

Mason School of Business Administration

PROFESSORS **Pulley** (Dean and T. C. and Elizabeth Clarke Professor), **Boschen** (Brinkley-Mason Professor), **Bryce** (Life of Virginia Professor), **Busbee** (visiting), **Dittrick** (visiting), **Felton** (clinical), **Haltiner** (Chancellor Professor), **Jelinek** (Richard C. Kraemer Professor), **Kottas** (J. Edward Zollinger Professor), **Locke** (W. Brooks George Professor), **Mallue**, **Rahtz**, **Ring** (Executive MBA Alumni Chair in Distinguished EMBA Teaching), **Robeson** (Assistant Dean and Hays T. Watkins Professor), **Sims** (Floyd Dewey Gottwald Professor), **Solomon**, **J. Smith** (John S. Quinn Professor), **Stewart** (David R. Peebles Professor), **Strong** (CSX Professor), **Waxman**. ASSOCIATE PROFESSORS **Aggarwal**, **Allred**, **Ash** (clinical), **Boone**, **Bradley**, **Flood**, **Ganeshan**, **Geary** (Assistant Dean), **Gibson**, **Guerero**, **Hess**, **Hewitt** (clinical), **Jones**, **Kohli**, **McCoy**, **Merrick** (Richard S. Reynolds Associate Professor), **Mooradian**, **Olver** (Assistant Dean), **Slade** (clinical), **K. Smith** (Assistant Dean and KPMG Faculty Fellow), **Swan**, **Stowers** (clinical), **Szykman**, **White**, **Wilson**. ASSISTANT PROFESSORS **Abraham**, **Agnew**, **Araujo** (visiting), **Atanasov**, **Carboni**, **Cici**, **Garrett** (visiting), **Grzeskowiak** (visiting), **Guthrie**, **Irving**, **Lindsey**, **Luchs**, **Montgomery**, **Murray** (Assistant Dean and clinical), **Prakash**, **Simmons**, **Woods**. LECTURERS **Ramamurthy**.

Mission Statement

The mission of the Mason School of Business of the College of William and Mary is to serve the Commonwealth, the nation, and the global community both by offering high-quality educational programs at the undergraduate, graduate, and professional levels and by creating and communicating new knowledge. We fulfill this mission through:

Building a faculty whose research, teaching, and service influence students, business leaders, policy makers, and other scholars;

Engaging students in innovative educational experiences to nurture creativity, to mentor high ideals, and to accelerate ambitions of leadership that they will imagine the business opportunities of the day and seize them.

The College of William and Mary initiated studies in business administration in 1919. The School of Business was formed in 1968 to administer both the undergraduate and graduate degree programs in business administration. The Mason School of Business was named in November 2005 in honor of alumnus Raymond A. Mason.

The undergraduate degree program normally leads to a Bachelor of Business Administration (BBA). However, students who double major in Business and an Arts and Sciences discipline may choose either as their primary major. Students will receive the degree that corresponds to their primary major (BBA for Business, B.A. or B.S. for Arts and Sciences).

Graduate programs lead to a Master of Business Administration (MBA) or Master of Accounting (MAcc). For detailed information about these programs, contact the MBA Program Admission Office or the MAcc Program Admission Office. Information is provided online at <http://mason.wm.edu>. All programs are accredited by the Association to Advance Collegiate Schools of Business International (AACSB International).

Undergraduate Business Program

The Undergraduate Business Program is designed to provide many opportunities for an individualized approach to business education. Each student is challenged to design an Individual Program of Study (IPS) that uniquely addresses their particular goals and interests including post-graduate plans.

Business majors are offered in four areas: Accounting; Finance; Marketing; Process Management and Consulting. To promote breadth of study students may complement their major field of study by electing to pursue a concentration in a second business area. Concentrations are offered in the following five

areas: Accounting; Entrepreneurship; Finance; Marketing; Process Management and Consulting.

The first semester in the Undergraduate Business Program students complete the Integrated Foundation Semester known informally as “the Block.” Students work in the same teams across classes, and take a cluster of courses including: finance, information technology, marketing, computer applications, and business perspectives. Teams gain experience in making presentations in several courses in the Block. Ethical issues are addressed in various contexts. In addition, for a week positioned near the end of the semester student teams participate in a simulation that includes a competition and a final presentation to business executives and faculty. The Integrated Foundation Semester challenges students to manage time and to integrate the knowledge they have acquired. By the end of the semester all students have gained exposure to the majors (Accounting; Finance; Marketing; Process Management and Consulting) offered within the Undergraduate Business Program.

Many students in the Undergraduate Business Program combine their studies in business with a major or a minor in a department outside of the Mason School of Business. We also strongly encourage students to include an internship experience in their Individual Program of Study.

The Mason School of Business believes that every student should have an international experience. We have designed our curricula so that all majors are able to earn their degree with an “International Emphasis.” Our curricula permit flexibility allowing students to study abroad in the spring of their third year; however, this goal may conflict with other goals such as a completing a double major or an internship. Consequently, the Undergraduate Program offers an early admission option to students who are considering study abroad in the second semester of their sophomore year. Students interested in studying abroad should contact the Undergraduate Business Program and the Global Education Office in the Reves Center for International Studies for more information.

Students are encouraged to begin planning their Individual Program of Study in the Business School as soon as they determine that they have an interest in business. Unless specified as pass/fail in the course catalog, Business courses cannot be taken on a pass/fail basis.

Admission to the Majors Program

The Mason School of Business offers majors in the following four areas: Accounting; Finance; Marketing; Process Management and Consulting. All students who wish to major in Business (whether as a primary or secondary major) must apply for admission to the Mason School of Business.

Admission is competitive and the entering class is selected except as specified below on the basis of the overall William and Mary GPA at the time of application. Applicants must have a minimum attained GPA of 2.0. The competitive admissions process is driven by the number of positions available in the entering class for the Undergraduate Program at the Mason School of Business and the number of qualified applicants. Thus, the GPA cut-off for admitted students is not a fixed number. Meeting the minimum qualifications for admission does not guarantee admission to the Majors Program. Information describing recent admission experience can be found on the Internet site for the Undergraduate Program at www.mason.wm.edu.

Transfer students who have completed 12 or more semester hours at William and Mary (excluding hours earned as a co-enrolled student) prior to the time of application will be evaluated based on their attained William and Mary GPA.

Transfer students who apply to the Undergraduate Program at the time of transfer or within one semester of the time of transfer will not have completed 12 or more semester hours at William and Mary (excluding hours earned as a co-enrolled student). The Mason School of Business process for selecting students for the available positions in the majors program may include consultations with the William and Mary Office of Undergraduate Admission. When the Mason School of Business consults with the William and Mary Office of Undergraduate Admission, all the information considered relevant by the Office of Admission

can be taken into consideration in determining the admission decision made by the Mason School of Business.

