



# THE COLLEGE OF BUSINESS

## **The guiding theme in the College of Business is “Real Life, Real Business.”**

Undergraduate business students in the College of Business (COB) receive a rich, well-rounded, academic experience that is grounded in the liberal arts and includes a rigorous curriculum in the business disciplines. Students have access to top internship opportunities, immersive study-abroad experiences at our partner schools around the globe, and the opportunity to participate in research with faculty through the Honors Program. COB students often continue their studies at top graduate and law schools. Students begin their journey with the Freshman Business Experience, in which they engage in guided self-exploration, hone their teamwork skills, and develop a business plan. This leads into an innovative sophomore experience in which students develop and run a live business for real money. Students and faculty work alongside professional consultants in the Butler Business Accelerator, which is a consulting firm that is run within the college. Students also participate in a four-year career development program that involves two internships and career mentors. Interaction with real business continues throughout the curriculum—from the freshman through the senior year.

The college also offers two graduate degrees. The Master of Business Administration (MBA) is a part-time program that connects theory with business practice. Students kick off their graduate coursework by participating in a one-day business problem solving immersion experience with a local company in the *Gateway Experience*. This course gives students an initial exposure to the experiential, hands-on learning process in the MBA program. At the end of the program, students participate in the integrated *Capstone Experience*, which serves as the bookend to the *Gateway Experience*. This course pulls together everything the students have learned throughout the MBA program into a practical, applied, semester-long consulting project. In addition to these two unique learning experiences, students encounter “real life, real business” in a number of other ways on their path to graduation, including participating in a leadership development program, traveling with a faculty member on an international study trip, or serving as a Board Fellow.

The Master of Professional Accounting (MPA) prepares students for successful careers in the accounting profession, both public and corporate, as well as successful completion of the CPA exam. The one-year curriculum includes a set of fundamental accounting core classes and allows students to choose additional courses from two concentration areas: tax and financial reporting. In addition, students may incorporate a number of electives in their course of study, including a Becker FastPass CPA review course and an international study trip.

## **Our Vision**

The Butler University College of Business will become a recognized national center of excellence in business education.

## **Our Mission**

The mission of the Butler University College of Business is to prepare students for success in life and leadership in business through experiential learning guided by a research-oriented faculty with relevant business experience.

## **Administration**

Chuck Williams, Ph.D., dean; Roberto Curci, Ph.D., associate dean; William K. Templeton, Ph.D., associate dean; Robert B. Bennett Jr., JD, chair of economics, law, and finance; Craig Caldwell, Ph.D., chair of marketing and management; William Terando, Ph.D., chair of accounting, management information systems, operations, and statistics; Sarah Lutomski, MA, academic advisor; Larry A. O'Connor, MBA, executive director of Butler Business Accelerator

## **Professors**

Robert B. Bennett Jr., JD; Roberto Curci, Ph.D.; Peter Z. Grossman, Ph.D.; Sakthi Mahenthiran, Ph.D.; Robert S. Main, Ph.D.; Gregory Osland, Ph.D.; William Rieber, Ph.D.; William K. Templeton, Ph.D.; Chuck Williams, Ph.D.

## **Associate Professors**

Priscilla Arling, Ph.D.; Craig Caldwell, Ph.D.; Steven Dolvin, Ph.D.; Richard E. Fetter, Ph.D.; Kathy A. Paulson Gjerde, Ph.D.; Anne Kelly, Ph.D.; Barry E. King, D.B.A.; Larry J. Lad, D.B.A.; Robert Mackoy, Ph.D.; Daniel H. McQuiston, Ph.D.; Margaret Padgett, Ph.D.;

James F. Sander, Ph.D.; Deborah Skinner, Ph.D.; William Terando, Ph.D.; Karel A. Updyke, Ph.D.

#### **Assistant Professors**

Hilary Buttrick, JD.; Courtney Droms, Ph.D.; Stephanie Fernhaber, Ph.D.; Jill Kirby, Ph.D.; Peter Prescott, JD.; Sheryl-Ann Stephen, Ph.D.; Denise Williams, Ph.D.; George Wilson, Ph.D.; Hongjiang Xu, Ph.D.

#### **Instructors**

Jason Davidson, MBA; Zachary Finn, M.S., director of the Davey Risk Management and Insurance; Richard Halstead, MBA; Kathryn King, MBA; Thomas Litkowski, M.A.; Richard McGowan, Ph.D.; James McKnight, JD; Stephen Nelson, MBA; Pamela Rouse, MBA; Sonali Shah, Ph.D.

#### **Adjunct Faculty**

Eric Bedel, MBA; J. Douglas Boles, JD; Leah Bovell, Ph.D.; Donald Broad, JD; David Castor, MBA; Donald Coffin, Ph.D.; Richard Forsythe, MBA.; Ryan Fuhrmann, MBA; David Futrell, Ph.D.; Richard Hofstetter, JD; Robert Kirk, Ph.D.; Ted Kuhn, M.A.; John Lucas, MBA; Patrick Meister, Ph.D.; David Morton, MBA; Jill Novotny, MBA; Lisa Pearo, DBA; John Peri, M.S.; Tim Robinson, JD; Laura Rodman, MBA; Robert Rush, MBA; Steve Schelonka, MBA; Michael Simmons, MBA; Marietta Stalcup, MBA; Brant Voight, JD; Tim Zimmer, Ph.D.

#### **Executives in Residence**

Mark Foglesong, Ph.D.; Ed Friel, B.S.; Ronald Gress, B.S., Rhoda Israelov, M.S.; Marvin Recht, B.B.A.; Jane Surges, M.S.; Jerry Toomer, Ph.D.; Scott Troyer, M.S.; Karen Valencic, B.S.; Charles Williams, B.S.

#### **COB Staff**

Katie Abernathy, MBA, business development manager, B.B.A.; Mary Allen, reception; Joyce Bacone, secretary, graduate programs; Melissa Beckwith, MBA, project manager, B.B.A.; Angela Chaplin, career development consultant; Sandra Coppadge, secretary, career development; Kelley Hahn, secretary, executive education; Gina Head, secretary, dean's office; Kathleen Hood, MBA, director of budgets and analyses; Stephanie Judge, MBA, director of marketing and communications; Brian Landis, M.S.I.A., managing director, B.B.A.; Carrie Meyer, career development consultant; Jill Novotny, coordinator of undergraduate career development; Chris Stump, MBA, project manager, B.B.A.; Ronald Thomas,

director, executive education; Diana Todd, administrative assistant, B.B.A.

## **Undergraduate Program**

### **Requirements for Graduation**

Students may be graduated upon completion of 121 semester hours including:

- University core curriculum and requirements.
- Necessary courses to complete a major in accounting, economics, entrepreneurship and innovations, finance, international business, management information systems, marketing, or risk management and insurance.
- No fewer than 40 semester hours in courses numbered 300 or higher.
- An international business course or experience.

At least 50 percent of the required hours in business and economics must be taken at Butler University. Furthermore, the last 30 hours of the required 121 must be taken at Butler unless the student has the advance permission of the dean. Students must meet several grade requirements as well.

- Overall grade point average must be 2.0 or higher.
- Students must receive a grade of at least C- in the introductory course or courses of their majors. These courses are listed specifically in the curriculum guides available in the college.
- Students must obtain a grade point average of 2.3 or higher in the courses specifically in the major. These details also appear in the curriculum guides.

### **Student Learning Objectives**

The faculty of the COB has identified the following objectives for all students completing its undergraduate curriculum. They address what students should know, be able to do, and value.

1. Describe and explain how generalized business knowledge is used to make decisions and solve business problems.
2. Recognize and apply specialized, functional business knowledge to make decisions and solve business problems.
3. Identify contemporary, global macro-environmental trends and issues, and describe opportunities and threats they present to businesses.
4. Display knowledge and skills in the areas of teamwork and leadership.

