application materials for the MAcc must be received by:

- August 1 for the fall semester
- December 1 for the winter semester
- April 1 for the spring session
- June 1 for the summer session

Deadlines for international students are May 1 for the fall semester and September 1 for the winter semester.

Application Requirements

A complete application must be on file in the Office of Graduate Admissions, 160 North Foundation Hall. The applicant must submit:

- 1 . Application for Admission to Graduate Study
- 2 . \$30 application fee
- 3 . supplemental application for the graduate business programs
- 4 . official transcripts from all previous colleges and universities attended
- 5 . official GMAT scores

International students will have additional application requirements. See the Graduate Study web site for these additional requirements.

Applicants should take the GMAT at least three weeks before the deadline for their application to allow time for the official scores to be sent to Oakland University.

Admission Requirements

Admission to the Master of Accounting program is selective and depends on several elements, including scholarship and ability to communicate effectively. Before an applicant can be admitted to the Master of Accounting program, he/she must have completed:

- 1 . A bachelor's degree from a regionally accredited institution
- 2 . The Graduate Management Admission Test (GMAT)
- 3 . College courses in:
 - Introductory Financial Accounting
 - Intermediate Financial Accounting I
 - Intermediate Financial Accounting II
 - Managerial and Cost Accounting I
 - Managerial and Cost Accounting II
- 4 . A college course in either the principles of macroeconomics or microeconomics

Applicants must also meet the general admission requirements for graduate study at Oakland University. Applicants are required to have minimum proficiency in personal computing skills (i.e., word processing and spreadsheets). Applicants deemed deficient in this area may be required to complete a prerequisite course in computer workstation skills. Applications are considered by the Accounting Graduate Admissions Committee. In making admission recommendations, the admissions committee assesses the potential of applicants for success in the master's program by examining their undergraduate records, their GMAT scores, their responses to questions on the supplemental application and their work experience.

Program Requirements

The MAcc program requires a minimum of 33 credits. It consists of three parts: the required courses, a set of at least 15 credits of accounting electives and a set of at least 9 credits of open electives. No more than 12 credits of Oakland University courses may be obtained from courses numbered 400-499. No course numbered below 400 will apply toward the graduate degree. Each part of the program will be detailed below. In compliance with University policy, no undergraduate courses will be transferred from another college or university and apply toward graduate degree requirements. Students must meet the prerequisites for all MAcc courses.

Required Courses

The following three courses are required of all MAcc students:

ACC 630	Accounting and Communication
ACC 650	Professional Issues in Accounting
FIN 533	Financial Management

Students who have taken an equivalent undergraduate course with a grade of 2.0 (C) or better within the previous 10 years will be exempt from the required course. Students exempted from some or all of the required courses will be required to take additional open elective courses to maintain the 33-credit minimum required for the degree.

Accounting Electives

Each MAcc student will be required to take a minimum of 15 credits of accounting electives from the following list. All courses are 3 credits unless otherwise noted.

ACC 401	Advanced Financial Accounting
ACC 411	Auditing
ACC 412	Government and Not-for-profit Accounting
ACC 415	Federal Income Taxation
ACC 601	Financial Analysis and Reporting
ACC 612	Non-Business Accounting & Control
ACC 617	International Accounting
ACC 620	Cost Management
ACC 621	Federal Income Taxation II
ACC 625	Federal Income Taxation for Business
ACC 680	Special Topics in Accounting
ACC 690	Independent Study in Accounting
FIS 618	Introduction to Financial Information Systems and Databases
FIS 631	Financial Information Systems: Analysis
FIS 632	Financial Information Systems: Design
FIS 633	Financial Information Systems: Audit and Control and Databases
FIS 635	Financial Information Systems: Applications
FIS 680	Special Topics in Financial Information Systems
FIS 690	Independent Study in Financial Information Systems

Other Electives (9 credits)

Each MAcc student will be required to take a minimum of nine open elective credits. Six of the nine credits must be in non-accounting courses.

Specializations

Students meeting the listed requirements can receive the MAcc, but the program allows for specialization in different technical areas. Currently, three specialized track options are offered in the program.

The **Public Accounting Track** prepares students for entry into public accounting. It includes training in financial accounting and auditing with analytical and professional emphasis, and helps develop students' skills and capabilities for rapid advancement in public accounting and financial management career options. This option requires courses in:

ACC 401	Advanced Financial Accounting
ACC 411	Auditing
ACC 415	Federal Income Taxation
ACC 621	Federal Income Taxation II
and two non-accounting courses:	
FIN 618	Investment Analysis and
MIS 524	Enterprise Information Systems.

The **Managerial Accounting Track** offers preparation in planning and control for a career in managerial accounting controllership. This track requires accounting courses including:

ACC 612	Non-Business Accounting and Control
ACC 617	International Accounting
ACC 620	Cost Management
and two non-accounting courses:	
POM 521	Operations Management and
MIS 604	Database Management.

The **Systems Accounting Track** option provides expertise in the design and management of information control systems with an emphasis on accounting practices. This option provides professional opportunities with larger corporations and consulting firms. The sequence of courses includes:

FIS 618	Introduction to Financial Information Systems and Databases
FIS 631	Financial Information Systems: Analysis
FIS 632	Financial Information Systems: Design
and two non-accounting courses:	
MIS 524	Enterprise Information Systems
MIS 604	Database Management.

■ The Master of Science in Information Technology Management

The Master of Science in Information Technology Management (MSITM) is offered in the Department of Decision and Information Sciences within the School of Business Administration. The goal of the program is to provide a strong technical and managerial background to those who are interested in using information technology for competitive advantage. It is intended to provide business professionals with the knowledge they need to effectively manage information technology in support of their decision making. It is also intended to provide information systems professionals with knowledge on the latest technologies and their use in application development.

Admission Terms and Deadlines

Students may begin the MSITM program in the fall, winter, spring or summer sessions depending upon their background. All application materials for the MSITM must be received by:

- August 1 for the fall semester
- December 1 for the winter semester
- April 1 for the spring session
- June 1 for the summer session

Deadlines for international students are May 1 for the fall semester and September 1 for the winter semester.

Application Requirements

A complete application must be on file in the Office of Graduate Admissions, 160 North Foundation Hall. The applicant must submit:

1. Application for Admission to Graduate Study
2. \$30 application fee
3. supplemental application for the graduate business programs
4. official transcripts from all previous colleges and universities attended
5. official GMAT scores

International students will have additional application requirements. See the Graduate Study web site for these additional requirements. Applicants should take the GMAT at least three weeks before the deadline for their application to allow time for the official scores to be sent to Oakland University.

Admission Requirements

Admission to the Master of Science in Information Technology Management program is selective and depends on several elements, including scholarship and ability to communicate effectively. Before an applicant can be admitted to the MSITM Program, he/she must have completed:

1. A bachelor's degree from a regionally accredited institution
2. The Graduate Management Admission Test (GMAT)
3. A college course in Financial Accounting. (May be taken during the first year of study in the MSITM program)

Applicants must also meet the general admission requirements for graduate study at Oakland University. Applications are considered by the Graduate Admissions Committee. In making admission recommendations, the committee assesses the applicants' undergraduate records, their GMAT scores, their responses to questions on the supplemental application and their work experience.

Program Requirements

The MSITM program requires a minimum of 33 credits. It consists of six parts: a prerequisite course, a management core consisting of four courses; an IS core consisting of two courses; IS foundations consisting of three courses; a set of at least 21 credits of MIS graduate electives; and a capstone project course. No course numbered below 400 will apply toward the degree requirements. Each part of the program is detailed below.

Prerequisites

All applicants must complete a course in financial accounting prior to admission to the MSITM program. Applicants may be admitted with the condition that they complete this prerequisite within the first year of the program. Students must meet the prerequisites for all MSITM courses. Specific course prerequisites are listed in the course offerings.

Business Core (4 Courses totaling 12 credits)

ACC 512	Managerial Accounting Systems
MKT 560	Marketing Management
ORG 530	Organizational Behavior
and one of the following:	
POM 521	Operations Management
FIN 533	Financial Management

Most IT management activities call for a general understanding of cost-related issues, marketing of technology and its application to users/other clients, and an understanding of the organizational behavior for the purposes of change management and strategy. Depending on a student's orientation with regard to service or manufacturing firms, we provide a choice of either finance or operations management.