To be considered for admission, all prospective business majors must meet the following qualifications prior to the semester of entry into the Business School, junior standing (54 academic credit hours) and the completion of the following prerequisite courses: Principles of Microeconomics, Principles of Macroeconomics, Introductory Calculus, Introductory Statistics (must include regression analysis), and Principles of Accounting. Students enrolled at the College of William and Mary should consult the Undergraduate Business Program website (www.mason.wm.edu/undergraduate) to determine which William and Mary courses will satisfy these requirements.

The Undergraduate Business curricula are designed so that most students will begin the core program in the fall semester of their junior year. Thus, students normally apply for admission to the Mason School of Business during the spring semester of their sophomore year for admission in the following fall semester. To accommodate special circumstances such as study abroad, transferring students, and students who have met all the entrance requirements, the Mason School of Business also accepts applications in the fall semester for admission in the following spring semester.

The deadlines for enrolled William and Mary students to apply to the Majors Program are February 15 for fall admission and October 1 for spring admission. Applications from enrolled William and Mary students received after the application deadline will be considered only if the admissions limit has not been attained. Late applicants and transfer students should contact the Office of Undergraduate Studies in the Mason School of Business for additional information. Appeals from students who are denied admission should be directed to the Committee on Admissions, Academic Status and Degrees of the Mason School of Business.

Students admitted to the Mason School of Business Majors and Minors Programs have priority when enrolling in oversubscribed courses. Students who are not admitted to the Majors Program are not eligible to declare a major in the Mason School of Business regardless of whether they satisfy the course requirements stated in this catalog.

Committee on Admissions, Academic Status and Degrees

Upon admission to the Mason School of Business, all candidates for the BBA degree come under the jurisdiction of the School's administration including its Committee on Admissions, Academic Status and Degrees in all matters appropriately pertaining thereto.

Early Admission for Study Abroad

Students typically apply to the Majors Program in the second semester of the second year or the semester when total credits earned by the end of the semester is at least 54 hours. The second semester of the second year may also be an ideal semester for study abroad. While it is possible both to apply to the Majors Program and to study abroad at the same time, many students would rather not do this. To remove this impediment to study abroad, the Majors Program has instituted an early admission procedure for students who fulfill the following requirements.

You must have completed a minimum of 42 semester hours by the end of the semester in which you apply for early admission. You must have a minimum cumulative GPA of 3.0 at the time of application. You must be enrolled as a full-time student in an international program through the Global Education Office in the Reves Center for International Study for the semester following early admission. All requirements for admission as stated in the catalog must be completed by the time that you enter the Majors Program. Your early admission will be cancelled if for any reason you choose not to complete the international program.

Students applying for study abroad early admission follow the same application procedures and deadlines as for regular admission to the program.

Admission to the Minors Program

The Minors Program provides William and Mary students who are not in the Majors Program with an opportunity to gain in-depth

exposure to a business discipline. The Mason School of Business offers minors in the following five areas: Accounting; Finance; Management; Marketing; Process Management and Consulting. See the catalog section on Requirements for the Minors Program for specific details related to course requirements. Students are accepted into a particular Minors Program (e.g. Finance, Marketing) and cannot change the area of emphasis without approval from the Undergraduate Program. If applicable, students in the Minors Program may count up to six hours toward both their major and their Business minor.

Applicants to the Minors Program must have a minimum overall GPA of 2.75 at the time of application, have attained junior standing and have satisfied all course prerequisites for the minor prior to the semester of entry in the Business School. Admission is based on: GPA, the ability to complete all the requirements for the minor within an acceptable program of study, the number of applicants and the number of positions available, and the completion of prerequisite courses for certain minors as noted below. Students admitted to the Majors Program and the Minors Program have priority when enrolling for oversubscribed courses. Course prerequisites for the Minors Program are as follows: Finance - Principles of Accounting and Introductory Statistics; Marketing - Principles of Microeconomics and Principles of Macroeconomics; Process Management and Consulting - Introductory Statistics.

The Mason School of Business accepts applications to the Minors Program in the fall and spring semesters. The deadlines for applying to the Minors Program are February 15 for fall admission and October 1 for spring admission. Prospective applicants should consult the Office of Undergraduate Studies, in the Mason School of Business for additional information. Appeals from students who are denied admission should be directed to the Committee on Admissions, Academic Status and Degrees of the School of Business.

Students who are not admitted to the Minors Program are not eligible to declare a minor in the Mason School of Business regardless of whether they satisfy the course requirements stated in this catalog.

Concentrations for Business Majors

The Mason School of Business is committed to an education that is integrated and multidisciplinary. These are important strengths that distinguish our programs. All majors complete an integrated core program that emphasizes exposure to the underlying business disciplines. In addition, many students will find it desirable to pursue a multidisciplinary curriculum that will include advanced study in a business discipline other than their major field. The concentration option is designed for students who wish to complete six credit hours of advanced coursework in a business discipline other than their major field. The concentrations available for each major and the requirements for a concentration are listed in the sections describing the requirements for majors.

International Emphasis for Business Majors

The Majors Program seeks to recognize the achievement of students who have incorporated in their Individual Program of Study significant international experience. Students fulfilling the requirements set forth below will be described as completing an Individual Program of Study with an International Emphasis. This designation provides recognition for students who seek an international perspective.

The requirements for an International Emphasis include: (1) a course in international business; (2) an elective with an international emphasis that is related to your major or concentration, with a provision for exceptions as noted below; (3) a language and/or culture requirement; and (4) a study abroad experience. These requirements are discussed in detail below:

1. You must complete BUAD 440 – International Business Management, or the equivalent.
2. If you are majoring or concentrating in a discipline that offers an international course that will satisfy the requirements for your major or concentration, you must successfully complete at least one course in your major

or concentration that has an international emphasis that is fundamental to the design of the course. In the event that for a particular Individual Program of Study no course with an international emphasis is offered, a student who has a minor can satisfy this requirement by successfully completing an approved elective in the discipline of the minor that has an international emphasis. For all other cases, you must seek approval for a course with an international emphasis that is appropriate for your Individual Program of Study.

3. You must successfully complete an approved elective that focuses on foreign language or culture. A course offered by the Department of Modern Languages at the College that focuses on commercial applications of a foreign language satisfies this requirement. This requirement is also satisfied by completing six semester hours of credit of language study beyond the 202 level. Other courses must be submitted for approval to the Undergraduate Business Program. No course will be approved unless the focus on language or the focus on culture is fundamental to the design of the course.
4. You must successfully complete a minimum of twelve semester hours of credit in a study abroad program(s). Only credits earned in a study abroad program(s) that are transferred back to William and Mary and appear on the official College transcript can be applied to satisfy this requirement. The credits can be earned over one semester or over time in separate study abroad experiences.

Student Honors

Beta Gamma Sigma is the national honorary society which recognizes excellence in academic achievement in schools of business administration. Beta Gamma Sigma was founded in 1907 to encourage and reward scholarship and accomplishment in the field of business studies, to promote advancement of education in the science of business, and to foster principles of honesty and integrity in business practice. Students who are candidates for the BBA Degree (business must be declared as a primary major) are initiated into Beta Gamma Sigma in the spring semester.