5. Display clear, concise, and professional communication skills.
6. Display critical thinking skills, including the ability to integrate and analyze information, make decisions, and solve problems.
7. Demonstrate knowledge of ethical and American law principles and concepts, and practice ways to develop and evaluate sound legal and ethical decision-making in life and business.

Specific student learning objectives for each major appear along with the description of each major below.

## Curriculum

Essential elements of the undergraduate curriculum are the university core, common business studies, professional development and majors. Curriculum guides, which list the specific courses required for each major and their sequencing, may be obtained from the COB office. All students complete the following four modules:

**University core.** The purpose of the core is to build broad interests and knowledge as a foundation for a change-oriented business career and useful life. Roughly half of the hours required for graduation are in liberal arts and sciences. The largest portion of the core is taken when the student is a freshman or sophomore.

**Common business studies.** The purpose of these courses is to provide students with a thorough understanding of business basics. The component comprises approximately 50 credit hours of accounting, economics, marketing, finance, business law, operations management, organizational behavior, and information technology courses. A capstone academic experience also is required in addition to practical experiences. Most of this element is taken in the sophomore and junior years.

**Professional and Career Development Program:** The purpose of this portion of the program is to help the student develop a career interest, a sense of emerging professionalism, problem-solving skills, and communication experience, as well as aid in attaining entry-level employment. This program includes two required internships as well as a series of experiential courses and career development courses and activities.

## Majors — the Fourth Module Accounting

The accounting major focuses on developing the knowledge and skills necessary to become a successful professional. Knowledge includes coursework in a variety of accounting topics—financial, managerial, tax, auditing, and information systems. The program emphasizes the development of intellectual, communication, and interpersonal skills. Graduates may prepare themselves to sit for professional exams, including the CPA and CMA exams, and are equipped to become professionals in diverse environments including public accounting, private business, government, and other organizations.

Accounting student learning objectives—graduates will be able to:

1. Explain and apply the purpose and process of financial reporting, which conveys useful information to decision-makers by reflecting an organization's financial position, the results of operations, and cash flows (this includes the accounting process, from gathering and recording information to preparing financial statements).
2. Explain and apply concepts of the theoretical foundation and authoritative sources in the profession that drive the analysis, measurement, recording, and reporting of transactions in the financial statements of for-profit companies.
3. Identify and describe the information system's internal control procedures, as required by external accounting regulators.

## Economics

The major in economics builds on the nine-hour requirement of economics taken by all business students and focuses on the behavior of both large and small decision-making units. It provides the student with problem-solving and data-gathering skills to make informed decisions in a variety of settings (e.g. business, government, and not-for-profit) and for a variety of job responsibilities, from an entry-level position in a management-training program, on the one hand, to a CEO of a corporation, on the other. A student with a major in economics may enter many professions, including financial services, government, journalism, banking, and general business. Further, economics provides a useful background for students wishing to do graduate

work in business administration, international relations, public policy, law, and economics.

Economics student learning objectives—graduates will be able to:

1. Determine how market structure affects market prices, quantities, and profitability.
2. Investigate the relationship of the international economy to the domestic economy, including the role of exchange rates.
3. Use econometric techniques to estimate underlying relationships in economic models and interpret the results.

### **Entrepreneurship and Innovation**

The Entrepreneurship and Innovation major provides students with a fundamental understanding of the dynamic process of creating something unique and adding value by applying an innovative mindset and an action-oriented perspective, while taking calculated risks. It also equips students to apply this way of thinking and set of behaviors in new and existing organizations, whether for-profit or not-for-profit. The program includes a foundational course in creativity and innovation as well as a required practicum where students run their own business. Additional electives include, but are not limited to, entrepreneurial finance, social entrepreneurship, and salesmanship. It prepares graduates to begin their careers as independent entrepreneurs, as managers of new-venture divisions of major corporations, and other innovative corporate endeavors, or in venture capital and investment banking activities.

Entrepreneurship and Innovation student learning objectives—graduates will be able to:

1. Explain how innovativeness, pro-activeness, and calculated risk-taking contribute to the creation of something unique and of value.
2. Understand how to identify, critically evaluate, plan, and exploit an opportunity in an effective manner.

### **Finance**

The finance major is designed to provide students a management-level understanding of contemporary philosophies and tools available to firms in acquiring and using capital. The program includes basic financial management, investment theory and practice, and management of financial institutions. Graduates are well prepared for careers

in investments, corporate finance, bank management, insurance, and related fields.

Finance student learning objectives—graduates will be able to:

1. Explain investment decisions based on time value of money principles.
2. Appropriately structure a portfolio of investments applying the related concepts of diversification, portfolio theory, and asset allocation.
3. Incorporate the role of globalization in financial decision-making.

### **International Business**

The International Business major is designed to provide students with a multi-disciplinary degree focused on the international business world. Students gain knowledge and skills to prepare them for the global environment of business. To facilitate their career, a concentration is encouraged, but not required, in a functional area of business such as marketing or finance. Study abroad is a highly recommended and integral part of the major. Graduates with an IB major are well prepared for entry-level positions in the discipline of focus and often pursue careers with corporations with international divisions or aspirations. Some work for not-for-profits, governments, or start their own businesses. Most begin their careers in a U.S.-based organization that does business around the world.

International Business student learning objectives—graduates will be able to:

1. Identify contemporary, global macro-environmental trends and issues, and describe opportunities and threats they present to businesses.
2. Demonstrate the ability to conceptualize business from a global perspective.
3. Demonstrate ability to communicate in a second language.

### **Management information systems**

MIS majors are able to combine a foundational knowledge of computer programming and information systems with a broad business background. In large firms, graduates can bridge the gaps between formally trained computer scientists and functional area employees. In smaller firms, Butler graduates can manage MIS systems, perhaps designing and maintaining computer-based systems that

provide information throughout the firm. They also can act as support personnel and are able to effectively communicate with suppliers, consultants, and service professionals.

Management Information Systems student learning objectives—graduates will be able to:

1. Identify and define basic concepts and terminology associated with information systems.
2. Design and implement a database.
3. Analyze and design specifications for information systems and communicate the solution to stakeholders.
4. Identify, define, and apply basic concepts and terminology associated with data networks in developing basic data networks.
5. Recognize and apply the necessary balance between people, processes, and technology in order to implement a successful management information system.

## Marketing

Marketing encompasses all the activities undertaken by organizations to design and deliver products and services that satisfy customer needs and wants. The marketing major at Butler helps students understand these activities in the context of the other functions of the organization as well. Basic areas of study include marketing management, marketing research, advertising and promotions, personal selling, and strategic planning of marketing programs. Students are prepared for careers in sales, retailing, marketing research, product management, and related areas.

Marketing student learning objectives—graduates will be able to:

1. Analyze and create a strategic marketing plan, including: mission and objective development, situational analysis, target marketing development, marketing mix, control and evaluation.
2. Implement multiple marketing strategic frameworks.

## Minors in Business

Students with primary majors in other colleges may pursue a variety of minor programs (18 to 21 credit hours) in business. The college offers minors in business law, entrepreneurship and innovation, healthcare management, international business, marketing, management information systems, and risk management and insurance, as well as a general business minor.

There are separate minor programs in healthcare management and management information systems designed for students with a major in business. Details and curriculum guides for all of the minors are available in the College of Business office and online

## Accounting Courses

### AC 100S, Volunteer Income Tax Assistance:

This is a service learning course which allows students to learn the basics of income tax return preparation prior to working as a volunteer to assist low-income individuals in preparing their tax returns. The course is open to every student in the University. (U)(1). (P/F) Spring.

### AC203, Introduction to Accounting:

Introduction to financial accounting and reporting and the accounting process and concepts. Emphasis on the accumulation and reporting of data for external use by corporations. Topical areas include assets, current liabilities, and partnerships. Prerequisite: sophomore standing or 15 hours and (MA106 or MA125). (U)(3). Fall, spring, and summer.

### AC204, Introduction to Accounting II:

Introduction to management accounting systems with special emphasis on cost behavior, cost determination, planning, and control. Prerequisite: AC 203. (U)(3). Fall, spring, and summer.