These courses may be waived based on evidence of an equivalent course taken within ten years. Each of these courses is offered regularly as part of the MBA program at Oakland University.

IS Core (2 Courses totaling 6 credits)

MIS 504	Introduction to IS Management
MIS 505	Technology of Information Systems

These courses may be waived based on experience or evidence of an equivalent course taken within five years.

IT Foundation (3 Courses totaling 9 credits)

MIS 514	Systems Analysis
MIS 515	Systems Design
MIS 516	Software Project Management

These three courses provide a common foundation for all MSITM students. The courses consider the way business processes are analyzed, designed and implemented for IT support. Database and network management will be integrated throughout.

These courses may be waived, given evidence of an equivalent course taken within five years. If waived, a foundation course must be replaced by an elective course.

Elective Courses (7 Courses totaling 21 credits)

After the students have built a solid foundation, they will be able to choose seven courses from a host of electives on emerging information technologies and topics of contemporary interest. Students seeking a more technical focus will be able to select from courses on advanced database management systems, decision support systems, and electronic commerce, among others. Students seeking to work more closely with business process issues may tailor their program using courses on IS planning and strategy, supply chain management, IS privacy and security, business analysis and modeling, etc.

Electives:

Related to IS Development

MIS 618	Network Management
MIS 620	Electronic Commerce
MIS 622	Business Object Development
MIS 624	Business Application Architecture

Related to IT Strategy and Management

MIS 625	IT Planning and Strategy
MIS 640	IS Security
MIS 641	Privacy and Intellectual Property
MIS 642	IS Issues in Supply Chain Management

Related to Data Management and Decision Making

MIS 606	Advanced Database Management Systems
MIS 636	Decision Support Systems
MIS 638	Knowledge Management
MIS 646	Business Analysis and Modeling

The seven electives include, but are not limited to the courses listed above. Other selected courses offered by the School of Business Administration in accounting and finance (e.g., Financial Information Systems), marketing, economics and selected courses offered by the School of Engineering and Computer Science may also be accepted for the program.

Capstone Course

MIS 650	Project Seminar
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All students are required to take the Project Seminar course that ties IT strategy to business strategy. As part of this capstone course each student will complete a project that integrates strategic and technical IT issues.

■ Post-Master's Certificate in General Management

Description

The Post-Master's Certificate Program in General Management is a 15 credit-hour course of study designed for individuals with a graduate degree in a non-business field who seek core business knowledge. The program emphasizes coursework that covers the major disciplines within the field of business. Upon completion, students will have general knowledge of common business practices and corporate procedures.

Completing the prescribed course of study leads to a certificate officially granted by the university. Coursework completed within this program can be transferred to a graduate business degree program if the student wishes to continue. This transfer must be completed before the certificate is issued.

The Post-Master's Certificate Program requires the following of all admitted students:

1. Personal Computer (PC) Skills: Students will be required to have proficiency in the use of word processors, spreadsheets, graphics, database management systems, and the Internet. If a student is deficient in these skills, the student would be required to take a college course, workshop or continuing education course in PC skills as a prerequisite to the program.
2. Minimum Grade Requirement: To qualify for the certificate, the student must complete the designated set of courses with a grade of 3.0 or better in each course.

Admission Terms and Deadlines

Students may begin the Post-Master's Certificate (PMC) program in the fall, winter, spring or summer sessions depending upon their background.

All application materials for the PMC must be received by: August 1 for the fall semester, December 1 for the winter semester, April 1 for the spring session, and June 1 for the summer session. Deadlines for international students are May 1 for the fall semester and September 1 for the winter semester.

Application Requirements

A complete application must be on file in the Office of Graduate Admissions, 160 North Foundation Hall. The applicant must submit:

1. Application for Admission to Graduate Study
2. \$30 application fee
3. supplemental application for the graduate business programs
4. official transcripts from all previous colleges and universities attended

Admission Requirements

Applicants to the Post-Master's Certificate Program must hold a graduate degree in a non-business field. The applicant should have a cumulative GPA of 3.00 or better in their graduate degree. The applicant must have completed a college course in calculus and statistics to be eligible for the program. The GMAT is not required for admission to the Post-Master Certificate Program.

Program Requirements

Required is five courses (15 credits) from the following list of courses. (All course prerequisites will apply.)

ACC 511	Financial Accounting
ACC 512	Managerial Accounting
ECN 521	Economics for Managers
FIN 533	Financial Management
MGT 526	International Business
MGT 550	Legal Environment of Business
MIS 524	Enterprise Information Systems
MKT 560	Marketing Management
ORG 530	Organizational Behavior
POM 521	Operations Management

■ Post-Master's Certificate Programs

The School of Business Administration offers Post-Master's Certificates in each of the major areas of business. These programs are designed to provide students who have an MBA degree, or the equivalent of an MBA degree, with additional course work in a specialized area of business.

These Post-Master's Certificate Programs require the following of all admitted students:

1. **Personal Computer (PC) Skills:** Students will be required to have proficiency in the use of word processors, spreadsheets, graphics, database management systems, and the Internet. If a student is deficient in these skills, the student would be required to take a college course, workshop or continuing education course in PC skills as a prerequisite to the program.
2. **Minimum Grade Requirement:** To qualify for the certificate, the student must complete the designated set of courses with a grade of 3.0 or better in each course.

Number of Certificates

A student may earn more than one certificate, but may not apply any specific course toward the requirement of more than one program. Certificates are available in Accounting, Business Economics, Entrepreneurship, Finance, Human Resources Management, International Business, Marketing, Management Information Systems, and Production/Operations Management. Each certificate requires a minimum of 15 credits.

Upon completion of a Post-Master's Certificate, the student must file an Application for Certificate with the Office of Academic Records to receive an Oakland University certificate and have it appear on his or her Oakland University transcript.

Admission Terms and Deadlines

Students may begin the Post-Master's Certificate program in the fall, winter, spring or summer sessions depending upon their background.

All application materials must be received by August 1 for the fall semester, December 1 for the winter semester, April 1 for the spring session, and June 1 for the summer session. Deadlines for international students are May 1 for the fall semester and September 1 for the winter semester.

Application Requirements

A complete application must be on file in the Office of Graduate Admissions, 160 North Foundation Hall. The applicant must submit:

1. Application for Admission to Graduate Study
2. \$30 application fee
3. supplemental application for the graduate business programs
4. official transcripts from all previous colleges and universities attended

Admission Requirements

Applicants to the Post-Master's Certificate Program must hold an MBA or the equivalent of an MBA degree to be considered for admission. Applicants who do not hold an MBA degree may have their degree evaluated by the Office of Graduate Business Programs to determine eligibility for the program. Graduates of the Oakland University Master of Science in Engineering Management program are eligible for admission. The applicant should have a cumulative GPA of 3.00 or better in the MBA or MBA equivalent master's degree. The GMAT is not required for admission to the Post-Master's Certificate Program.

■ Post-Master's Certificate Program in Accounting

Required is a course in financial accounting and:

ACC 512 Managerial Accounting Systems

Four additional courses (12 credits) from the following:

ACC 601 Financial Analysis and Reporting
 ACC 612 Non-Business Accounting and Control
 ACC 617 International Accounting
 ACC 620 Cost Management

ACC 621 Federal Income Taxation II
 ACC 625 Federal Income Taxation for Business
 ACC 650 Professional Issues in Accounting
 ACC 680 Special Topics in Accounting
 ACC 690 Independent Study in Accounting
 FIS 618 Introduction to Financial Information Systems and Databases
 FIS 633 Financial Information Systems: Audit and Control and Databases

Students who have completed ACC 512 or its equivalent will be required to take an additional course from the accounting elective list above to produce a total of 15 credits, beyond the credits earned in their master's degree program or another certificate program.