Academic Standing

Students are required to maintain a 2.0 overall grade point average and a 2.0 grade point average in business courses. A student who fails to maintain these standards will be on academic probation within the Mason School of Business. Students on academic probation must attain a 2.0 overall grade point average and a 2.0 business grade point average by the end of the next regular semester. If at the end of the probationary period the student has not met the minimum grade point requirements, the student will be subject to dismissal from the Mason School of Business. In the case of special circumstances, a student can appeal a dismissal to the Committee on Admissions, Academic Status and Degrees of the Mason School of Business.

Unless specified as pass/fail in the course catalog, business courses cannot be taken on a pass/fail basis.

Second Major

BBA degree candidates may declare two majors but only one major may be in the business disciplines. A maximum of six credits may be counted towards both majors.

Residency Requirement

Students admitted to the Undergraduate Business Program must complete four semesters as full-time admitted business students. A student may petition the Committee on Admissions, Academic Status and Degrees of the Mason School of Business to waive this residency requirement.

Major Computing Requirement

All students are required to complete Business 330 and use computer-based approaches within the curricula of the Mason School of Business. Students are required to submit papers and write-ups using current software applications. Students also are required to

use spreadsheets in preparing analyses, and presentation software in preparing presentations. It is highly recommended that students acquire a laptop computer and appropriate software. Computer labs are also available on campus.

Degree Requirements for the Majors Program

Degree candidates must be students in good academic standing who have satisfied all general education and proficiency requirements; earned at least 60 semester credits in Arts and Sciences academic subjects; satisfied all core and major requirements of the Mason School of Business; and earned at least 120 semester hours of academic credits.

The Undergraduate Business Core Program common to all majors is as follows:

Subject	Credits	
Business 203	Principles of Accounting	3
Business 300	Business Perspectives and Applications	1
Business 311	Principles of Marketing	3
Business 317	Organizational Behavior and Management	2
Business 323	Financial Management	3
Business 330	Computer Skills for Business	1
Business 343	Legal Environment of Business	2
Business 361	Introduction to Operations Technology	3
Business 362	Introduction to Information Technology	3

Students must also take one of the following strategy courses*:

Business 431	Strategic Consulting and Analysis	3
Business 432	Strategic Management	2
Business 433	Strategies of Entrepreneurship	3
TOTAL		23-24

* Students may not receive credit for both Business 431 and Business 432. Students may not receive credit for both Business 432 and Business 433. Students may, however, receive credit for both Business 431 and Business 433. Students completing an Entrepreneurship concentration are required to take Business 433.

Major Requirements

All students applying for admission to the Majors Program are required to declare one of the following four majors: Accounting; Finance; Marketing; Process Management and Consulting.

ACCOUNTING MAJOR

The curricula for students majoring in accounting are differentiated based on a student's intent to pursue graduate study in accounting. The Certified Public Accountant (CPA) requirements in the overwhelming majority of states, including Virginia, require 150 credits (undergraduate and/or graduate credit) with varying requirements across the states for particular coursework. Accounting majors designing an Individual Program of Study that anticipates graduate study in accounting may wish to emphasize interdisciplinary study at the undergraduate level and specialized accounting study at the graduate level. Whereas, an IPS for accounting majors not intending to pursue significant graduate study in accounting will emphasize specialization in accounting at the undergraduate level and will include accounting courses as an alternative to a concentration in business.

Accounting Major with a specialization in accounting (graduate study in accounting not anticipated)

The major in Accounting for students not intending to pursue significant graduate study in accounting requires the following courses, totaling 18 credit hours, in addition to the Core Program. Students may not declare a concentration.

Business 301	Financial Reporting and Analysis
Business 303	Strategic Cost Management
Business 404	Auditing and Internal Controls
Business 405	Federal Taxation

Six credits of electives to be chosen from the following:

- Business 302 Advanced Financial Reporting and Analysis
- Business 401 Advanced Accounting
- Business 406 Advanced Federal Taxation
- Business 408 Tax Compliance, Tax Research and Tax Planning

Accounting Major (graduate study in accounting anticipated)

The major in Accounting for students intending to pursue significant graduate study in accounting at the graduate level requires the following courses, totaling 12 credit hours, in addition to the Core Program. Students may declare a concentration in the following areas: Entrepreneurship; Finance; Marketing; Process Management and Consulting.

- Business 301 Financial Reporting and Analysis
- Business 303 Strategic Cost Management
- Business 404 Auditing and Internal Controls
- Business 405 Federal Taxation

Accounting Major (graduate study in accounting anticipated) with a Concentration in Entrepreneurship

Students wishing to major in Accounting with a concentration in Entrepreneurship must satisfy the requirements for the Accounting major, complete Business 433 as the core strategy requirement, and complete an additional six credit hours as specified below.

- Business 443 Entrepreneurial Ventures (3 credits)

Three additional credits to be chosen from one of the following two options:

- Option 1:* Business 450 Global Marketing (3 credits)
- Option 2:* Business 474 Negotiation (1.5 credits)
And an additional 1.5 credits to be chosen from the following:
- Business 459 Lean Processes (1.5 credits)
- Business 461 Six Sigma (1.5 credits)
- Business 465 Managing Supply Chains in a Digital Economy (1.5 credits)
- Business 476 Electronic Commerce (1.5 credits)
- Business 481 Service Quality and Marketing (1.5 credits)
- Business 482 Project Management (1.5 credits)

Accounting Major (graduate study in accounting anticipated) with a Concentration in Finance

Students wishing to major in Accounting with a concentration in Finance must satisfy the requirements for the Accounting major and take an additional six credit hours in advanced-level Finance to be chosen from the following. These six credit hours must include Business 324, or Business 325, or both:

- Business 324 Money and Debt Markets
- Business 325 Equity Markets and Portfolio Management
- Business 328 Management Control Systems
- Business 417 International Banking and Trade Financing
- Business 423 Corporate Financial Strategy
- Business 434 Management of Financial Institutions

Accounting Major (graduate study in accounting anticipated) with a Concentration in Marketing

Students wishing to major in Accounting with a concentration in Marketing must satisfy the requirements for the Accounting major and take an additional six credit hours in advanced-level Marketing to be chosen from the following:

- Business 442 Psychology of Decision Theory
- Business 446 Consumer Behavior
- Business 448 Marketing Strategy
- Business 450 Global Marketing
- Business 452 Marketing Research
- Business 454 Retailing/E-tailing
- Business 456 Advertising and Marketing Communications

Accounting Major (graduate study in accounting anticipated) with a Concentration in Process Management and Consulting

Students wishing to major in Accounting with a concentration in Process Management and Consulting must satisfy the requirements for the Accounting major and take an additional six credit hours in Process Management and Consulting to be chosen from the following. These six credit hours must include either Business 431 or Business 468 but students may not take both Business 431 and Business 468 to fulfill this requirement:

- Business 431 Strategic Management and Consulting
- Business 437 Change Management and Organizational Transformation
- Business 459 Lean Processes
- Business 461 Six Sigma
- Business 465 Managing Supply Chains in a Digital Economy
- Business 466 Developing Business Intelligence
- Business 467 Advanced Data Management and Modeling
- Business 468 Analytical Tools for Consulting
- Business 469 Visual Basic for Business
- Business 474 Negotiation
- Business 476 Electronic Commerce
- Business 480 Sustainability/Green Supply Chain
- Business 481 Service Quality and Marketing
- Business 482 Project Management

FINANCE MAJOR

The major in Finance requires 12 credit hours in addition to the Core Program. The following nine credit hours must be part of the 12 credit hour requirement:

- Business 324 Money and Debt Markets
- Business 325 Equity Markets and Portfolio Management
- Business 423 Corporate Financial Strategy

In addition three credits must be chosen from the following:

- Business 328 Management Control Systems
- Business 417 International Banking and Trade Financing
- Business 434 Management of Financial Institutions

Finance Major with a Concentration in Accounting

Students wishing to major in Finance with a concentration in Accounting must satisfy the requirements for the Finance major and take an additional six credit hours in advanced-level Accounting to be chosen from the following. These credits must include Business 301.

- Business 301 Financial Reporting and Analysis
- Business 302 Advanced Financial Reporting and Analysis
- Business 303 Strategic Cost Management
- Business 401 Advanced Accounting
- Business 404 Auditing and Internal Controls
- Business 405 Federal Taxation

Finance Major with a Concentration in Entrepreneurship

Students wishing to major in Finance with a concentration in Entrepreneurship must satisfy the requirements for the Finance major, complete Business 433 as the core strategy requirement, and complete an additional six credit hours as specified below.

- Business 443 Entrepreneurial Ventures (3 credits)

Three additional credits to be chosen from one of the following two options:

- Option 1:* Business 450 Global Marketing (3 credits)
- Option 2:* Business 474 Negotiation (1.5 credits)
And an additional 1.5 credits to be chosen from the following:
- Business 459 Lean Processes (1.5 credits)
- Business 461 Six Sigma (1.5 credits)
- Business 465 Managing Supply Chains in a Digital Economy (1.5 credits)
- Business 476 Electronic Commerce (1.5 credits)
- Business 481 Service Quality and Marketing (1.5 credits)
- Business 482 Project Management (1.5 credits)

Finance Major with a Concentration in Marketing

Students wishing to major in Finance with a concentration in Marketing must satisfy the requirements for the Finance major and take an additional six credit hours in advanced-level Marketing to be chosen from the following:

- Business 442 Psychology of Decision Theory
- Business 446 Consumer Behavior
- Business 448 Marketing Strategy
- Business 450 Global Marketing
- Business 452 Marketing Research
- Business 454 Retailing/E-tailing
- Business 456 Advertising and Marketing Communications

Finance Major with a Concentration in Process Management and Consulting

Students wishing to major in Finance with a concentration in Process Management and Consulting must satisfy the requirements for the Finance major and take an additional six credit hours in Process Management and Consulting to be chosen from the following. These six credit hours must include either Business 431 or Business 468 but students may not take both Business 431 and Business 468 to fulfill this requirement:

- Business 431 Strategic Management and Consulting
- Business 437 Change Management and Organizational Transformation
- Business 459 Lean Processes
- Business 461 Six Sigma
- Business 465 Managing Supply Chains in a Digital Economy
- Business 466 Developing Business Intelligence
- Business 467 Advanced Data Management and Modeling
- Business 468 Analytical Tools for Consulting
- Business 469 Visual Basic for Business
- Business 474 Negotiation
- Business 476 Electronic Commerce
- Business 480 Sustainability/Green Supply Chain
- Business 481 Service Quality and Marketing
- Business 482 Project Management

MARKETING MAJOR

The major in Marketing requires 12 credit hours in addition to the Core Program. The following nine credit hours must be part of the 12 credit hour requirement:

- Business 446 Consumer Behavior
- Business 448 Marketing Strategy
- Business 452 Marketing Research

In addition three credits must be chosen from the following:

- Business 442 Psychology of Decision Theory
- Business 450 Global Marketing
- Business 454 Retailing/E-tailing
- Business 456 Advertising and Marketing Communications

Marketing Major with a Concentration in Accounting

Students wishing to major in Marketing with a concentration in Accounting must satisfy the requirements for the Marketing major and take an additional six credit hours in advanced-level Accounting to be chosen from the following. These credits must include Business 301.

- Business 301 Financial Reporting and Analysis
- Business 302 Advanced Financial Reporting and Analysis
- Business 303 Strategic Cost Management
- Business 401 Advanced Accounting
- Business 404 Auditing and Internal Controls
- Business 405 Federal Taxation

Marketing Major with a Concentration in Entrepreneurship

Students wishing to major in Marketing with a concentration in Entrepreneurship must satisfy the requirements for the Marketing major, complete Business 433 as the core strategy requirement, and complete an additional six credit hours as specified below.

- Business 443 Entrepreneurial Ventures (3 credits)

Three additional credits must be chosen from one of the following two options:

Option 1: Business 450 Global Marketing** (3 credits)

Option 2: Business 474 Negotiation (1.5 credits)

And an additional 1.5 credits to be chosen from the following:

- Business 459 Lean Processes (1.5 credits)
- Business 461 Six Sigma (1.5 credits)
- Business 465 Managing Supply Chains in a Digital Economy (1.5 credits)
- Business 476 Electronic Commerce (1.5 credits)
- Business 481 Service Quality and Marketing (1.5 credits)
- Business 482 Project Management (1.5 credits)

**Students may not count Business 450 towards both the Marketing major and the Entrepreneurship concentration.

Marketing Major with a Concentration in Finance

Students wishing to major in Marketing with a concentration in Finance must satisfy the requirements for the Marketing major and take an additional six credit hours in advanced-level Finance to be chosen from the following. These six credit hours must include Business 324, or Business 325, or both:

- Business 324 Money and Debt Markets
- Business 325 Equity Markets and Portfolio Management
- Business 328 Management Control Systems
- Business 417 International Banking and Trade Financing
- Business 423 Corporate Financial Strategy
- Business 434 Management of Financial Institutions

Marketing Major with a Concentration in Process Management and Consulting

Students wishing to major in Marketing with a concentration in Process Management and Consulting must satisfy the requirements for the Marketing major and take an additional six credit hours in Process Management and Consulting to be chosen from the following. These six credit hours must include either Business 431 or Business 468 but students may not take both Business 431 and Business 468 to fulfill this requirement:

- Business 431 Strategic Management and Consulting
- Business 437 Change Management and Organizational Transformation
- Business 459 Lean Processes
- Business 461 Six Sigma
- Business 465 Managing Supply Chains in a Digital Economy
- Business 466 Developing Business Intelligence
- Business 467 Advanced Data Management and Modeling
- Business 468 Analytical Tools for Consulting
- Business 469 Visual Basic for Business
- Business 474 Negotiation
- Business 476 Electronic Commerce
- Business 480 Sustainability/Green Supply Chain
- Business 481 Service Quality and Marketing
- Business 482 Project Management