**AC301, Intermediate Accounting I:** The course provides a practical approach to the accounting cycle and a conceptual approach to the valuation uses underlying the construction of external financial statements. It is the foundation upon which extensive research and application practice will be based in AC 302. Problem solving is heavily emphasized in this course. The assignments, exams, and group activities are designed to develop students' critical thinking and creative problem solving skills, and written and oral communication skills. Prerequisites: AC 203 and AC204. (U) (3). Fall and spring.

**AC302, Intermediate Accounting II:** This course introduces the applied professional research process and offers the student the opportunity to develop effective and productive research skills at the introductory level. Students will learn to apply the research process to selected financial accounting issues,



use the research findings to determine proper accounting treatments, and communicate their results in professional memos. Required for master's in professional accounting courses. Prerequisites: AC301. (U)(3). Spring.

**AC310, Advanced Managerial Accounting:** Focuses on managerial accounting topics related to the information needs of individuals within organizations. Concentrates on identifying problems and analyzing relevant information within specific situations. Prerequisite: AC 204. (U)(3). Spring.

**AC320, Auditing:** Auditing standards, professional ethics duties and liabilities, and techniques for examination of the internal control, records, and operations of a firm for the purpose of expressing an informed opinion as to the fairness of its financial statements. Prerequisite: AC 301 or permission of instructor. (U)(3). Fall.

**AC325, Accounting Information Systems:** Focuses on analyzing, designing, implementing, evaluating, and auditing the accounting information systems within a firm. Prerequisites: AC 204, MS 265, and junior status. (U)(3). Fall.

**AC342, Financial Statement Analysis:** Presents financial statement analysis from the point of view of the primary users of financial statements: credit and equity analysts. Focuses on how analysis is used to understand the economic processes of a business, which allows users to make various judgments. Prerequisites: AC 203, AC 204, and FN 340. (U)(3). Occasionally.

**AC401, Independent Study:** (U)(1). Occasionally.

**AC402, Independent Study:** (U)(2). Occasionally.

**AC403, Independent Study:** (U)(3). Occasionally.

**AC406, Fundamentals of Income Taxation:** Course involves the evolution, theory, and structure of federal income taxation common to all tax-payers. Social, economic, and political considerations and influence on taxation are examined. Emphasis is on theory of taxation, income concepts, exclusions, deductions, and credits. Application of fundamental tax concepts, researching, and reporting

conclusions are stressed. Prerequisite: AC 204. (U)(3). Fall.

**AC411, Advanced Accounting Topics:** Examines the theory, procedures, and problems associated with advanced accounting issues. Course will include such topics as consolidations, foreign currency transactions and financial statement translations, Securities and Exchange Commission reporting, non-for-profit accounting, and other current issues of importance to the accounting profession. Prerequisite: AC 302. (U)(3). Occasionally.

**AC495, Special Topics in Accounting:** Seminar in selected accounting topics. Course content will vary from semester to semester. (U)(3). Occasionally.

**AC499, Honors Thesis:** (U)(3). Occasionally.

## College of Business Courses

### COB101, Professional and Career

**Development I:** This year-long course will introduce students to learning about themselves and their interests, skills, and strengths. It will also introduce students to their career mentors, who will help guide them through their four-year professional and career development. Prerequisite: COB Major. (P/F) (U)(0). Fall and spring.

### COB201, Professional and Career

**Development II:** This year-long course will continue to encourage students to learn about themselves and their interests, skills, and strengths. It will further strengthen the relationship with students' career mentors, who help students develop job strategies. This course will also help students begin to conduct research about career paths, industries, and educational qualifications. Prerequisites: COB major and COB 101 or COB 201. P/F (U)(0). Fall and spring.

### COB300, Career Planning and

**Development:** This career seminar will focus on development of career goals and a professional-looking résumé, employer identification, the interview process, and a strategic approach to job selection and career planning. Prerequisites: COB 201 and 44 hours. (U)(1). Fall and spring.

### COB301, Professional and Career

**Development III:** This year-long course will continue to encourage students to develop career goals in preparation for internships.

Students will also develop sound job search strategies, including résumé and cover letter development, networking skills, business etiquette, and interviewing skills. These offerings complement COB 300. Prerequisites: COB major and COB 201 or COB 301. (P/F)(U)(0). Fall and spring.

**COB401, COB Internship I:** A one-semester experience with a business firm or business-related organization. The student will work part time during a regular semester or full time during the summer and will complete a series of academic assignments. Limited to COB students in good standing. Prerequisites: 60 credit hours, COB 300, a grade of at least C- in both MS 265 and the first 300-level major course, and at least 12 hours of 300 or 400 level COB courses. (U)(3). Fall, spring, and summer.

**COB402, COB Internship II:** A second experience, similar to COB 401. The student is encouraged to broaden his/her experience by working at a different firm or in a different function and/or by pursuing tasks and challenges truly different from the first experience. COB majors in good standing only. Prerequisite: COB 401. (U)(3). Fall, spring, and summer.

### **Core Courses offered by Economics** **SW 220-COB, The Economy and Society:**

This course examines important concepts of microeconomics and macroeconomics and analyzes issues such as energy prices, prescription drug costs, pollution, and globalization of markets using these concepts. It explores how economic life is intertwined with a society's culture, politics, values, and history. Further, it considers the limitations of the economic methodology to place economics in a context with the other social sciences. (U)(3). Fall and spring.

### **SW 221-COB, Sustainability in Institutions:**

There is an emerging body of thought that argues that institutions of all sorts, including but not limited to businesses, in order to be successful in the long run need to take into account economic performance, environmental impacts, and social justice. The course will explore what these concepts mean and the challenge of implementing a workable integration of these concepts. I would expect the course to be cross-disciplinary and to get into issues of science, social science, ethics,

and economics. Historically, environmental and social impacts have been considered, if at all, as costs to be ignored, minimized, or externalized as much as possible. This new body of thought argues that environmental quality and social performance should be integrated into institutional strategy. This course will introduce students to economic and ethical analysis in order to help them to have appropriate bases for making judgments. The course will then explore the challenge of minimizing environmental and social impacts. (U)(3). Occasionally.

### **Economics Courses**

**EC231, Principles of Microeconomics:** This course examines the economic behavior of individuals, firms, and markets. The course provides basic concepts of economics and the analytical tools for students to understand how and why people make economic choices. Prerequisites: sophomore standing or 15 hours and MA106 or MA125. (U)(3). Fall, spring, and summer.

**EC232, Principles of Macroeconomics:** This course studies aggregate output, employment, trade, government fiscal and monetary policies, and other national and international economic issues. It provides a framework for understanding and evaluating economic policy choices made by political leaders throughout the world. Prerequisite: EC 231. (U)(3). Fall, spring, and summer.

**EC332, Intermediate Macroeconomics:** Discusses measures of national income; it also examines causes of growth and fluctuations in national income. Prerequisites: junior standing, EC 231 and EC 232. (U)(3). Annually, term varies.

### **EC336, Comparative Economic Systems:**

An inquiry into the underlying principles and operational methods of national economic systems throughout the world. Focuses on the transition of the former socialist countries to market economies, and reviews the alternative models of central planning, market socialism, and market capitalism. Compares the economic policy choices (and consequences) that countries adopt to further national objectives. Prerequisite: EC 101 or EC 231. (U)(3). Occasionally.

### **EC339, Economic History of the United**

**States:** Study of the economic development of



the United States, emphasizing both theoretical and quantitative tools of analysis. Prerequisite: EC 101 or EC 231. (U)(3). Occasionally.

**EC342, Law and Economics:** This course looks at law and crime from an economic perspective. Topics include property law, contract law, torts, and crime. The course examines theory as well as many actual cases. It also explores the evolution and economic impacts of our laws and legal structure. Prerequisite: EC 101 or SW220 or (EC 231 and EC232). (U)(3). Occasionally.