■ Post-Master's Certificate Program in Business Economics

Required Course:

ECN 521 Economics for Managers

Four additional courses (12 credits) from the following:

ECN 605 Econometrics
 ECN 618 Seminar in Economic Policy
 ECN 620 Money, Financial Institutions and Markets

ECN 656 Public Finance
 ECN 667 Economics of Health Care
 ECN 673 International Trade and Finance
 ECN 685 Economics of Industries
 FIN 627 International Financial Management
 FIN 633 Advanced Financial Management
 QMM 652 Forecasting
 ECN 680 Special Topics in Economics
 ECN 690 Independent Study in Economics

Students who have completed ECN 521 or its equivalent will be required to take an additional course from the Business Economics elective list above to produce a total of 15 credits, beyond the credits earned in their master's degree program or another certificate program.

■ Post-Master's Certificate Program in Entrepreneurship

Required Course:

MGT 656 Entrepreneurship

Four additional courses (12 Credits) from the following:

ACC 625 Federal Income Taxation for Business
 FIN 633 Advanced Financial Management
 FIN 650 Real Estate Investment Analysis
 MGT 526 International Business

MGT 660 Launching and Managing Small Businesses
 MGT 670 Business Ethics
 MGT 682 Special Topics in Entrepreneurship
 MGT 692 Independent Study in Entrepreneurship
 MKT 608 Strategic Marketing
 ORG 635 Decision Making in Organizations
 ORG 636 Leadership and Group Performance
 ORG/POM 640 Total Quality Management
 POM 648 Project Management Techniques

Students who have completed MGT 656 or its equivalent, will be required to take an additional course from the Entrepreneurship elective list above to produce a total of 15 credits, beyond the credits earned in their master's degree program or another certificate program.

■ Post-Master's Certificate Program in Finance

Required Courses:

FIN 533 Financial Management
 FIN 618 Investment Analysis
 FIN 633 Advanced Financial Management

Two additional courses (6 credits) from the following:

FIN 627 International Financial Management
 FIN 650 Real Estate Investment Analysis
 ACC 601 Financial Analysis and Reporting
 ACC 625 Federal Income Taxation for Business
 ECN 620 Money, Financial Institutions and Markets
 FIN 680 Special Topics in Finance
 FIN 690 Independent Study in Finance

Students who have completed FIN 533, FIN 618, FIN 633, or their equivalents, will be required to take additional courses from the Finance elective list above to produce a total of 15 credits, beyond the credits earned in their master's degree program or another certificate program.

■ Post-Master's Certificate Program in Human Resources Management

Required Courses:

ORG 530	Organizational Behavior
ORG 631	Human Resources Management

Three additional courses (9 credits) from the following:

MGT 638	Labor-Management Relations
MGT 670	Business Ethics
ORG 635	Decision Making in Organizations
ORG 636	Leadership and Group Performance
ORG 637	Motivation and Work Behavior
ORG/POM 640	Total Quality Management
ORG 670	International Organizational Behavior and Human Resources
ORG 680	Special Topics in Organizational Behavior
ORG 690	Independent Study in Organizational Behavior

Students who have completed ORG 530, ORG 631, or their equivalents, will be required to take additional courses from the Human Resources Management elective list above to produce a total of 15 credits, beyond the credits earned in their master's degree program or another certificate program.

■ Post-Master's Certificate Program in International Business

Required Course:

MGT 526	International Business
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Four additional courses (12 credits) from the following:

ACC 617	International Accounting
ECN 673	International Trade and Finance
FIN 627	International Financial Management
MKT 650	International Marketing
ORG 670	International Organizational Behavior and Human Resources
MGT 681	Special Topics in International Business
MGT 691	Independent Study in International Business

Students who have completed MGT 526 or its equivalent will be required to take an additional course from the International Business elective list above to produce a total of 15 credits, beyond the credits earned in their master's degree program or another certificate program.

■ Post-Master's Certificate Program in Management Information Systems

Required Course:

MIS 524 Enterprise Information Systems

Four additional courses (12 credits) from the following:

MIS 618	Network Management
MIS 620	Electronic Commerce
MIS 622	Business Object Development
MIS 624	Business Application Architecture
MIS 625	IT Planning and Strategy
MIS 636	Decision Support Systems
MIS 638	Knowledge Management
MIS 640	IS Security
MIS 641	Privacy and Intellectual Property
MIS 642	IS Issues in Supply Chain Management
MIS 646	Business Analysis and Modeling
MIS 680	Special Topics in Management Information Systems
MIS 690	Independent Study in Management Information Systems

Students who have completed MIS 524 or its equivalent will be required to take an additional course from the Management Information Systems elective list above to produce a total of 15 credits, beyond the credits earned in their master's degree program or another certificate program.

■ Post-Master's Certificate Program in Marketing

Required Courses:

MKT 560 Marketing Management

MKT 608 Strategic Marketing

Three additional courses (9 credits) from the following:

MKT 604	Consumer Behavior
MKT 605	Marketing Research
MKT 620	Distribution Channels Management and Logistics
MKT 650	International Marketing
MKT 670	Business to Business Marketing
MKT 680	Special Topics in Marketing
MKT 690	Independent Study in Marketing

Students who have completed MKT 560, MKT 608, or their equivalents, will be required to take additional courses from the Marketing elective list above to produce a total of 15 credits, beyond the credits earned in their master's degree program or another certificate program.

■ Post-Master's Certificate Program in Production and Operations Management

Required Course:

POM 521 Operations Management

Four additional courses (12 credits) from the following:

ACC 620 Cost Management

POM/ORG 640

Total Quality Management

POM 641 Manufacturing Planning and Control

POM 645 Cases in Operations Management

POM 648 Project Management Techniques

QMM 652 Forecasting

POM 680 Special Topics in Production and Operations Management

POM 690 Independent Study in Production and Operations Management

Students who have completed POM 521 or its equivalent will be required to take an additional course from the Production and Operations Management elective list above to produce a total of 15 credits, beyond the credits earned in their master's degree program or another certificate program.

For more information on Graduate Business Programs

For more information on Oakland University's graduate business programs, including an application for graduate study, a GMAT booklet, and answers to common questions, please either:

Write to:

Office of Graduate Business Programs

School of Business Administration

Oakland University, Rochester, MI 48309-4493.

Fax a request to:

Graduate Business Programs at (248) 370-4964.

E-mail a request to the following Internet address:

gbp@oakland.edu

Call the staff of the Office of Graduate Business Programs at:

(248) 370-3287.

Or visit our website: www.sba.oakland.edu/mba.

■ The Master of Science in Engineering Management

The Master of Science program in engineering management is offered by the School of Engineering and Computer Science in cooperation with the School of Business Administration. Intended for students with a bachelor's degree in engineering or computer science, the program has as its goal the provision of the tools and skills necessary for making sound management decisions in industry and business while retaining one's commitment to a specialized field of endeavor. Please consult the engineering section of this catalog for information on the Master of Science in Engineering Management.

COURSE OFFERINGS

ACCOUNTING

ACC 511 Financial Accounting (3)

Focus is on financial accounting for external reporting: communications addressed to shareholders, government agencies, potential investors and the public.

ACC 512 Managerial Accounting Systems (3)

Emphasizes recording, reporting and the use of data within the enterprise. Cost accounting, budgeting and internal control systems are covered.

Prerequisite: PC skills proficiency and a course in financial accounting.

ACC 601 Financial Analysis and Reporting (3)

A study of financial accounting and reporting from the perspective of the user of accounting information. The course will emphasize the interpretation and analysis of specific accounting treatments rather than accounting methodology.

Prerequisite: ACC 512 or equivalent course, and FIN 533.

ACC 612 Non-Business Accounting and Control (3)

The characteristics of not-for-profit entities are analyzed and used to define the basic concepts of accounting for funds. Accounting and reporting principles applicable to governmental units, hospitals, schools and other nonprofit entities are discussed.

Prerequisite: ACC 512 or equivalent course.

ACC 617 International Accounting (3)

The study of financial accounting, reporting and disclosure in different nations and across international borders. Includes study of foreign currency translation and efforts to harmonize accounting standards.

Prerequisite: ACC 512 or equivalent course.

ACC 620 Cost Management (3)

This course will give the student an introduction to cost management, which is a set of techniques and methods for planning and measuring and providing feedback to improve a company's products and processes. Examples of items covered include cost issues related to product life cycle, quality, advanced technologies, strategy and customer/supplier relationships.

Prerequisite: ACC 512 or course in managerial accounting.