PROCESS MANAGEMENT AND CONSULTING MAJOR

The major in Process Management and Consulting requires 12 credit hours in addition to the Core Program. The following six credit hours must be part of the 12 credit hour requirement:

- Business 437 Change Management and Organizational Transformation
- Business 466 Developing Business Intelligence

Students must take one (but not both) of the following courses as part of the 12 credit hour requirement:

- Business 431 Strategic Analysis and Consulting
- Business 468 Analytical Tools for Consulting

In addition two 1.5 credit courses must be chosen from the following:

- Business 459 Lean Processes
- Business 461 Six Sigma

Business 465	Managing Supply Chains in a Digital Economy
Business 467	Advanced Data Management and Modeling
Business 469	Visual Basic for Business
Business 474	Negotiation
Business 476	Electronic Commerce
Business 480	Sustainability/Green Supply Chain
Business 481	Service Quality and Marketing
Business 482	Project Management

Process Management and Consulting Major with a Concentration in Accounting:

Students wishing to major in Process Management and Consulting with a concentration in Accounting must satisfy the requirements for the Process Management and Consulting major and take an additional six credit hours in advanced-level Accounting to be chosen from the following. These six credits must include Business 301.

Business 301	Financial Reporting and Analysis
Business 302	Advanced Financial Reporting and Analysis
Business 303	Strategic Cost Management
Business 401	Advanced Accounting
Business 404	Auditing and Internal Controls
Business 405	Federal Taxation

Process Management and Consulting Major with a Concentration in Entrepreneurship ***

Students wishing to major in Process Management and Consulting with a concentration in Entrepreneurship must satisfy the requirements for the Process Management and Consulting major, complete Business 433 as the core strategy requirement, and complete an additional six credit hours as specified below.

Business 443	Entrepreneurial Ventures (3 credits)
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Three additional credits must be chosen from one of the following two options:

<i>Option 1:</i>	Business 450	Global Marketing (3 credits)
<i>Option 2:</i>	Business 474	Negotiation (1.5 credits)
	<i>And an additional 1.5 credits to be chosen from the following:</i>	
	Business 459	Lean Processes (1.5 credits)
	Business 461	Six Sigma (1.5 credits)
	Business 465	Managing Supply Chains in a Digital Economy (1.5 credits)
	Business 476	Electronic Commerce (1.5 credits)
	Business 481	Service Quality and Marketing (1.5 credits)
	Business 482	Project Management (1.5 credits)

*** Students may not count Business 474, Business 459, Business 461, Business 465, Business 476, Business 481, or Business 482 towards both the Process Management and Consulting major and the Entrepreneurship concentration.

Process Management and Consulting Major with a Concentration in Finance

Students wishing to major in Process Management and Consulting with a concentration in Finance must satisfy the requirements for the Process Management and Consulting major and take an additional six credit hours in advanced-level Finance to be chosen from the following. These six credit hours must include Business 324, or Business 325, or both:

Business 324	Money and Debt Markets
Business 325	Equity Markets and Portfolio Management
Business 328	Management Control Systems
Business 417	International Banking and Trade Financing
Business 423	Corporate Financial Strategy
Business 434	Management of Financial Institutions

Process Management and Consulting Major with a Concentration in Marketing

Students wishing to major in Process Management and Consulting with a concentration in Marketing must satisfy the requirements for the Process Management and Consulting major and take an additional six credit hours in advanced-level Marketing to be chosen from the following:

Business 442	Psychology of Decision Theory
Business 446	Consumer Behavior
Business 448	Marketing Strategy
Business 450	Global Marketing
Business 452	Marketing Research
Business 454	Retailing/E-tailing
Business 456	Advertising and Marketing Communications

Requirements for the Minors Program

The Mason School of Business offers minors in the following five areas: Accounting; Finance; Management; Marketing; Process Management and Consulting. The Minors Program provides students who are not in the Majors Program with an opportunity to gain an in-depth exposure to a business discipline. Business majors are not eligible to declare a minor in the Mason School of Business. Students may count up to two courses toward both their major and a minor.

ACCOUNTING MINOR

A minor in Accounting requires 18 credit hours. The following two courses must be part of the 18 credit hour requirement:

Business 203	Principles of Accounting	3 credits
Business 301	Financial Reporting and Analysis	3 credits

Students must take two of the following courses as part of the 18 credit hour requirement:

Business 302	Advanced Financial Reporting and Analysis	3 credits
Business 303	Strategic Cost Management	3 credits
Business 404	Auditing and Internal Controls	3 credits
Business 405	Federal Taxation	3 credits

In addition, six elective credits chosen from business courses number 300 and above.

FINANCE MINOR

A minor in Finance requires 18 credit hours. Students must complete the following courses:

Business 203	Principles of Accounting	3 credits
Business 323	Financial Management	3 credits
Business 324	Money and Debt Markets	3 credits
Business 325	Equity Markets and Portfolio Management	3 credits
Business 423	Corporate Financial Strategy	3 credits

In addition, three elective credits to be chosen from the following:

Business 328	Management Control Systems	3 credits
Business 417	International Banking and Trade Financing	3 credits
Business 434	Management of Financial Institutions	3 credits

MANAGEMENT MINOR

A minor in Management requires 19 credit hours. Students must complete the following courses:

Business 315	Personnel Management	3 credits
Business 317	Organizational Behavior and Management	2 credits
Business 343	Legal Environment of Business	2 credits

Students also must take one (but not both) of the following courses:

Business 203	Principles of Accounting	3 credits
Business 362	Introduction to Information Technology	3 credits

In addition, nine elective credits to be chosen from the following:

Business 316	Organizational Structure and Design	3 credits
Business 328	Management Control Systems	3 credits

Business 342	Commercial Law and Business Organizations	3 credits
Business 436	Business and Society	3 credits
Business 438	Leadership	3 credits
Business 442	Psychology of Decision Making	3 credits

MARKETING MINOR

A minor in Marketing requires 18 credit hours. Students must complete the following courses:

Business 203	Principles of Accounting	3 credits
Business 311	Principles of Marketing	3 credits
Business 446	Consumer Behavior	3 credits
Business 448	Marketing Strategy	3 credits
Business 452	Marketing Research	3 credits

In addition, three elective credits to be chosen from the following:

Business 442	Psychology of Decision Making	3 credits
Business 450	Global Marketing	3 credits
Business 454	Retailing/E-tailing	3 credits
Business 456	Advertising and Marketing Communications	3 credits

PROCESS MANAGEMENT AND CONSULTING MINOR

A minor in Process Management and Consulting requires 18.5 credit hours. Students must complete the following courses:

Business 317	Organizational Behavior and Management	2 credits
Business 361	Introduction to Operations Technology	3 credits
Business 362	Introduction to Information Technology	3 credits
Business 437	Change Mgmt. and Org. Transformation	3 credits
Business 466	Developing Business Intelligence	3 credits

Students also must take one (but not both) of the following courses:

Business 431	Strategic Analysis and Consulting	3 credits
Business 468	Analytical Tools for Consulting	3 credits

In addition, 1.5 elective credits to be chosen from the following:

Business 459	Lean Processes	1.5 credits
Business 461	Six Sigma	1.5 credits
Business 465	Managing Supply Chains in a Digital Economy	1.5 credits
Business 467	Advanced Data Management and Modeling	1.5 credits
Business 469	Visual Basic for Business	1.5 credits
Business 474	Negotiation	1.5 credits
Business 476	Electronic Commerce	1.5 credits
Business 480	Sustainability/Green Supply Chain	1.5 credits
Business 481	Service Quality and Marketing	1.5 credits
Business 482	Project Management	1.5 credits

Elective Courses for Non-Business Students

Students who are not pursuing a formal program in the Mason School of Business may enroll in business classes for which they have satisfied the course prerequisites for elective credit on a space available basis.