**EC346, Health Care Economics:** The course will apply economic tools and methods to better understand the current health care system and possible reform policy initiatives. It is intended to be discussion-based and should be attractive to students with a diverse academic background. Prerequisite: EC231 (U)(3). Fall and spring.

**EC350, Managerial Economics:** Application of microeconomic theory to the management of firms: demand, cost, and pricing; strategic behavior; and the boundaries of the firm. Credit will not be given for both EC 350 and EC 354. Prerequisites: EC 231, EC 232, MS 264. (U)(3). Occasionally.

**EC351, Urban Economics:** The application of economic analysis to urban affairs, e.g., ghetto redevelopment, growth, and fiscal management. Theory and policy both are considered in analyzing urban economic problems. Prerequisite: EC 101 or EC 231. (U)(3). Occasionally.

**EC352, Personnel Economics:** This course presents an economic approach to a variety of human resource issues, including recruitment and hiring, turnover, motivating workers to high levels of productivity, and job assignment. Basic microeconomic theory is applied to these topics to gain a better understanding of how to successfully manage people. Prerequisites: EC 231 and EC 232. (U)(3). Spring.

**EC354, Intermediate Microeconomics:** Economic theory and management decision-making. Specific topics include demand determinants, cost-output functions, and pricing theory. Credit will not be given for both EC 350 and EC 354. Prerequisites: EC 231 and EC 232. (U)(3). Annually, term varies.

**EC355, Money and Banking:** The study of the U.S. monetary system, including the role of the Federal Reserve System. The functions and operations of commercial banks and other depository institutions also are examined. Credit will not be given to both EC355 and FN371. Prerequisite: EC 231, EC 232. (U)(3). Occasionally.

**EC391, Environmental and Natural Resources:** The economics of externalities and their relation to property rights. Alternative strategies for dealing with environmental problems. Analysis of problems of allocating natural resources over time. Prerequisite: EC 101 or EC 231. (U)(3). Occasionally.

**EC401, Independent Study:** (U)(1). Occasionally.

**EC402, Independent Study:** (U)(2). Occasionally.

**EC403, Independent Study:** (U)(3). Occasionally.

**EC433, International Economics:** Examines theories of international trade, tariffs, and regional economics integration; also examines foreign trade financing, international investment, and balance of payments adjustment. Prerequisite: EC 231, EC 232. (U)(3). Fall, spring, and summer.

**EC434, Public Finance:** Systems of expenditure, taxation, borrowing, and budgeting of national, state, and local governments. Theories and principles of taxation. Prerequisite: EC 101 or EC 231. (U)(3). Occasionally.

**EC438, Economic History of Europe:** A study of the economic development of selected European states since 1500. Emphasis on economic, demographic, political, social, and cultural forces affecting production and distribution. Prerequisite: EC 101 or EC 231. (U) Occasionally.

**EC462, Mathematical Economics:** This course is an introductory exploration of mathematical economics. It examines economics through mathematical models and operations and explores basic issues in economics—supply and demand, profit and utility maximization, monetary and fiscal policy—using formal mathematical models. Students will not simply go over mathematical

economic models but will develop an appreciation for how formal economic models are constructed. Prerequisites: EC231, EC232, MA106 or equivalent. (U)(3). Occasionally.

#### **EC464, Quantitative Methods—**

**Econometrics:** Applications of statistical methods to economic analysis and forecasting. Examines methods of hypothesis testing, linear regression, and time-series analysis, and applies these to issues of micro and macroeconomics. Prerequisites: EC 231, EC 232, and MS 264 or MA 260. (U)(3). Spring.

#### **EC495, Special Topics in Economics:**

Seminar in selected economics topics. Course content will vary from semester to semester. Prerequisite: EC 101 or EC 231. (U) Occasionally.

**EC499, Honors Thesis:** Occasionally.

#### **EC501, Independent Study in Economics:**

Occasionally.

#### **EC503, Independent Study in Economics:**

Occasionally.

### **Entrepreneurship and Innovation Courses**

#### **EI101, Freshman Business Experience:**

Introduces freshman students to the global business environment. Exposes students to the basic business disciplines while emphasizing self-awareness, critical thinking, problem solving, teamwork, and business ethics. Provides students with a variety of integrated, experiential learning opportunities including: simulations, case studies, field trips, guest speakers, and career counseling. Prerequisite: Freshmen only. (U)(3). Fall and spring.

**EI201, Real Business Experience 1:** This class teaches students how to develop a real business plan. Working in teams, students identify a business initiative, develop business strategies, write a business plan report, and make a major presentation. Teams potentially receive funding for a (follow-up class) real business start-up. Prerequisite: EI 101 (formerly MG101), or sophomore standing. (U)(3). Fall and spring.

**EI202, Real Business Experience 2:** A continuation of EI 201. Students will launch a start-up business and operate it throughout the semester. Prerequisite: EI 201 (U)(3). Fall and spring.

**EI315, Creativity and Innovation:** This one semester writing intensive course is designed to develop personal creativity skills and entrepreneurial mindset while learning the impact of innovation strategies across industries and organizations. Students will be exposed to concepts and principles engaged in mind mapping, creative problem solving, leadership, and self-reflection. Prerequisites: EC231 and EI201 (formerly MG201). (U)(3). Annually, term varies.

**EI346, Entrepreneurial Finance:** This course will examine the financial issues that are critical to entrepreneurs. Key topics include estimating capital requirements and risk, identifying and evaluating sources of capital, business valuations, exit strategies, and liquidity events. The issues associated with structuring partnership arrangements and alliances will also be discussed. Prerequisites: FN340 (U)(3). Annually, term varies.

### **Finance Courses**

**FN340, Corporate Finance:** Analysis of the process by which profit-seeking corporations acquire and use capital. Topics include financial statement analysis, capital structure, capital budgeting, dividend policy, and working capital management. Prerequisites: Junior Standing, AC204, EC 231, EC 232, MS264, and MS 265. (U)(3). Fall, spring, and summer.

#### **FN342, Financial Statement Analysis:**

Presents financial statement analysis from the point of view of the primary users of financial statements: credit and equity analysts. Focuses on how analysis is used to understand the economic processes of a business, which allows users to make various judgments. Prerequisites: AC 203, AC 204, and FN 340. (U)(3). Occasionally.

**FN347, Investments:** Covers the theory and practice of bond analysis and common stock appraisal. Particular attention is paid to the behavior of capital markets and the analysis of investment values. Prerequisite: FN 340. (U)(3). Fall, spring, and summer.

**FN352, Real Estate Principles:** An introduction to the investment characteristics of real property. Decision-making tools will be emphasized. Covers real estate appraisal and mortgage markets. Prerequisite: FN 340. (U) Fall.

**FN371, Financial Institutions, Instruments and Markets:** A detailed analysis of the components of market yield and their relationships to asset value serves as the foundation for the study of financial institution characteristics and the risk-management techniques of interest to these institutions. Credit will not be given for both EC355 and FN371. Prerequisite: FN 340. (U) Fall.

**FN401, Independent Study:** (U)(1). Occasionally.

**FN402, Independent Study:** (U)(2). Occasionally.

**FN403, Independent Study:** (U)(3). Occasionally.

**FN450, Derivatives Securities and Risk Management:** This course provides an advanced treatment of options, futures, and other derivative securities, including their theoretical and numerical valuation. Goal is to understand these contracts in a variety of settings and understand their effect on risk exposure including exchange rate risk, interest rate risk, etc. Prerequisites: FN347. (U)(3). Spring.

**FN451, International Financial Management:** The course will develop a conceptual framework for understanding international financial arrangements and introduce specific tools for financial decision making. The operations of foreign exchange markets will be considered, along with their impact on the management of the firm's foreign exchange exposure. Prerequisite: FN 340. (U) (3). Spring.

**FN470, Applied Portfolio Management:** Students serve as managers of a real dollar (approximately \$1 million) investment portfolio. The course provides hands-on experience in portfolio management, including investment policy statement preparation; economic, industry, and company analysis; hedging tactics; and investment strategy implementation. Students will report on their performance to the Endowment and Investment Committee of Butler University's Board of Trustees. Prerequisites: FN347, senior status, and permission of the instructor. (U)(3). Fall and spring.