ACC 621 Federal Income Taxation II (3)

To study the basic federal income tax laws relating to corporations, partnerships, estates and trusts. Topics include the formation, operation and taxation of corporations, S corporations, partnerships and other taxable entities.

Prerequisite: A course in financial accounting and income taxation.

ACC 625 Federal Income Taxation for Business (3)

Examination of the concepts of business taxation and the essential logic underlying the federal tax laws. The class will analyze individual and corporate income tax laws relating to business rather than train students to prepare current-year tax returns.

Prerequisite: A course in financial accounting.

ACC 630 Accounting and Communications (3)

The development of effective communication skills both in writing and speaking. This course offers strategies for thinking through and developing a communication plan for a variety of communication contexts in the accounting/business field.

(ACC 630 can not be used as a designated accounting elective in the MBA program. It is an open elective.)

Prerequisite: Admission to the MAcc or MBA Program.

ACC 650 Professional Issues in Accounting (3)

Addresses contemporary issues that affect the accounting profession and the professional accountant, including regulation of accounting and accountants; accounting standard setting; admission to professional status; professional ethics; professional liability; and the impact of technology.

Prerequisite: Admission to MAcc program or permission of instructor.

ACC 680 Special Topics in Accounting (3)

An in-depth study of the application of accounting theory to a specialized accounting topic. Topics vary. See Schedule of Classes for current offering. A maximum of two Special Topics courses may be taken in one rubric.

Prerequisite: ACC 512 or equivalent course.

ACC 690 Independent Study in Accounting (3)

Independent individual research on a topic chosen by the student. Written contract must be prepared and approved by Department Chair and Office of Graduate Business Programs before registration is permitted.

Prerequisites: ACC 512 or equivalent course and prior approval of instructor.

■ ECONOMICS

ECN 521 Economics for Managers (3)

Explores microeconomic and macroeconomic topics of importance to managerial decision-making. Topics include: Constrained decision making, demand analysis, cost analysis, alternative market structures, determinants of inflation and unemployment, economic indicators and the business cycle, and the role of monetary and fiscal policy in an open and closed economy.

Prerequisite: QMM 510.

ECN 605 Econometrics (3)

Estimation and testing of economic models using regression techniques. Includes experience with violations of regression assumptions, binary variables, autoregression and distributive lag models and the structure of "large" simultaneous equation models.

Prerequisite: ECN 521.

ECN 618 Seminar in Economic Policy (3)

Analysis of economic policy. Topics vary but may include resource allocation, macroeconomic stability, economic growth, energy, public choice, global economic interdependence and the environment.

Prerequisite: ECN 521.

ECN 620 Money, Financial Institutions and Markets (3)

This course provides an analytical foundation for the understanding of the way money and capital markets serve as a conduit through which economic policies and internal and external shocks affect the multitude of financial instruments and the overall economy. The role of financial intermediaries within the context of the saving/investment process and the supply of money and credit is discussed. The asset/liability management process of various financial institutions is investigated. Finally, the regulatory environment under which U.S. financial institutions operate is examined. Generally offered fall semester of odd years and spring semester of even years.

Prerequisite: FIN 533.

ECN 656 Public Finance (3)

The course studies the role and impact of the public sector in a market economy. It examines government spending programs and taxes within the context of efficiency and equity. There is a strong emphasis on current policy issues.

Generally offered winter semester of odd years.

Prerequisite: ECN 521.

ECN 667 Economics of Health Care (3)

The course explores application of tools of economic analysis to the health care industry and government health care policy. It examines the impact of the special characteristics of health care and the medical services industry on the pattern of health care produced, its distribution and resource allocation within the industry. Generally offered winter semester of even years.

Prerequisite: ECN 521.

ECN 673 International Trade and Finance (3)

Examination of the theory of international trade, international monetary mechanisms, exchange-rate regimes, the balance of payments and economic interdependence. Generally offered winter semester of odd years.

Prerequisite: ECN 521.

ECN 680 Special Topics in Economics (3)

An in-depth study of the application of economic theory to a specialized economics topic. Topics vary. See Schedule of Classes for current offering.

Prerequisites: ECN 521 or permission of instructor.

ECN 685 Economics of Industries (3)

The course studies the structure of American industry and the factors affecting it, with emphasis on economies of scale; barriers to entry; structure-behavior relationships, including pricing, product differentiation and technical change; evaluation of performance, antitrust and regulation. Generally offered fall semester of even years.

Prerequisite: ECN 521.

ECN 690 Independent Study in Economics (3)

Independent individual research on a topic chosen by the student. Written contract must be prepared and approved by Department Chair and Office of Graduate Business Programs before registration is permitted.

Prerequisites: ECN 521 and prior approval of instructor.

■ FINANCE

FIN 533 Financial Management (3)

Introduction to the institutions, instruments, theories and analytical tools of financial management. Emphasis is placed on return versus risk valuation tradeoff. Topics include capital budgeting, cost of capital, capital structure, dividend policy, cash management, accounts receivable, short-term debt, financial statement analysis, international financial management and financial forecasting.

Prerequisites: A course in financial accounting, ECN 521 and QMM 510.

FIN 618 Investment Analysis (3)

This course provides a comprehensive coverage of investments, with a particular emphasis on the practical valuation of stocks and bonds. International investing, portfolio management, mutual funds, options, futures, hedging, trading, taxes, ethics and market efficiency topics are also covered.

Prerequisite: FIN 533.

FIN 627 International Financial Management (3)

Application of finance theory to international financial decision making. Topics include foreign exchange rates, markets and management, inter-national sources of capital, capital budgeting for foreign projects, international diversification and working capital management for the multinational firm.

Prerequisite: FIN 533.

FIN 633 Advanced Financial Management (3)

Expands on the theories introduced in FIN 533. Topics include capital budgeting under uncertainty, agency theory, financial signaling, leasing, capital restructuring and cash management. Cases may be used to illustrate the application and limitations of finance theory.

Prerequisite: FIN 533.

FIN 650 Real Estate Investment Analysis (3)

Application of finance theory to investment in income-producing real estate. Topics include market feasibility, property appraisal, income taxation, construction, permanent and creative financing, and investment analysis. Students must prepare and present an investment analysis of an actual property.

Prerequisite: FIN 533.

FIN 680 Special Topics in Finance (3)

An in-depth study of the application of finance theory to a specialized financial management topic. Topics vary. See Schedule of Classes for current offering.

Prerequisite: ACC 512 or equivalent course.

FIN 690 Independent Study in Finance (3)

Independent individual research on a topic chosen by the student. Written approval must be obtained from a finance faculty member prior to registering for this course. Offered every term.

Prerequisites: FIN 533 and prior approval of instructor.

■ FINANCIAL INFORMATION SYSTEMS

FIS 618

Introduction to Financial Information Systems and Databases (3)

The course focuses on information systems, project management, data modeling, database design, querying a database, and use of computerized financial databases.

Prerequisites: ACC 512 or a course in managerial accounting.

FIS 631

Financial Information Systems: Analysis (3)

Students will learn how to analyze modern, technologically relevant, financial information systems. The Systems Development Life Cycle (SDLC) is used as the course's logical framework and appropriate modeling methodologies are used to analyze real-world business systems, using an integrated systems development (Previously ACC 618.)

Prerequisites: FIS 318 or FIS 618.

FIS 632

Financial Information Systems: Design (3)

This project-based course involves design and construction of computer information systems, using appropriate methodologies and a Model-Oriented-Tool-Enhanced approach. Designs will be implemented using innovative technologies. (Previously ACC 619.)

Prerequisites: FIS 631 or FIS 431 or MIS 514.

FIS 633

Financial Information Systems: Audit and Control and Databases (3)

This course deals with audit and control aspects of information systems. Students will study the risks, control, audit techniques, computer fraud detection techniques related to key information systems areas and will perform audit tests and fraud prevention and detection procedures. (Previously ACC 611.)

Prerequisites: ACC 512 or a course in managerial accounting and FIS 618 or an equivalent course.

FIS 635

Financial Information: Applications (3)

The content of this project-based course will vary depending on changing business needs and information technologies. Topics include XML-XBRL, electronic commerce, executive decision support systems, and new technologies that emerge.

Prerequisites: FIS 632 or FIS 432 or equivalent course.