Description of Courses

150W. Freshman Seminar: Topics in Business.

Fall or Spring (4,4) (Not offered 2008-2009)

A writing intensive and discussion intensive seminar designed for first-year students that explore a specific topic within

the business disciplines. A grade of C- or better satisfies the College Writing Proficiency Requirement. Topical contents of seminars vary.

203. Principles of Accounting.

Fall and Spring (3,3) Busbee, Irving, Ramamurthy, White. Required for admission to Business Majors Program.

A study of the use and preparation of financial information and the accounting system as an interpretative tool to communicate information about a variety of economic events to both internal and external users. Topics covered include the preparation and interpretation of financial statements for external users as well as managerial uses of accounting data, cost analysis, budgeting and performance evaluation.

231. Statistics.

Fall and Spring (3,3) Flood, Kottas.

Basic concepts of statistical analysis within a business environment. Attention is given to solution methods via use of the computer.

300. Business Perspectives and Applications.

Fall and Spring (1,1) Staff. Prerequisite: Admission to Business Majors Program.

This course complements the core courses in the BBA Program by integrating business disciplines, ethical considerations, and business communications. The course includes business simulations, team interaction, and presentation skills. The course is graded pass/fail and is completed the first semester as a Business Major

301. Financial Reporting and Analysis.

Fall and Spring (3,3) (not offered 21008-2009). Prerequisite: BUAD 203 or the equivalent.

This course focuses on the financial reporting environment: evaluating the quality of the reported information, analyzing reporting choices, and assessing the role of financial information in resource allocation decisions. Topics traditionally included in intermediate accounting are covered by analyzing key business transactions on the financial statements and measures of performance evaluations such as profitability, competitiveness, and leverage. This course is designed to be taken as either a one-semester course or as part of a two-semester sequence with BUAD 302.

302. Advanced Financial Reporting and Analysis.

Spring (3) Irving. Prerequisite: BUAD 301 or consent of the instructor.

This course focuses on an advanced study of topics in financial reporting that are traditionally considered in intermediate accounting. Reporting issues related to topics such as pensions, stock options, and deferred taxes are considered with reference to original source materials and accounting research. With instructor consent, students who have not completed BUAD 301 may register for BUAD 302.

303. Strategic Cost Management.

Fall or Spring (3,3) Geary. Prerequisite: BUAD 203 or the equivalent.

Applications of cost analysis to inventory valuation and income determination and planning and control of routine operations and non-routine decisions. This course emphasizes the relevance of cost concepts to modern decision tools. Substantial use of problems and cases.

311. Principles of Marketing.

Fall and Spring (3,3) Luchs, Montgomery. Prerequisites: ECON 101 or ECON 151 and ECON 102 or ECON 152, or consent of the instructor.

A study of the role of marketing in business and the economy. Emphasis is on the examination of functions, institutions and policies.

315. Personnel Management.

Fall or Spring (3,3) (Not offered 2008-2009) Prerequisite or Corequisite: BUAD 231 or equivalent, or consent of instructor.

A course to provide understanding of the principles, policies and practices used to develop a sound industrial relations

program. Topics include job analysis, the employment process, employee development, wage and salary administration, labor relations and union negotiation.

316. Organizational Structure and Design.

Fall or Spring (3,3) (Not offered 2008-2009).

This course covers a wide range of organizational issues emphasizing: organizational structure and design, reward systems, communication systems, job design and management of change.

317. Organizational Behavior and Management.

Fall and Spring (2,2) Carboni, Solomon.

This course develops the ability to recognize and manage human and behavioral factors in work settings. Topics include: individual differences, group dynamics, motivation, and an introduction to organizational structure and leadership.

323. Financial Management.

Fall and Spring (3,3) Cici, Guthrie. Prerequisites: BUAD 203 and BUAD 231 or equivalents.

An examination of the finance function in the firm. Topics include the theory and practice of valuation, current and long term financing, working capital management, capital budgeting and multinational finance.

324. Money and Debt Markets.

Fall and Spring (3,3) Garrett, Staff. Prerequisite: BUAD 323.

An examination of the operation and importance of global money and debt markets including market characteristics, regulation, international differences, international interest and exchange rate behavior, bond analysis and valuation, and risk management with interest rate and currency options and futures.

325. Equity Markets and Portfolio Management.

Fall and Spring (3,3) Haltiner. Prerequisite: BUAD 323.

An examination of the operation and importance of global equity markets including market characteristics, regulation, international differences, investor behavior, portfolio theory and capital asset pricing, asset allocation, security analysis, mutual funds, performance measurement, and equity options and futures.

328. Management Control Systems.

Fall or Spring (3,3) Prerequisite: BUAD 203 or the equivalent. (Not offered 2008-2009)

An examination of the interrelationships between financial information flows and behavior in organizations. Cases and readings introduce management control processes in responsibility centers. Topics include goal formulation; performance measurement, reporting and evaluation; systems of reward and punishment.

330. Computer Skills for Business.

Fall and Spring (1,1) Boone. Prerequisite: Admission to the Business Majors Program and junior standing.

This course is designed to complement functional courses in the Business Core Program by providing instruction in the use of application software. Typically the course will cover presentation software, spreadsheets, and database application. This course is graded pass/fail.

342. Commercial Law and Business Organizations.

Fall or Spring (3,3) Staff.

A study of the law of business organizations, their activities and management. Substantive areas of law covered include: partnerships, corporations; securities, mergers and acquisitions; commercial paper and secured transactions; real and personal property; bailments, antitrust law and creditors' rights.

343. Legal Environment of Business.

Fall and Spring (2,2) Mallue, Staff. Waxman.

An introduction to the law and the legal process. Substantive areas of law covered include: contracts, sales of goods and product liability; business torts and environmental law; bankruptcy and international law.

361. Introduction to Operations Technology.

Fall and Spring (3,3) Kottas, Staff. Prerequisites: a computer skills course or the equivalent and BUAD 231 or equivalent.

An introduction to the production and operations aspects of manufacturing and service organizations. Emphasis is on planning, control and quantitative analysis. Topics include product/process/facilities design, capacity planning, quality and materials management, scheduling and inventory management.