**FN495, Special Topics in Finance:** Seminar in selected finance topics. Course content will vary from semester to semester. Prerequisite: FN 340. (U)(3). Occasionally.

**FN499, Honors Thesis:** (U)(3). Occasionally.

## **International Business Courses**

**IB201, International Business Experience:** International study travel incorporating international business topics. Course content will vary from semester to semester. (U)(1). Occasionally.

**IB210, Business in the European Union:** The course analyzes the business environment in the European Union while taking a look at the economic, political, legal, and cultural aspects of the European Union and selected member countries. It examines current economic, political, and social developments in the area and discusses implications for business inside and outside of Europe. (U)(3). Occasionally.

**IB320, International Business Environment:** Analyzes the global business environment, including geographical, cultural, and political elements. Examines critical issues such as the rise of Pacific Rim economies, the European Union and the move to regionalism, and the transition from centrally planned economies to just market economies. Considers effects of macroenvironmental changes on corporate strategies. Prerequisites: junior standing and EC 101 or SW220 or (EC 231 and EC 232). (U) (3). Fall and spring.

**IB323, Contemporary Business in East Asia:** Analyzes the business environment of China, Japan, and several newly-industrialized nations in the East Asia region. Examines current economic, political, and social developments in the region, and discusses implications for businesses inside and outside of East Asia. Prerequisite: EC 232, EC 101, or SW220; or permission of instructor. (U)(3). Occasionally.

**IB336, Comparative Economic Systems:** An inquiry into the underlying principles and operational methods of national economic systems throughout the world. Focuses on the transition of the former socialist countries to market economies, and reviews the alternative models of central planning, market socialism, and market capitalism. Compares the economic policy choices (and consequences) that countries adopt to further national objectives.

Prerequisite: EC 101 or EC 231. (U)(3). Occasionally.

**IB367, Legal Aspects of International Business:** Examines contemporary legal problems affecting international business transactions, including contract performance, licensing, delivery, payment, dispute resolution, export controls, and foreign corrupt practices. Other legal topics, including nationalization and expropriation, which are relevant to international business also will be discussed. Prerequisites: MG 365. (U)(3). Occasionally.

**IB433, International Economics:** Theory of international trade; foreign trade financing both under gold standard and managed currencies; international investment; mechanisms of balance of payment adjustment; tariffs; and economic integration. Prerequisite: EC 231, EC 232. (U)(3). Fall, spring, and summer.

**IB451, International Finance Management:** The course will develop a conceptual framework for understanding international financial arrangements and introduce specific tools for financial decision-making. The operations of the foreign exchange markets will be considered, along with their impact on the management of the firm's foreign exchange exposure. Prerequisite: FN 340. (U)(3). Spring.

**IB460, International Organizational Behavior:** Designed to develop a sophisticated understanding of the issues in cross-cultural communication applied to the world of the international manager. Topics such as the selection of international managers, organization designs with multicultural staffing, cultural constraints, and different behaviors exhibited in negotiations are developed in detail. Prerequisites: MG 360. (U)(3). Occasionally.

**IB491, International Marketing:** Centers on the development of international marketing strategies and tactics, analyzing the roles of culture, government, and economics. Important regions/markets are woven into the discussion and cases. Prerequisites: MK 380 or MK 280. (U)(3). Fall, spring, and summer.

**IB495, Special Topics in International Business:** Seminar in selected international business topics. Course content will vary from semester to semester. (U)(3). Occasionally.

## Core Courses offered by Law and Ethics

**TI 264-LE, Business Ethics:** Examines the conceptual foundations for resolving ethical challenges associated with business activity. Areas addressed in the course include the economic arrangement of a business organization, the treatment of its stakeholders, and the treatment of the environment. (U)(3). Fall, spring, and summer.

### Law and Ethics Courses

**LE263, Legal Environment of Business:** Examines: (i) sources of law, legal process, and dispute resolution; (ii) legal issues relevant to formation and operation of a business organization (including the legal roles of management and the providers of capital); and (iii) laws governing an organization's relationship with its employees and agents. Prerequisites: EI101 or sophomore standing. (U)(3). Fall, spring, and summer.

**LE365, Business Law 1:** Examines various substantive areas of law affecting business organizations including contracts, sales of goods, products liability, property (personal, real, and intellectual), as well as other contemporary legal and ethical issues. Prerequisites: junior standing and LE262 or LE263. Fall, spring, and summer.

### Management Courses

**MG303, Leadership London:** Leadership London is a seminar-style, site-based course taught in London, England that uses London's resources, institutions, and history to explore the cultural, international, historical, and ethical issues relevant to leadership. (U)(3). Summer.

**MG311, Departmental Honors:** This course will fulfill the departmental honors requirement for COB students in the University Honors Program. It is designed to prepare students to complete the honors thesis by teaching them the fundamentals of conducting academic research. Topics addressed will include developing a hypothesis, research design, and methods for collecting data. It will also familiarize students with research topics, methods and library resources that are unique to the different areas of business. Prerequisite: junior status and enrolled in Honors Program. (U)(2). Fall.

**MG360, Organizational Behavior:** Develops an understanding of individual and group behavior in organizations by examining both the theories that explain human behavior and their application in business and other settings. Topics covered include personality, values, motivation, leadership, communication, work teams, and decision-making. Experiential learning will be emphasized. Prerequisites: junior standing. (U)(3). Fall and spring.

**MG380, Health Care Administration:** This course provides an overview of major health care system components such as health status, need for health care, access to healthcare and utilization, health care expenditures, health care facilities, personnel, alternative delivery systems, and healthcare ethical issues. Prerequisite: junior standing. (U)(3). Annually, term varies.

**MG401, Independent Study:** (U)(1). Occasionally.

**MG402, Independent Study:** (U)(2). Occasionally.

**MG403, Independent Study:** (U)(3). Occasionally.

**MG490, Administrative Policy:** The tasks of the manager in formulating short- and long-run corporate strategy. Using the case method, a framework is developed for integrating skills learned in other required business courses. Prerequisite: senior standing, CBA 401, MG 350, MG 360, MG 365, MK 380, and FN 340. (U)(3). Fall, spring, and summer.

**MG495, Special Topics in Management:** Seminar in selected management topics. Course content will vary from semester to semester. (U)(3). Occasionally.

**MG499, Honors Thesis:** (U)(3). Occasionally.

**MG501, Independent Study Management:** (G)(1). Occasionally.

## Core Courses offered by Marketing

**PCA 261-MK, Aesthetics and Design:** Art is everywhere but few people acknowledge it in the form of everyday practical objects. This course will study the fundamental elements of art and the principles of design and their interaction to create both artwork and products of use. Students should expect hands-on experiences in creating artwork and product

prototypes to demonstrate content learning. There is a secondary focus on developing a skill set in reflection, self-awareness, empathy, creativity, and critiquing. (U)(3). Annually, term varies.

## Marketing Courses

**MK280, Principles of Marketing:** A survey of marketing planning and implementation, with special emphasis on product/service development and management, as well as distribution, pricing, and promotion practices. Not for majors in COB; not a substitute for MK 380 in COB curricula. Background in economics and accounting helpful, but not required. (U)(3). Fall and spring.

**MK380, Introduction to Marketing Management:** An introduction to contemporary marketing strategies and practices in dynamic competitive environments and the decisions marketing managers make to help their organizations find, get, and keep customers. Prerequisites: junior Standing and AC 204, EC 231, and MS 264. (U)(3). Fall, spring, and summer.

**MK381, Salesmanship and Sales Management:** An applied course to study the successful and efficient management of the personal sales process. The course will consist of the application of management and behavioral tools to the problem of managing a sales department. Prerequisite: MK 280 or MK380. (U)(3). Fall and spring.