FIS 680

Special Topics in Financial Information Systems (3)

Intensive study of a special financial information system topics. See Schedule of Classes for current offering. May be repeated for a total of 6 credits.

Prerequisites: FIS 618 or admission to a graduate business program.

FIS 690

Independent Study in Financial Information Systems (3)

Qualified and highly motivated individuals may engage in individual research, directed readings, or group study under the supervision of a faculty member. Written contract must be prepared and approved by Department Chair and Office of Graduate Business Programs before registration is permitted.

Prerequisites: FIS 618 and approved contract prior to registration.

■ HEALTH CARE MANAGEMENT

HCM 504

Statistical Methods (2)

Emphasizes health care applications using spreadsheets and computer software. Topics include summarizing and describing data; a review of visual displays and their uses; sampling and survey methods; sample size and parameter estimation for numerical and attribute data; hypothesis testing for one, two or several groups, including analysis of variance and multiple regression; analysis of trends and seasonal patterns; and the statistical tools of quality control. Includes report writing and team project presentations.

Prerequisite: Admission to the Executive MBA in Health Care Management program.

HCM 512

Financial and Managerial Accounting (3)

Financial accounting topics include the nature of accrual accounting and generally accepted accounting principles, especially as they affect financial statements. Financial statement content for health care organizations will be reviewed with emphasis on understanding the information presented. Reporting disclosures will also be reviewed. Managerial accounting topics include internal financial reporting needs, budgeting, overhead allocation methods, product costing/pricing, responsibility accounting, control and decision making, especially as it relates to capital asset acquisitions.

Prerequisite: Admission to the Executive MBA in Health Care Management program.

**HCM 521
Managerial Economics (3)**

This course focuses on microeconomic principles for health care decision making. Topics include the study of demand, production and cost, market structure and professional labor markets. Health care applications are emphasized including those involving insurance, nonprofit organizations, and government policies. In addition, the course provides a selective overview of macroeconomic concepts including: national income accounting, principles of money and banking, the Federal Reserve System, and stabilization policies.

Prerequisite: Admission to the Executive MBA in Health Care Management program.

**HCM 527
Health Economics (2)**

Applies tools of economic analysis to the health care industries. Topics may include: the production aspect of health, demand for health and health care information and agency problems; technology; insurance and managed care; hospitals and long-term care; regulation and other government policies; health system reform; and benefit-cost analysis.

Prerequisite: Admission to the Executive MBA in Health Care Management program.

**HCM 530
Teambuilding, Leadership, and Communications (2)**

Comprehensive examination of group and team dynamics, diversity within teams, decision making skills, and planning and implementing change. Theories of leadership and leadership styles, and communication within the organization, including communication with employees and across cultures, will also be explored. Includes team projects.

Prerequisite: Admission to the Executive MBA in Health Care Management program.

**HCM 531
Human Resources Management (2)**

Theoretical and empirical issues of the personnel function in health care organizations. Includes job analysis and design, employee recruiting, compensation policies and practices, research techniques, government policy, law and social and environmental factors related to decision making.

Prerequisite: Admission to the Executive MBA in Health Care Management program.

**HCM 535
Strategic Management (3)**

Application of the management tools of economics, statistics, organizational behavior, accounting, marketing, finance, operations management, and management information systems to the analysis of health care organization case studies. International and ethical issues related to strategic management are discussed.

Prerequisite: Admission to the Executive MBA in Health Care Management program.

**HCM 540
Operations Management (2)**

Study of the operations of health care service organizations. Introduction to operational design and control issues such as forecasting, capacity planning, facility location and layout, production control, material requirements planning, inventory control, scheduling and quality assurance.

Prerequisite: Admission to the Executive MBA in Health Care Management program.

**HCM 545
Health Care Information Systems (2)**

Examines the strategic use of information technology (IT) and business process reengineering in health care organizations. Topics include intra-organizational (including intranets) and inter-organizational systems (including extranets and the Internet), the use of IT in a competitive environment, the control of IT, IT resource planning and business process improvement through the use of IT.

Prerequisite: Admission to the Executive MBA in Health Care Management program.

**HCM 550
Legal and Ethical Issues (2)**

This course surveys the legal and ethical environment as it affects health care organizations. Legal topics include: the U.S. and international legal systems; functions and powers of regulatory agencies; and the laws relating to securities, business organizations, employment practices, antitrust and the environment. Ethics related topics include: business ethics vs. health care ethics, organizational philosophy and mission statements, professional codes of ethics, conflicts of interest, ethical committees, informed consent, confidentiality, human experimentation, death and dying, and the ethics of managed care.

Prerequisite: Admission to the Executive MBA in Health Care Management program.

**HCM 560
Marketing Management (3)**

Focus on the application of marketing concepts in the context of health care management and the application of marketing to the delivery of health care services. Topics covered include the environment of health care marketing, the institutional structure of health care marketing, the role of marketing research and information in the formulation of and implementation of the strategic marketing of health care services, ethical perspectives in health care marketing, global perspectives in health care marketing and trends in health care marketing.

Prerequisite: Admission to the Executive MBA in Health Care Management program.

HCM 570 Financial Management (3)

Application of financial concepts such as cash flow analysis, capital budgeting, sources of capital, and working capital management to the health care environment. Financial implications of managed care and HMO strategies will be discussed. Major emphasis will be on financial management of not-for-profit health care delivery organizations with some comparisons.

Prerequisite: Admission to the Executive MBA in Health Care Management program.

HCM 605 Forecasting in Health Care (2)

Methods of analysis of trends and seasonal patterns in demand for health care. Survey of common forecasting methods and their applications in business. Readings, case studies, and discussion of behavioral issues affecting the use of forecasting information within an organization. Use of a variety of computer tools to analyze trends and prepare forecasts. Presentation of written and oral forecasts based on real data.

Prerequisite: Admission to the Executive MBA in Health Care Management program.

HCM 606 Quality Improvement in Health Care (2)

Examines the philosophy and history of quality control. Topics include identifying customer requirements and critical product characteristics, supplier quality assurance, the continuous quality improvement cycle, the costs of poor quality, strategic planning and policy deployment, robust process design and capability analysis, control charts for numerical and categorical data, recent advances in control charts, and the application of management theory and behavioral research in implementing quality assurance programs.

Prerequisite: Admission to the Executive MBA in Health Care Management program.

HCM 612 Cost Management in Health Care (2)

Activity-based costing, budgeting, and management. Strategic cost management, cost of quality and quality initiatives, and performance measurement.

Prerequisite: Admission to the Executive MBA in Health Care Management program.

HCM 624 Government Policy in Health Care (1)

Exploring the role of federal and state governmental policy related to the management of health care organizations. Topics include political environment of management; concepts and processes central to political analysis; bureaucratic politics and the manager.

Prerequisite: Admission to the Executive MBA in Health Care Management program.

HCM 625 International Comparisons in Health Care (1)

Examines and compares the health care systems in the United States and six other industrialized nations: Canada, France, Germany, the Netherlands, the United Kingdom, and Sweden. The course deepens students' understanding of how the U.S. health care system operates and how it compares with those of other nations. It also explores features of other systems that may have potential applicability to the United States.

Prerequisite: Admission to the Executive MBA in Health Care Management program.

HCM 633 Managing Cultural Diversity (1)

Provides students an opportunity to examine their own feelings, attitudes, and behavior about people who are different from them, and how these feelings could affect their ability to manage effectively in an increasingly diverse work environment.

Prerequisite: Admission to the Executive MBA in Health Care Management program.

HCM 634 Hospital Administration (2)

This course examines the organization and operation of hospitals. The roles and responsibilities of the board, management and medical staff of a hospital are examined as well as strategic planning, current issues and trends in hospital administration.

Prerequisite: Admission to the Executive MBA in Health Care Management program.

HCM 635 Transforming the Health Care Organization (2)

Examines the leadership challenges in transforming a health care organization from a more traditional fee-for-service system to a managed care and marketing-focused system. Topics include organizational design, technology, organizational culture, compensation, staffing, selection and implementing organizational change.

Prerequisite: Admission to the Executive MBA in Health Care Management program.