362. Introduction to Information Technology.

Fall and Spring (3,3) Abraham, Staff. Prerequisites: a computer skills course or the equivalent and BUAD 231 or equivalent.

An introduction to current and expected future trends in information technology and their impact on organizations. Topics include the strategic value of information; hardware and software issues; networks and telecommunications; planning, justification, development and management of information resources. Quantitative analysis is applied to evaluate and justify information resources.

401. Advanced Accounting.

Fall or Spring (3,3) Staff. Prerequisite: BUAD 301 or consent of the instructor.

A study of consolidated statements, partnership accounting for special arrangements, fiduciary accounting and fund accounting.

404. Auditing and Internal Controls.

Fall or Spring (3,3) White. Prerequisite: BUAD 301.

Application of technology, modeling, statistics and other auditing procedures within the framework of generally accepted auditing standards. Reporting, ethics, international practices and case applications are emphasized.

405. Federal Taxation.

Fall (3) J. Smith. Prerequisite: BUAD 203 or the equivalent.

An analysis of the federal income tax laws. Development of conceptual awareness of federal income tax structure and tax planning, and gaining ability to determine solutions to problems confronting the individual taxpayer.

406. Advanced Federal Taxation.

Fall or Spring (3,3) J. Smith. Prerequisite: BUAD 405.

An analysis of the federal income tax laws for partnerships, corporations and tax-exempt entities. Introduction to estate and gift taxation and to tax research. Tax planning is emphasized.

408. Tax Compliance, Tax Research, and Tax Planning.

Fall (3) J. Smith. Prerequisites: Senior Accounting major or minor; BUAD 405 or to be enrolled concurrently.

This course provides for the development of the ability of the students to perform sophisticated tax research and analysis as the foundation for tax compliance and for minimizing the tax liability through tax planning for the following tax entities: individual, sole proprietorship, general partnership, limited partnership, LLC, S corporation, C corporation, and exempt entities.

417. International Banking and Trade Financing.

Fall or Spring (3,3) Boschen. Prerequisites: ECON 101, ECON 102, BUAD 203 or the equivalent.

A study of the operation of the U.S. commercial banks abroad and of U.S. branches of foreign banks. Topics include currency markets, public and private sector loans, export financing and international payment mechanisms.

423. Corporate Financial Strategy.

Fall or Spring (3,3) Bryce. Prerequisite: BUAD 323.

Advanced topics in the theory and practice of financial decision-making. Cases and readings are used to examine the tools and techniques of financial strategy formulation and implementation under various environmental settings.

431. Strategic Analysis and Consulting.

Fall or Spring (3,3) Staff. Prerequisite: Junior standing. Students may not be concurrently enrolled in BUAD 431 and BUAD 300.

The course will focus on the process of analysis and consulting. Students will engage with a variety of tools for data collection, information gathering, interviewing, and the evaluation of hard and soft data sources. Students will develop an appreciation for the multiple moving parts in a consulting assignment through a case competition and an engagement for a specific organization. This course fulfills the core strategy requirement. Students may not receive credit for both BUAD 431 and BUAD 432, but they may receive credit for both BUAD 431 and BUAD 433.

432. Strategic Management.

Fall and Spring (2,2) Robeson. Prerequisites: BUAD 311, BUAD 317, BUAD 323, BUAD 361. Senior standing in the Mason School of Business.

The establishment of company-wide objectives and the subordinate plans and controls to accomplish them. This course integrates and builds upon the business administration body of knowledge to develop decision-making ability at the policy-making level of administration. This course fulfills the core strategy requirement. Students may not receive credit for both BUAD 432 and BUAD 431. Students may not receive credit for both BUAD 432 and BUAD 433.

433. Strategies of Entrepreneurship.

Fall or Spring (3,3) Staff. Prerequisites: BUAD 311, BUAD 317, BUAD 323, BUAD 362, and Senior standing in the Mason School of Business; or consent of the instructor.

Strategies of Entrepreneurship emphasizes entrepreneurial strategy issues of concern to entrepreneurs, business owners, and innovators responsible for new or smaller enterprises, family businesses, technology based start-ups or franchises, or those seeking to strategically transform existing businesses. Students will focus on entrepreneurial opportunities, creativity, sources for start-up ideas, and the special challenges of starting a new venture, or changing an existing one. This course fulfills the core strategy requirement. Students may not receive credit for both BUAD 432 and BUAD 433, but they may receive credit for both BUAD 433 and BUAD 431.

434. Management of Financial Institutions.

Fall or Spring (3,3) Prerequisite: BUAD 323. (Not offered 2008-2009)

A study of the management of financial institutions, with particular emphasis on depository institutions. The basic themes of the course are asset/liability management, including strategy management; capital adequacy; and liquidity requirements.

436. Business and Society.

Fall or Spring (3,3) Sims. Prerequisite: Senior standing.

A course designed to discuss and clarify the role of the business organization in modern society and its relationship with the social, political, economic, cultural and technological environments, both domestic and international. Cases analyzing the managerial response to external forces are analyzed.

437. Change Management and Organizational Transformation.

Fall or Spring (3,3) Sims. Prerequisite or Corequisite: BUAD 317 or consent of the instructor.

The course will focus on effective process design, change management, and transforming the organization through changes in process, people, and technology. Topics will include stakeholder analysis, goal/strategy alignment, generating buy-in, effectively informing processes, performance measurement and incentives.

438. Leadership.

Fall or Spring (3,3) Carboni. Prerequisites: BUAD 317. Senior standing.

This field-based course is designed to develop the ability to work with and through others in order to make effective contributions as a member of an organization. The course emphasizes developing a leadership orientation, understanding critical leadership issues and developing appropriate leadership skills.

440. International Business Management.

Fall or Spring (3,3) Allred. Prerequisites: BUAD 203, 311, and 362; or consent of instructor.

A study of the fundamental principles and basic concepts applicable to managing in the international business environment. This course covers the nature of international markets, global trade, investment and financial exchange, and the operations of international business functions, with a strong emphasis on the strategy and structure of international business.

442. The Psychology of Decision Making.

(GER 3) Fall or Spring (3,3) Prerequisites: BUAD 231 or the equivalent and senior standing. (Not offered 2008-2009)

An examination and analysis of the cognitive factors that aid or hinder choosing alternative courses of action. The major emphasis will be on psychological processes underlying choice and judgment. Applications to business decisions and policy making will be considered. (Cross listed with PSYC 375)

443. Entrepreneurial Ventures.

Fall or Spring (3,3) Ash. Prerequisites: BUAD 311, BUAD 323, BUAD 362; or consent of the instructor.

Entrepreneurial Ventures focuses on the issues, decisions, and problems faced by entrepreneurial owners and innovators who wish to create and manage new or smaller enterprises, family businesses, technology based enterprises or franchises. Students will develop the knowledge and skill sets relevant for the creation, operation and ultimate success of the venture based on enterprise.