**MK385, Marketing Research:** Research design and collection, analysis and reporting of data, and findings relevant to marketing problems. Quantitative research methods; surveys and questionnaires; observation; lab experimentation and field market tests; techniques of data analysis; and reporting and presentation techniques. Prerequisite: MK 380 and MS 264. (U)(3). Annually, term varies.

**MK386, Health Care Marketing:** This course covers the application of marketing principles to contemporary health care industry issues. It seeks to leverage and deepen knowledge from the marketing core by addressing how standard marketing techniques apply within the health sector. (U)(3). Prerequisites: MK280 or MK380. Spring.

**MK401, Independent Study:** (U)(1). Occasionally.

**MK402, Independent Study:** (U)(2). Occasionally.

**MK403, Independent Study:** (U)(3). Occasionally.

**MK471, Advertising and Promotion Management:** An exploration of basic advertising and sales promotion concepts. Examines the design, management, and integration of a promotional strategy within the marketing effort of the firm. Prerequisite: MK 380. (U)(3). Fall and spring.

**MK473, Retailing:** This class will address a comprehensive set of retailing-related items, such as store personnel management, merchandising, purchasing, location, layout, financial management, and advertising/promotions. Class activities will include a mix of lectures, class discussions, case analyses, and guest speakers from the retailing industry. Prerequisite: MK 380. (U)(3). Fall.

**MK480, Marketing Management/Strategy:** The capstone marketing course, designed for students in the last semester of their academic program, is an integrated study of all functional areas of marketing. The marketing plan is considered from a systems perspective with emphasis on system design and administration. Prerequisites: MK380, MK385, two marketing electives, FN340, MG350, and MG360. (U)(3). Fall and spring.

**MK481, Advanced Selling Contemporary Business Environment:** This class will expand the students' understanding and ability of advanced sales techniques. Topics covered will include building long-term relationships with customers, team selling, negotiation strategies, use of multi-media presentations, and role-playing. Prerequisites: MK 381 and MK 385. (U)(3). Occasionally.

**MK483, Consumer Behavior:** Consumer behavior from the perspective of a marketing manager: 1) overview of the concepts, theories, and models that will help the student understand buyer behavior, and 2) information about consumers in analyzing marketing situations and in developing and evaluating marketing strategies. Prerequisites: MK 380. (U) Spring.

**MK491, International Marketing:** Centers on the development of international marketing strategies and tactics, analyzing the roles

of culture, government, and economics. Important regions/markets are woven into the discussion and cases. Prerequisites: MK 380 or MK 280. (U)(3). Fall, spring, and summer.

**MK495, Special Topics in Marketing:** Seminar in selected marketing topics. Course content will vary for the semester. (U)(3). Occasionally.

**MK499, Honors Thesis:** (U)(3). Occasionally.

## Management Science Courses

### MS100, Basic Excel Skills for Business

**Applications:** Students learn how to develop Excel spreadsheets to identify, define, and solve business problems. They develop analytical skills by considering a problem and its solution through spreadsheet applications (functions, IF statements, formatting, charting, database functions, etc.) The final examination is based on the Microsoft Office User Specialist Level 1 certification. (P/F) only. (U)(1). Fall, spring, and summer.

**MS264, Statistics:** Descriptive statistics (presentation of data, frequency distributions, measures of central tendency, and variation), probability theory, probability distributions, sampling, introduction to hypothesis testing, analysis of variance, linear regression, multiple regression, and correlation. Prerequisites: MS100 and MA106 or MA125, or any AR course). (U)(3). Fall, spring, and summer.

**MS265, Information Technology:** This course explores the role of information technology in global business today and emphasizes the importance of website, spreadsheet, and database technologies to information-based organizations. Focus is on the need for proper design and development of software applications. Intermediate and some advanced software skills are covered. Projects promote the application of these skills to a variety of business cases. Prerequisites: MS100 and MA106 or MA125, or any AR course. (U)(3). Fall, spring, and summer.

**MS350, Operations Management:** The management of routine operations such as inventory for retailing/distribution and work force management for service enterprises. The tools needed such as forecasting, process analysis, and activity-based costing are applied. The emphasis is on service operations with background discussions of manufacturing



applications. Prerequisites: junior standing, AC 204, EC 231, MS100, and MS 264. (U)(3). Fall, spring, and summer.

### **MS370, Data Networks/Communication**

**Systems:** The course will address networking and communication topics related to the efficient and effective flow of information within the organization. The following topics will be addressed: communications terminology and standards, the logical design of information flows within the organization, hardware and software configurations to solve business problems, and basic system trouble-shooting. Prerequisites: MS 265 and SE267. (U)(3). Spring.

**MS372, Database Design:** The course will address database fundamentals and technology; theory and utilization of database management systems including assessment of data sources and uses; data modeling and applications development for solving practical problems. Prerequisites: MS 265. (U)(3). Fall and spring.

**MS374, Web Design and E-Commerce:** This course combines hands-on experience with website design, with knowledge of e-commerce and Internet technologies. The focus is on the role of websites and e-commerce in decision-making and business systems. Students will investigate how websites can be constructed to support a wide variety of objectives. Prerequisite: MS 265. (U)(3). Fall.

### **MS375, Systems Analysis and Design:**

This course will address information analysis and logical specification of the system. The following topics will be addressed: basic data structures and access methods, applied MIS development requirements, detailed logical design, physical design, data and process modeling, implementation planning, technology, and organizational behavior. Prerequisite: MS 265; junior standing. (U)(3). Fall and spring.

### **MS377, Health Care Information and**

**Technology Management:** An introduction to information management and technology (IT in the context of health care planning, managerial decision-making and strategic analysis). Specific topics addressed will include technology-related aspects of healthcare legislation such as HIPPA, application of electronic health records, decision support

systems, integrated hospital information systems, and control techniques. Prerequisite: MS 265. (U)(3). Spring.

### **MS378, Data Analysis and Business**

**Modeling:** This course will focus on developing advanced analytical and modeling skills for a business environment. Topics will include: functions, financial analysis, importing data, sensitivity analysis, modeling growth, forecasting, and simulation. Prerequisites: MS265. (U)(3). Spring.

**MS401, Independent Study:** (U)(1). Occasionally.

**MS402, Independent Study:** (U)(2). Occasionally.

**MS403, Independent Study:** (U)(3). Occasionally.

### **MS465, Enterprise Information Systems:**

This course focuses on: key features of a generic ERP system; various ERP configurations related to servers, databases, and bolt-on software; some of the leading ERP software products. In addition, topics related to data warehousing, ERP implementation risks, and security issues will also be covered. Prerequisites: any MS300 or MS400 level class, or AC325. (U)(3). Fall.

### **MS495, Special Topics in Management**

**Science:** Seminar in selected management science topics. Course content will vary from semester to semester. (U)(3). Occasionally.

**MS499, Honors Thesis:** (U)(3). Occasionally.

## **Risk Management Courses**

### **RM350, Introduction to Risk Management:**

The focus of the course is on the management of operational risks facing organizations. The sources, dimensions, and qualities of risk will be explored along with techniques used to manage risks. Prerequisites: AC203, EC231 or SW220, and MS264, MA162, or MA360. (U)(3). Fall and spring.

### **RM360, Insurance Company Operations:**

This course is an in-depth study of management issues unique to insurance operations and companies from a functional perspective. Explores issues surrounding the operation of an insurance company by looking at underwriting strategy, choice of distribution system, reinsurance arrangements, investments, and claims. Prerequisites: RM350. (U)(3). Occasionally.

**RM370, Employee Benefits and Retirement Planning:** This course provides a foundation of knowledge regarding employee benefit plans. All major categories of benefits will be covered, with an emphasis on plan design, administration, relevant government regulations, and income tax implications. Prerequisites: AC203, EC232 or SW220, and MS264 or MA162. (U)(3). Spring.

**RM450, Derivatives Securities and Risk Management:** This course provides an advanced treatment of options, futures, and other derivative securities, including their theoretical and numerical valuation. Goal is to understand these contracts in a variety of settings and understand their effect on risk exposure including exchange rate risk, interest rate risk, etc. Prerequisites: FN347. (U)(3). Spring.