HCM 636 Contract and Negotiation in Health Care (1)

Examines the contract negotiation process in the health care industry. It looks at contract negotiation from the points of view of the covered individual's employer, insurance/managed care firm, medical practice group, and hospital/integrated health care system. Special attention is placed on the problems of cost analysis at each step in the process.

Prerequisite: Admission to the Executive MBA in Health Care Management program.

HCM 637

Outcomes and Assessment in Health Care

Examines the techniques for assessing the outcomes of various processes in health care organizations. Topics include the overall concepts of outcomes management, disease state management and demand management.

Prerequisite: Admission to the Executive MBA in Health Care Management program.

HCM 638

New Ventures in Health Care (1)

The emphasis of the course is to introduce the student to the process of developing a medical services company. This requires the introduction of new concepts and the application of management and organizational theory to the entrepreneurial process in health care delivery. Contemporary and emerging issues in developing a new medical services company will be examined.

Prerequisite: Admission to the Executive MBA in Health Care Management program.

HCM 642

Facilities Planning and Evaluation (1)

An introduction to the field of facility planning and evaluation in the health care industry.

Prerequisite: Admission to the Executive MBA in Health Care Management program.

HCM 643

Project Management in Health Care (2)

Examination of the various technologies and software for managing projects. Topics include Program Evaluation Review Technique (PERT) and Critical Path Method (CPM). Includes computer exercises using Microsoft Project and similar project management software.

Prerequisite: Admission to the Executive MBA in Health Care Management program.

HCM 645

Managing Technology in Health Care (2)

Provides a framework for examining the diffusion of health care technologies, methods for assessing technologies, and policies affecting the adoption and use of technology. Topics include FDA regulation, Certificate of Need, payment policies, and utilization review mechanisms. The course also examines strategies for managing the acquisition of technology by health care organizations, especially in managed care settings.

Prerequisite: Admission to the Executive MBA in Health Care Management program.

HCM 646

Data Warehousing in Health Care (1)

Examines the application of data warehousing and data mining technologies in the health care setting.

Prerequisite: Admission to the Executive MBA in Health Care Management program.

HCM 661

Health Care Marketing and Consumer Satisfaction

Examines the influences on consumer choices in the health care market. Topics include the role of physicians and other staff, offering new services, identifying key sources of information, the role of the market in strategic planning, and developing differential market advantages. Also integrates concepts from operations management and human resource management.

Prerequisite: Admission to the Executive MBA in Health Care Management program.

HCM 662

New Health Care Services-Development (1)

Analysis of the process for developing new health care products or services. Topics include the techniques to identify new markets, develop new product ideas, measure consumer benefits, position and design new products and services, as well as test them prior to launch. Use of analytical techniques will be emphasized.

Prerequisite: Admission to the Executive MBA in Health Care Management program.

HCM 670

Hospital Finance and Managed Care (3)

Examines the underlying theories and features of third party payment systems. An in-depth study is made of the Medicare and Michigan Blue Cross payment systems for hospitals. The role of managed care programs, particularly those of capitated HMOs will also be studied. Also examined are the internal and external financial reporting, operating, and capital budgeting issues related to these payment systems.

Prerequisite: Admission to the Executive MBA in Health Care Management program.

HCM 680

Special Topics in Health Care Management (1)

Examines emerging issues in health care management.

Prerequisite: Admission to the Executive MBA in Health Care Management program.

HCM 690

Independent Study in Health Care Management (1-3)

Independent individual research on a topic chosen by the student. Written approval must be obtained from a health care management faculty member prior to registering for this course. Offered every term.

Prerequisite: Admission to the Executive MBA in Health Care Management program and prior approval of instructor and Director of EMBA program.

MANAGEMENT

(Including Policy, Strategy and Goals, International Business and Legal Environment of Business)

MGT 526

International Business (3)

Examination of the international business environment, including cultural, economic, social, political, legal and financial dimensions. Topics include: strategic planning, production and distribution logistics, technology, transfer pricing, risk analysis. Accounting, finance, marketing, information systems and human resources in a global setting will be introduced. Multinational corporations, regional agreements and public policy round out the course.

Prerequisites: Admission to the MBA program.

MGT 535

Policy, Strategy and Goals (3)

Application of management tools of economics, statistics, organizational behavior, accounting, marketing, finance, operations management and management information systems to the analysis of organizational case studies. International and ethical issues related to strategic management are discussed.

Prerequisites: Completion of the MBA core courses and permission of Coordinator of Graduate Business Programs.

MGT 536

Policy, Strategy and Goals-International (3)

Application of management tools of economics, statistics, organizational behavior, accounting, marketing, finance, operations management and management information systems to the analysis of organizational case studies. International and ethical issues related to strategic management are discussed. To appreciate U.S. businesses' concerns while operating in other countries, there is a mandatory requirement of international travel for this course. This course may substitute for MGT 535.

Prerequisites: Completion of the MBA core courses and permission of Coordinator of Graduate Business Programs.

MGT 550

Legal Environment of Business (3)

Examination of the legal environment as it affects business, emphasizing the U.S. and inter-national legal systems, ethical analysis of public policy and managerial decisions, functions and powers of regulatory agencies, and the laws relating to securities, business organizations, employment practices, antitrust and the environment.

Prerequisite: Admission to the MBA program.

MGT 611

Master's Project (6)

An intense study of a practical management problem that requires the collection and analysis of data in an actual organizational setting and the presentation of recommendations to solving the problem to the management of the organization.

The final project report is to be submitted in approved format to the Office of Graduate Business Programs and the sponsoring faculty member.

Prerequisites: Completion of the MBA core courses, MGT 535, and an approved contract

MGT 638

Labor-Management Relations (3)

Analysis of management-employee relations in modern organizations and public policy in labor-management areas.

Prerequisites: ECN 521, MGT 550 and ORG 530.

MGT

656 Entrepreneurship (3)

Study of entrepreneurship (including intrapreneurship) for students who are thinking of starting their own company or are striving to promote innovation within an established company. The course focuses on assessing venture feasibility, analyzing and planning product and service initiatives, and obtaining financing. The course will also provide a realistic preview of the challenges and excitement of entrepreneurship.

Prerequisites: ACC 512, FIN 533 and MKT 560

MGT 660

Launching and Managing Small Businesses (3)

Analysis of the role of small businesses in the U.S. economy, the Small Business Administration, franchise opportunities, consulting as a business and the launching, financing and managing of a small business. A significant project is required.

Prerequisites: ACC 512, ECN 521, FIN 533, MIS 524, MKT 560 and POM 521.

MGT 670

Business Ethics (3)

The examination of business ethics and morality as they shape and influence the business environment. The student will develop an awareness of problem areas in the conduct of business.

Some of the issues discussed can include but are not limited to: conflicts of interest, honesty, environmental issues, whistle blowing and ethical theory.

Prerequisites: MKT 560 and MGT 550.

MGT 680

Special Topics in Management (3)

The analysis of topics of current interest in management. See Schedule of Classes for current offering. Topics vary. Topics may include: Doing Business in Japan, Doing Business in the Pacific Rim, Competitive Strategy and the Not-For-Profit Organization.

Prerequisite: As specified in the schedule for the term.

MGT 681

Special Topics in International Business(3)

The analysis of topics of current interest in international business. See Schedule of Classes for current offering.

Prerequisite: As specified in the schedule for the term.

MGT 682

Special Topics in Entrepreneurship (3)

The analysis of topics of current interest in entrepreneurship. Topics vary. See Schedule of Classes for current offering.

Prerequisite: MGT 656

MGT 690

Independent Study in Management (3)

Independent individual research on a topic chosen by the student. Written contract must be prepared and approved by Department Chair and Office of Graduate Business Programs before registration is permitted.

Prerequisites: Completion of the MBA core courses and prior approval of instructor.

MGT 691

Independent Study in International Business(3)

Independent individual research on a topic chosen by the student in consultation with the instructor. Written contract must be prepared and approved by Department Chair and Office of Graduate Business Programs before registration is permitted.

Prerequisites: MGT 526 and permission of the instructor.

MGT 692

Independent Study in Entrepreneurship (3)

Independent individual research on a topic chosen by the student in consultation with the instructor. Written contract must be prepared and approved by Department Chair and Office of Graduate Business Programs before registration is permitted.

Prerequisites: MGT 656 and prior approval of instructor.