446. Consumer Behavior.

Fall or Spring (3,3) Montgomery, Staff. Prerequisite: BUAD 311.

The consumer-firm relationship is analyzed through the application of concepts drawn from contemporary behavioral science to concrete business cases and practices. Relevant concepts from the fields of cultural anthropology, sociology and psychology are applied to problems encountered in marketing to various consumer groups.

448. Marketing Strategy.

Fall or Spring (3,3) Swan. Prerequisite: BUAD 311 or consent of the instructor.

Managerial techniques in planning and executing marketing programs. Emphasis on decision making related to marketing segmentation, product innovation and positioning, pricing and promotion. Extensive use of cases, readings and a management simulation.

450. Global Marketing.

Fall or Spring (3,3) Swan. Prerequisite: BUAD 311.

This course includes theories of and justifications for free trade, a study of environments across international markets (including the economic environments, the cultural environments, the political/regulatory environments, and the physical/geographic environments) and the practice of marketing including global marketing management for large, small and medium sized firms. Topics include globalization, global strategies, international service marketing and marketing in the developing world.

452. Marketing Research.

Fall or Spring (3,3) Grzeskowiak. Prerequisites: BUAD 311 and an introductory course in statistics; or consent of instructor.

Introduction to fundamentals of marketing research. Use of research information in marketing decision making. Topics include research design, interrogative techniques, data collection methods, scaling, sampling and alternative methods of data analysis. Students design and execute their own research projects.

454. Retailing/E-tailing.

Fall or Spring (3,3) Prerequisites: BUAD 311, BUAD 203 or the equivalent. (Not offered 2008-2009)

The course employs a managerial approach to identify, analyze, plan and control traditional Retail and E-tail businesses.

While institutional elements are covered, the focus is on developing and executing an effective business strategy. Concepts will be explored which are applicable to both traditional retail environments and to web-based, E-tail business models.

456. Advertising and Marketing Communications.

Fall or Spring (3,3) Rahtz. Prerequisite: BUAD 311.

A study of the relationship of demand stimulation to business management. Development of an advertising campaign will emphasize the presentation of products to consumers through relevant media. Target market identification, situation analysis, promotional strategy and tactics, and evaluation within budgetary constraints will be stressed.

459. Lean Processes.

Fall or Spring (1.5,1.5) Prerequisite or Corequisite: BUAD 361 or consent of the instructor. (Not offered 2008-2009)

This course focuses on developing lean processes within a variety of operating environments. Tools and strategies leading to improved process management are included.

461. Six Sigma.

Fall or Spring (1.5,1.5) Ganeshan. Prerequisite or Corequisite: BUAD 361 and BUAD 362; or consent of the instructor.

This course focuses on Six Sigma approaches to process quality and includes emphasis on tools and procedures for implementing Six Sigma strategies within organizations.

465. Managing Supply Chains in a Digital Economy.

Fall or Spring (1.5,1.5) Ganeshan. Prerequisite: BUAD 361.

Over the last five years, technology, specifically the WEB, has revolutionized the way firms do business with each other. The usual stumbling blocks of poor information availability: incompatible organizational structures and information systems, and the high cost of collaboration are being "blown to bits" by tailored supply chain initiatives and web-centric software. This course will explore these initiatives and tools that firms are using to manage supply chains and B2B integration.

466. Developing Business Intelligence.

Fall or Spring (3,3) Murray. Prerequisite or Corequisite: BUAD 361 and BUAD 362; or consent of the instructor.

The course focuses on the collection, representation and analysis of evidence in support of decision making and process improvement. The course will examine hard and soft measures, criteria for evaluation, and performance measurement.

467. Advanced Data Management and Modeling.

Fall or Spring (1.5,1.5) Stewart.

This course includes spreadsheet modeling, building simulations and additional data manipulation.

468. Analytical Tools for Consulting.

Fall or Spring (3,3) Staff. Prerequisite or Corequisite: BUAD 362 or consent of the instructor.

The course focuses on the use of information technology tools in supporting the analysis and consulting process. Students will create and analyze models of complex business processes to enable better decision-making. Model-building tools will include computer simulations, data mining, and decision analysis.

469. Visual Basic for Business.

Fall or Spring (1.5,1.5) Staff. Prerequisite: BUAD 361, BUAD 362. Prerequisite or Corequisite: BUAD 466.

An introductory course in practical computer programming using Visual Basic.Net, the leading tool for designing user interfaces and web services. Topics include basic principles of programming and of the Visual Basic.Net language, including the architecture of Windows applications, control structures, arrays, functions, object-oriented programming, Visual Basic.Net class libraries, and event-driven programming. Students will also learn how to make user interfaces friendly and efficient and utilize VB with other software such as Excel. Intended for students with little or no programming experience.

474. Negotiation.

Fall or Spring (1.5,1.5) Stewart.

This course introduces students to the art and science of negotiation through the study of well-documented historical negotiations, personal experience with live negotiation exercises, and the study of game theory. Students will focus on understanding the games that underlie most negotiations and developing the analytical tools and techniques required in negotiation. Intended for business majors who have completed the first semester of the junior-year core program.

476. Electronic Commerce.

Fall or Spring (1.5,1.5) Staff. Prerequisite: BUAD 362.

Electronic commerce describes the use of digital connectivity to pursue business objectives, including information technologies such as electronic data interchange, electronic funds transfer, Internet, intranets, extranets, mobile and wireless. To remain competitive in the 21st century, firms and the people whom they manage must more fully utilize the opportunities presented by electronic commerce by refining the definitions of markets, relationships with partners and competitors, and the development and delivery of goods and services.

480. Sustainability/Green Supply Chain.

Fall or Spring (1.5,1.5) Boone. Prerequisite or Corequisite: BUAD 361 or consent of the instructor.

This course focuses on the development of sustainable supply chains. Students will explore leading-edge initiatives by forward-thinking companies to (re)design and market products, source, manufacture, and eventually distribute them in an environmentally-, ecologically-, and socially- responsible way.

481. Service Quality and Marketing.

Fall or Spring (1.5,1.5) Grzeskowiak. Prerequisite or Corequisite: BUAD 361 or consent of the instructor. (Not offered 2008-2009)

This course focuses on performance measurements, quality dimensions, and key processes in the service environment.

482. Project Management.

Fall or Spring (1.5,1.5) Aggarwal.

This course will focus on the concepts and tools related to the management of projects within organizations. Students will examine all phases of project management including selection, planning, scheduling, control, and termination. Topics include writing project plans, developing work breakdown structures, project scheduling, resource management, earned value analysis, and project risk management.

490. Independent Study.

Fall and Spring (1-3,1-3) Staff. Prerequisite: Obtain permission form from the Office of Undergraduate Studies in the Mason School of Business.

A course designed to accommodate independent study. This course may be repeated for credit.

492. Special Topics.

Fall and Spring (1-3,1-3) Staff. Prerequisite: Consent of the instructor.

A course designed for special topics and for special opportunities to utilize the expertise of a faculty member. This course may be repeated for credit.