**RM460, Commercial Property and Liability Insurance:** This course provides a foundation of knowledge regarding commercial property and liability insurance lines. All major categories of insurance will be covered, including a discussion of the practical application of noninsurance loss prevention and control techniques. Prerequisites: RM350 and LE365. (U)(3). Occasionally.

## Graduate Programs

### MBA Program

The master of business administration (MBA) degree is a professional degree, offered primarily to early- and mid-career professionals seeking career enhancement.

### Requirements for Graduation

An individual path to graduation is prepared for each incoming student based on his or her academic background.

The program requires 33 graduate credit hours. Students also may be required to complete up to 10 credit hours of foundation courses, depending upon grades and the currency of business-related courses in their undergraduate curriculum. Students must accumulate a minimum of two G points by completing a designated global elective course. Students are required to achieve a 3.0 GPA to graduate from the program. As students progress through the program, they may choose to continue toward a general degree or earn one or more of the following concentrations:

- finance
- international business

- leadership
- marketing

## Student Learning Objectives

The faculty of the COB has identified the following objectives for students completing its MBA curriculum. They address what students should know, be able to do, and value.

1. Identify the fundamental drivers of business and show how integrated business knowledge can be used to solve business problems.
2. Identify the dynamics affecting business in the international economy.
3. Display the ability to work effectively in teams.
4. Practice high ethical standards in decision-making.
5. Accept and support that organizational change is a natural business process.

## Curriculum

Three components comprise the MBA curriculum.

- Foundation Core (10 credit hours): provide the necessary background and competency in functional areas to prepare for the graduate core courses.
- Graduate Core (25 required credit hours): offer an integrated framework on contemporary leadership perspectives and management practices. Analytical tools and ethical aspects of decision-making are incorporated. International business considerations are an important part of the coursework. The objective is to provide an integrated management educational experience appropriate for leaders in a dynamic business environment and a growing international economy.
- Concentration courses (eight credit hours): allow students to develop expertise in finance, international business, leadership or marketing.

## MBA Courses

**MBA410, Organizational Behavior:** Provides a broad overview of the field to develop an understanding of the principles which govern human behavior in organizational settings. Will cover such issues as motivation, group dynamics, communication, leadership, change, and culture. Emphasis will be placed upon theory, practice, and the development of personal skills. (Z)(1). Fall, spring, and summer.

**MBA420, Financial and Managerial Accounting:** Conceptual introduction to financial accounting with emphasis on wealth and income measurement, cash flows, and debt. Conceptual introduction to managements accounting with emphasis on basic management reports, cost patterns, and measurement—including marginal income and expense measurements and break-even analysis. (Z)(2). Fall, spring, and summer.

**MBA425, Foundations in Economics:** Provides an overview of microeconomics and macroeconomics. Reviews basic economic concepts of supply and demand, marginal analysis, aggregate demand, the workings of markets and how prices, wages, and interest rates are determined. The economy as a whole is also considered with a focus on unemployment, inflation, and monetary and fiscal policies. (Z)(2). Fall, spring, and summer.

**MBA430, Foundations in Finance:** This course is an introduction to the basic principles of finance, including shareholder wealth maximization, the time value of money, risk-return relationships, and valuation. In addition, the course will apply these principles to such topics as capital budgeting, capital structure, dividend policy, and financial planning. Prerequisites: MBA 420 must either be completed before taking MBA 430 or taking MBA 420 concurrently with MBA 430. (Z)(1). Fall, spring, and summer.

**MBA435, Foundations in Marketing:** An introduction to contemporary marketing strategies and practices. Content issues covered include: (1). marketing mix allocation, (2). segmentation, targeting and positioning, (3). internal and ethical considerations in marketing, (4). services marketing, and (5). relationship marketing. (Z)(1). Fall, spring, and summer.

**MBA440, Statistical Analysis:** This course will focus on applied statistical concepts of descriptive statistics, probability, hypothesis testing, simple/multiple regression, and forecasting models. The course will involve use of the computer and there will be an emphasis on learning and reinforcing computer skills for data analysis. (Z)(3). Fall, spring, and summer.

**MBA501, Independent Graduate Study in Business:** An individual research project or problem investigation under supervision of a

faculty member. Designed to allow graduate students to pursue in-depth studies of areas or issues related to their areas of academic interest. Must have approval of program director and sponsoring faculty member prior to enrollment. Graduate elective: MBA degree-seeking students in good standing only; 1-3 credits by agreement with sponsoring professor. Prerequisites: MBA 410, 420, 425, 430, 435, 440. (G)(1). Occasionally.

**MBA502, Independent Graduate Study in Business:** An individual research project or problem investigation under supervision of a faculty member. Designed to allow graduate students to pursue in-depth studies of areas or issues related to their areas of academic interest. Must have approval of program director and sponsoring faculty member prior to enrollment. Graduate elective: MBA degree-seeking students in good standing only; 1-3 credits by agreement with sponsoring professor. Prerequisites: MBA410, 420, 425, 430, 435, 440. (G)(2). Occasionally.

**MBA503, Independent Graduate Study in Business:** An individual research project or problem investigation under supervision of a faculty member. Designed to allow graduate students to pursue in-depth studies of areas or issues related to their areas of academic interest. Must have approval of program director and sponsoring faculty member prior to enrollment. Graduate elective: MBA degree-seeking students in good standing only; 1-3 credits by agreement with sponsoring professor. Prerequisites: MBA410, 420, 425, 430, 435, 440. (G)(3). Occasionally.

**MBA505, Gateway Experience:** Provides students with an introduction to the integrated nature of business. Introduces the idea of experiential learning and develops expectations for the graduate core courses. The course will involve a hands-on experiential group exercise. P/F grading basis. Prerequisites: MBA degree-seeking status, MBA410, 420, 425, 430, 435. (G)(1). Fall, spring, and summer.

**MBA510, Leadership:** Explores the history, art, science, and practice of leadership in organizational settings. Such issues as leadership history, change, visioning, coaching followership, and socio-technical concerns will be covered. Emphasis will be placed upon merging theory and practice and personal leadership skill development. Prerequisites:

MBA degree-seeking status, MBA410, MBA420, MBA425, MBA430, MBA435, and MBA505 must either be completed before taking MBA510 or taking MBA505 concurrently with MBA510. (G)(3). Fall, spring, and summer.

**MBA515, Legal and Ethical Operation of Business:** A course designed for managers to operate an entity in compliance with the legal system in an ethical manner. The focus is on the practice of preventative law and managing operations in such a way as to take advantage of the safeguards that the legal system provides. Prerequisite: MBA degree-seeking status, MBA410, MBA420, MBA425, MBA430, MBA435 (G)(3). Fall, spring, and summer.

**MBA520, Managerial Accounting:** Application of managerial accounting concepts, techniques and issues, emphasizing uses of internal accounting information for decision making, planning or budgeting, and evaluation/control. Topics include alternative cost measurement, accumulation, allocation methods, or analysis techniques (job, process, just-in-time, standard, activity-based costing, cost behavior, cost-volume-profit analysis, contribution approach) that are relevant to various managerial decisions (production, pricing, etc.) and related issues (behavioral implications). Prerequisites: MBA degree-seeking status, MBA410, MBA420, MBA425, MBA430, MBA435, MBA440, and MBA505 must either be completed before taking MBA520 or taking MBA505 concurrently with MBA520. (G)(3). Fall, spring, and summer.

**MBA525, Managerial Economics:** A course in applied microeconomics with an emphasis on business decision making. Topics include market analysis and price determination; examination of managerial response to changing demand, cost, and industry conditions. Prerequisites: MBA degree-seeking status, MBA410, MBA420, MBA425, MBA430, MBA435, MBA440, and MBA505 must either be completed before taking MBA525 or taking MBA505 concurrently with MBA525. (G)(3). Fall, spring, and summer.