■ MANAGEMENT INFORMATION SYSTEMS

MIS 504

Introduction to IS Management (3)

This course provides an introduction to various information systems and how they support the operations, control, planning and communication functions of a business. The role of technologies in support of various systems is discussed, along with some introduction to IT strategy and development methodologies.

Prerequisite: Admission to MSITM program or instructor's permission.

MIS 505

Technology of Information Systems (3)

This course introduces information technology as an enabler of the development, operation and management of information systems. A business process perspective is emphasized.

Prerequisite: Admission to MSITM program or instructor's permission.

MIS 514

Systems Analysis (3)

This course looks at the analysis of user requirements in support of various business processes that are redesigned to meet organizational objectives. Given that systems are designed to support decisions at various levels in the organization, the life cycle as well as prototyping methodologies are used to develop user requirements and assess information systems development feasibility.

Prerequisite: MIS 504 or MIS 524 and MIS 505 or instructor's permission

MIS 515

Systems Design (3)

This course presents an overview of the theory and practice of designing information systems to meet users' requirements. The course focuses on tools and techniques that one can use in the design of IS systems. Issues such as physical data modeling, system implementation and testing are emphasized.

Prerequisite: MIS 514 or instructor's permission.

MIS 516

Software Project Management (3)

This course presents an overview of general project management techniques and their application to software project management. The course also addresses specific software planning issues such as effort estimation, contingency planning, risk management and the application of user acceptance software process maturity models.

Prerequisite: Admission to MSITM program or instructor's permission.

MIS 524

Enterprise Information Systems (3)

The strategic use of information technology (IT) in the enterprise. Topics include intra-organizational systems, inter-organizational systems, the use of IT in a competitive environment, control of IT, IT resource planning and organizational issues for the management of information systems.

Prerequisite: Admission to the MBA program.

MIS 525

Business Process Innovation and Management (3)

Focus on business performance improvement through the identification and analysis of key processes and their redesign using technological and organizational resources. Topics include process identification, process analysis and modeling, process redesign, and new process implementation.

Prerequisite: MIS 524.

MIS 604 Database Management (3)

Technology, organization, use and administration of database management systems (DBMS). Includes exercises using microcomputer and mainframe DBMS packages.

Prerequisite: MIS 524.

MIS 606 Advanced Database Management Systems (3)

This course addresses the problems encountered by organizations with distributed and networked databases. Topics include transaction management, concurrency control, deadlocks, replicated data management, query processing and reliability. Database performance and recovery are also covered.

Prerequisite: MIS 514 and MIS 515 or instructor's permission.

MIS 618 Network Management (3)

This course provides a general overview of communications network design. Relevant data communication hardware and software characteristics are examined. Students are introduced to network models, and design of local area networks and wide area network along with intranet and extranet. The impact of communications technology on organizations as well as trends in the telecommunications industry are explored.

Prerequisite: MIS 504 or MIS 524 or instructor's permission.

MIS 620 Electronic Commerce (3)

This course provides students with an analytical and technical framework to understand the emerging world of e-commerce. Topics include the complexities of the marketplace, design and implementation of an Internet business, and issues surrounding privacy, security and the protection of intellectual property on the Internet.

Prerequisite: MIS 504 or MIS 524 or instructor's permission.

MIS 622 Business Object Development (3)

The primary focus of the course is on the principles and applications of object-oriented methods in information systems. Object-oriented concepts and software design and programming principles will be introduced. The purpose of the course is to train students to write reasonably complex business application programs using higher level languages such as Java.

Prerequisite: MIS 504 or MIS 524 or instructor's permission.

MIS 624 Business Application Architecture (3)

This course focuses on the issues related to server-side aspects of web-based applications. In particular, it introduces the different solution architectures utilized and their relative advantages and disadvantages. Students are introduced to several server-side technologies such as Java Servlets, Java Server Pages and Java

Beans. This project-based course will allow students to get hands-on experience through designing and building reasonably complex server-side applications.

Prerequisite: MIS 622 or instructor's permission.

MIS 625 IT Planning and Strategy (3)

Using a variety of case studies, this course links the business strategy of a firm to its IT/IS strategy and assesses the impact of the strategy on performance and competitiveness. Issues such as project prioritization and risk management are also addressed.

Prerequisite: MIS 504 or MIS 524 or instructor's permission.

MIS 636 Decision Support Systems (3)

This course provides an introduction to data warehousing, data warehouse architecture, online analytical processing, data mining and related development tools. Business applications using OLAP and data mining tools are covered.

Prerequisite: MIS 524 or MIS 505 or instructor's permission.

MIS 638 Knowledge Management (3)

This course provides students exposure to the issues and challenges both users and systems developers face as they analyze and evaluate the potential support of knowledge to meet the qualitative decision-making processes, as well as support the operational heuristics within an organization.

Prerequisite: MIS 504 or MIS 524 or instructor's permission.

MIS 640 IS Security (3)

This course addresses issues pertaining to ensuring the security of organizational and personal information systems. Topics covered include: cryptography, analysis of threats, problems particular to networks, vulnerability and risk assessment, identification and authentication, certificates, credentials, organizational security policies, and the human factor. An emphasis is placed on practical problems and ethical dilemmas that face those concerned with information system security.

Prerequisite: MIS 504 or MIS 524 or instructor's permission.

MIS 641 Privacy and Intellectual Property (3)

This course addresses issues pertaining to privacy and intellectual property both from the standpoint of the organization and the individual. It focuses on issues that have become increasingly relevant with the spread of information technology. Topics include: regulatory and technological choices for privacy, the impact of the use of database technology on privacy, global differences in privacy laws, uses of marketing and privacy, intellectual property law and software, software contracts, the concept of intellectual property piracy, and historical change in patents, copyrights, and trademarks. The course also explores ethical dilemmas associated with both privacy and intellectual property.

Prerequisite: MIS 504 or MIS 524 or instructor's permission.

MIS 642
IS Issues in Supply Chain Management (3)

Information technologies have enabled the efficient flow of information, materials and services from raw materials suppliers through to final consumers by advancing supply chain integration and coordination. Aspects related to logistics, operations and information systems, as well as coordination strategies and supply chain partnerships are included.

Prerequisite: MIS 504 or MIS 524 or instructor's permission.

MIS 646
Business Analysis and Modeling (3)

This course focuses on the design and development of decision support systems. The emphasis is on end-user development of model and data-based systems to support managerial decision making using various software tools.

Prerequisite: MIS 504 or MIS 524 or instructor's permission.

MIS 650
Project Seminar (3)

This course will explore a variety of topics related to IT Management in a seminar format. Each student will also complete an in-depth analysis of an IT Management issue. Specific project topics will be chosen by the student and approved by the instructor.

Prerequisite: Final semester of the MSITM program or instructor's permission.

MIS 680
Special Topics in Management Information Systems (3)

An advanced course involving study of current research issues and recent developments in IT and IS management.

Topics vary. See Schedule of Classes for current offering.
Prerequisite: MIS 504 or MIS 524 or instructor's permission.

MIS 690
Independent Study in Management Information Systems (3)

Independent individual research on a topic chosen by the student. Written contract must be prepared and approved by Department Chair and Office of Graduate Business Programs before registration is permitted.

Prerequisite: MIS 516 or MIS 524, and prior approval of instructor.

■ MARKETING

MKT 560
Marketing Management (3)

Comprehensive study of the foundations of marketing and the management of the marketing function including the role of marketing in society and within the business enterprise; the use of marketing to gain competitive advantage, and the practice of marketing in a rapidly changing business environment.

Prerequisite: Admission to the MBA, MSITM, MAcc, or Post-Master Certificate program.

MKT 604
Consumer Behavior (3)

Study of basic factors in influencing consumer behavior, with emphasis on structuring and managerial use of consumer decision-making models. Social-psychological and economic variables, including learning, motivation, attitude, personality, small groups, demographic and cultural factors are examined.

Prerequisite: MKT 560.

MKT 605
Marketing Research (3)

Focus on the generation and management of information in marketing decisions. Covers the evaluation of additional marketing information; how it is acquired and used; the manager's role in market research; the researcher's role in supplying marketing information.

Prerequisite: MKT 560.

MKT 608
Strategic Marketing (3)

This course examines issues such as market definition based on customer-oriented approaches, developing a competitive advantage and making an organization market-driven. In addition, the tools and techniques covered are recent, and likely to be useful in developing core competencies in strategic analysis not typically covered elsewhere.

Prerequisite: MKT 560.

MKT 620
Distribution Channels Management and Logistics (3)

The management of the distribution function. Study of the management of marketing channels systems comprising of wholesalers, agents, retailers and other agencies. Logistics management and supply chain management in the fulfillment of marketing objectives.

Prerequisite: MKT 560.

MKT 650**International Marketing (3)**

The application of marketing principles to problems associated with marketing products and services to different nations. Cases in international marketing will be analyzed.

Prerequisite: MKT 560.

MKT 670**Business to Business Marketing (3)**

Study of the area of marketing that addresses the needs of the organizational customer in industry, government and institutions. The special challenges of the industrial market, such as assessing marketing opportunities, the organizational buying process, and formulating and evaluating industrial marketing strategy and performance are discussed.

Prerequisite: MKT 560.

MKT 680**Special Topics in Marketing (3)**

Applications of recent theoretical and empirical findings in marketing. Students may work on a project, in cooperation with local firms, where they apply the tools acquired in marketing and related courses to a current managerial problem. Topics vary. Recent topics included industrial marketing, promotional strategies and international marketing. See Schedule of Classes for current offering. A maximum of two Special Topics courses may be taken in one rubric.

Prerequisite: MKT 560.

MKT 690**Independent Study in Marketing (3)**

Independent individual research on a topic chosen by the student. Written contract must be prepared and approved by Department Chair and Office of Graduate Business Programs before registration is permitted.

Prerequisites: MKT 560 and prior approval of instructor.

■ ORGANIZATIONAL BEHAVIOR

ORG 530**Organizational Behavior (3)**

Organizational behavior is analyzed at individual, group and organizational levels. Individual and group processes such as perception, learning, motivation, communication, and conflict are studied in depth. Organizational-level topics include size, structure, complexity and effectiveness. Where appropriate, cross-cultural issues will be discussed.

Prerequisite: Admission to the MBA, MSITM, MAcc, or Post-Master Certificate program.

ORG 631**Human Resources Management (3)**

Theoretical and empirical issues of the personnel function in modern organizations. Includes job analysis and design, employee recruiting, compensation policies and practices, research techniques, government policy, law, and social and environmental factors related to decision making.

Prerequisites: QMM 510 and ORG 530.

ORG 635**Decision Making in Organizations (3)**

A comparison of current cognitive, social and organizational approaches to the study of decision making. Behavioral information processing concepts will be used as an aid to understanding how managerial decisions are made. Examples are introduced from functional management, as well as policy and strategy.

Prerequisite: ORG 530.

ORG 636**Leadership and Group Performance (3)**

Comprehensive examination of different leadership theories, with emphasis on relevant empirical evidence and application of the theories to case studies.

Prerequisite: ORG 530.

ORG 637**Motivation and Work Behavior (3)**

Analysis of the individual and organizational factors affecting employee motivation, performance and satisfaction. Includes the role of leadership, job design, environmental variation, compensation policies, goal-setting techniques and group influences.

Prerequisite: ORG 530.

ORG 640**Total Quality Management (3)**

Surveys the history and basic concepts of total quality management (TQM). Includes the discussion of approaches to quality of Deming, Crosby, Durand, Bernhard-Walsh and others. Teams of students will apply TQM principles to real world projects.

Prerequisites: QMM 510, ORG 530 and POM 521.

ORG 670**International Organizational Behavior and Human Resources (3)**

This course examines international organizations' behavior resource management in preparation for work in a global environment. Cross-cultural training, managing global managers, compensation, labor relations and repatriation are among the topics covered. Offered every other year.

Prerequisite: ORG 530.

ORG 680
Special Topics in Organizational Behavior (3)

Analyzes topics related to organizational behavior and/or human resources management. Topics may include: job design, total quality management, compensation, management across cultures, research methods and “the dark side” of the organization. See Schedule of Classes for current offering.

Prerequisite: ORG 530.

ORG 690
Independent Study in Organizational Behavior (3)

Independent individual research on a topic chosen by the student. Written contract must be prepared and approved by Department Chair and Office of Graduate Business Programs before registration is permitted.

Prerequisites: ORG 530 and prior approval of instructor.

■ PRODUCTION AND OPERATIONS MANAGEMENT

POM 521
Operations Management (3)

Study of operations of manufacturing and service organizations. Introduction to operational design and control issues such as forecasting, capacity planning, facility location and layout, production control, material requirements planning, scheduling and quality assurance. Includes international, legal and ethical aspects, as well as computer exercises.

Prerequisite: QMM 510 or instructor's permission.

POM 640
Total Quality Management (3)

Surveys the history and basic concepts of total quality management (TQM). Includes the discussion of approaches to quality of Deming, Crosby, Durand, Bernhard-Walsh and others. Teams of students will apply TQM principles to real world projects.

Prerequisites: QMM 510, ORG 530 and POM 521.

POM 641
Manufacturing Planning and Control (3)

Definitions, techniques and practices in manufacturing applications, including traditional manufacturing techniques as well as current issues such as cellular and flexible manufacturing systems. Emphasizes differences between American and foreign manufacturing techniques.

Prerequisite: POM 521.

POM 645
Cases in Operations Management (3)

Analysis of diverse cases from the perspective of the operations function in service and manufacturing organizations. Cases are descriptive of actual operating situations. Covers situations which lend themselves to analytical and computer techniques, as well as problems involving subjective judgment and creativity in translating theory into practice.

Prerequisite: POM 521.

POM 648
Project Management Techniques (3)

An examination of the various math-based techniques for managing projects. The topics include Program Evaluation Review Technique (PERT) and Critical Path Method (CPM). Includes computer exercises.

Prerequisite: POM 521.

POM 680
Special Topics in Production and Operations Management (3)

An advanced course involving study of current research issues and recent developments in Production and Operations Management. Topics vary. See Schedule of Classes for current offering.

Prerequisite: POM 521.

POM 690
Independent Study in Production and Operations Management (3)

Independent individual research on a topic chosen by the student. Written contract must be prepared and approved by Department Chair and Office of Graduate Business Programs before registration is permitted.

Prerequisite: POM 521 and prior approval of instructor.

■ QUANTITATIVE METHODS

QMM 501 Quantitative Methods for Management (3)

Theory and application of mathematical skills required for courses in the MBA program. Covers basic algebra, functions, graphing functions, matrix algebra, linear programming, basic differential and integral calculus and their application to problem definition and problem-solving in business.

Prerequisites: College algebra.

QMM 510 Statistical Analysis for Managers (3)

Statistical methods useful in management. Includes describing and exploring data, visual presentation of data, discrete and continuous probability models, estimation, hypothesis testing, quality control, regression, and time-series models and forecasts. Real-world applications and use of computer workstation tools are stressed.

Prerequisites: Admitted to Graduate Business Program.

QMM 640 Operations Research (3)

Topics in modeling of managerial decision problems under certainty and under uncertainty. Includes linear programming, game theory, PERT and CPM, Bayesian analysis, simulation, chance-constrained programming, queuing theory and Markovian analysis. Designed to refine the student's scientific problem-solving skills with emphasis on application of these skills.

Prerequisite: POM 521.

QMM 652 Forecasting (3)

Survey of analytical forecasting methods for financial and operational planning, including exponential smoothing, time series decomposition, Box-Jenkins, econometric and distributed lag models, seasonality and autocorrelation, Delphi and other qualitative methods, assessment of commercial forecasting services, and case studies. Extensive use of computer packages to prepare actual forecasts for written and oral presentation.

Prerequisite: QMM 510.

QMM 680 Special Topics in Quantitative Methods (3)

An advanced course involving study of current research issues and recent developments in Quantitative Methods. Topics vary. See Schedule of Classes for current offering.

Prerequisite: QMM 510.

QMM 690 Independent Study in Quantitative Methods (3)

Independent individual research on a topic chosen by the student. Written contract must be prepared and approved by Department Chair and Office of Graduate Business Programs before registration is permitted.

Prerequisites: QMM 510 and prior approval of instructor.