**MBA530, Financial Management:** An analysis of the theory and practice of financial management, this course expands on the topics covered in MBA430. In general, the course focuses on how firms properly acquire and invest funds in a corporate setting. Specific

topics include capital budgeting, capital structure, dividend policy, derivatives, mergers and acquisitions, and bankruptcy. Prerequisites: MBA degree-seeking status, MBA410, 420, 425, 430, 435, 440, and MBA505 must either be completed before taking MBA530 or taking MBA505 concurrently with MBA530. (G)(3). Fall, spring, and summer.

**MBA535, Marketing Management and Research Methods:** An integrated course designed to provide the student with marketing management skills, basic research methodology skills, and a framework to make decisions in a marketing context. Marketing management content issues include: 1) buyer behavior, 2) market segmentation, targeting and positioning, and 3) management of the marketing mix. Research methodology topics include study design, data collection, and forecasting methods. Prerequisites: MBA degree-seeking status, MBA410, MBA420, MBA425, MBA430, MBA435, MBA440, and MBA505 must either be completed before taking MBA535 or taking MBA505 concurrently with MBA535. (G)(3). Fall, spring, and summer.

**MBA540, Operations Management and Systems:** This course deals with managing operations and information for strategic advantage. It deals with materials management for manufacturing and services, Japanese just-in-time concepts, work force scheduling for service organizations, substituting information for inventories, the hype and realities of the information super-highway, and using information to advantage in an age of time-based competition. Prerequisites: MBA degree-seeking status, MBA410, MBA420, MBA425, MBA430, MBA435, MBA440, and MBA505 must either be completed before taking MBA540 or taking MBA505 concurrently with MBA540. (G)(3). Fall, spring, and summer.

**MBA545, Integrative Capstone Experience:** Designed to serve as a capstone experience in the graduate program. This course reviews key concepts from the individual disciplines (accounting, finance, marketing, leadership, and production) and integrates it with new material on strategic management. The perspective is from the point of view of a general manager, division head, or CEO who holds responsibility for shaping the direction and character of the organization. The

approach relies heavily on in-depth case analysis and class discussion. Prerequisites: MBA degree-seeking status, MBA505, MBA510, MBA 515, MBA520, MBA525, MBA530, MBA535, MBA540. (G)(3). Fall, spring, and summer.

**MBA551, People in Organizations:** Generally, all businesses will state that human resources are its most important asset. Management of this asset is what, in large part, determines the success of the business. How people are treated affects the bottom line. Topics include performance appraisals, communications, collective bargaining, the need for “win/win,” maintaining a positive employee relation’s climate, and other related subjects. Prerequisite: MBA510. (G)(2). Fall.

**MBA552, Managing People in Global Organizations:** This course is designed to help leaders of international companies develop the knowledge and skills they will need to interact effectively with people from other cultures. The concept of culture, how cultures differ from one another, and how culture influences interactions between people in a global business environment will be examined. Particular emphasis will be placed upon understanding the implications of cultural differences for management practice in the areas of motivation, leadership, communication, negotiation styles, conflict resolution, and human resource policies. Prerequisite: MBA510. (G)(2). Spring.

**MBA553, Issues in Ethics and Social Responsibility:** Focuses on understanding how leaders go about the complex process of making decisions and solving problems. It deals with how situations get interpreted as problems and addresses why some issues get decided while others are ignored. It examines decision-making and problem-solving cycles to determine why some issues get immediate action while others go through a convoluted decision process. Finally, it examines the aftermath of these processes and explores why some problems never get solved. Prerequisite: MBA510. (G)(2). Occasionally.

**MBA556, Developing and Managing Teams:** Addresses the formation and development of self-managed or autonomous teams in organizational settings. Strong emphasis placed on the theory and skill development

in such areas as: interpersonal relations, process variables, group life cycles, decision making, leadership emergence, and conflict management. Attention to the effects of new communication technologies on group processes also will be addressed. Prerequisite: MBA510. (G)(2). Summer.

**MBA557, Managing Change:** Exposes students to the theory and practices necessary to plan, implement, and analyze the effectiveness of organizational change programs. Explores methods which promote autonomy, diversity, and continuous learning. Seeks to help students become effective internal and external change agents. Prerequisite: MBA510. (G)(2). Spring.

**MBA558, Perspectives on Leadership:** The objective of this seminar is to examine leadership approaches/styles in an experiential, in-depth manner. The course includes a highly engaged and participative exploration of both business and not-for-profit organization leadership (including site visits), as well as a clarification of the students’ personal styles. Prerequisites: MBA510. (G)(2). Summer.

**MBA561, Financial Institutions and Markets:** This course covers the characteristics and management of financial institutions. As a foundation for this study, the course examines interest rate theory and interest rate risk management, the regulatory environment, and other features of the financial markets. Prerequisite: MBA530. (G)(3). Fall.

**MBA562, International Finance:** The course provides analytical financial tools to managers as they operate in the international economy. Hedging techniques are introduced and foreign investment and financing decisions are examined. Prerequisite: MBA 530. (G)(3). Spring.

**MBA563, Seminar in Investment Management:** Examines the valuation of financial securities using traditional and modern financial theories. Given valuation results, it also examines portfolio construction related to maximizing return and minimizing risk. The case method is employed. Prerequisite: MBA530. (G)(3). Fall.

**MBA564, Derivatives:** Futures, Options and Swaps: The course provides an introduction to derivative markets. Specifically, students



will receive a working knowledge of futures, options, and swaps. This course will emphasize the use of derivative instruments in the management of financial risk exposure. Calculus is not a prerequisite for this course. This course is an MBA finance elective. Prerequisite: MBA530. (G)(2). Summer.

**MBA565, Applied Portfolio Management:**

Students serve as managers of a real dollar (approximately \$1 million) investment portfolio. The course provides hands-on experience in portfolio management, including investment policy statement preparation; economic, industry, and company analysis; and investment strategy implementation. Students will report on their performance to the Endowment and Investment Committee of Butler University's Board of Trustees. Prerequisites: MBA563. (G)(3). Occasionally.

**MBA567, Financial Theory and Cases:** This course builds on the corporate finance theory covered in MBA530. Additional topics such as option theory, risk and value creation in capital budgeting, investment-financing interactions, and signaling theory are addressed. The case method is extensively employed to stress application of theory and limits of theory in aiding decision-making. Prerequisite: MBA530. (G)(3). Occasionally.

**MBA571, Global Business Experience:** This course introduces students to the business and cultural environments of a particular foreign country through pre-trip work, a short-term study trip, and the preparation of a reflective paper. Designed to serve as a two-credit elective course, it may be counted toward any of the areas of concentration and satisfies the two G points MBA program requirement. Prerequisites: completion of seven hours of 500-level coursework. (G)(2). Annually, term varies.

**MBA581, International Marketing:**

Systematically analyzes the design of international marketing strategies and tactics from the perspectives of both multinational corporations and small-to-medium sized exporters. Highlights and integrates the roles of culture, government, and demography in the development of comparative and competitive advantages. Discussions of current global events and important regions/markets are woven into the analyses and discussions. Practical methods of doing international marketing research are included. Prerequisite: MBA535. (G)(3). Fall.

**MBA582, Advertising and Promotion**

**Management:** The traditional promotion marketing mix elements (i.e. advertising, sales promotion, public relations, and personal selling) are explored as components of an integrated marketing communications (IMC) strategy, with primary emphasis on advertising. The course is designed to provide an exposure to the concepts, theories, and frameworks helpful in understanding the elements of IMC such that students are able to formulate case analysis and strategic planning. Additional attention is paid to the increasing role of technology in effective consumer communication strategy. Prerequisite: MBA535. (G)(2). Annually, term varies.

**MBA583, Buyer Behavior and Customer Driven Strategies:**

Introduce students to the field of buyer behavior from the perspective of a marketing manager who needs such knowledge to develop, evaluate, and implement effective, customer-oriented strategies. The course is designed to: 1) provide an overview of the concepts, theories, and models that will help the student understand buyer behavior; 2) provide exposure to the various research tools that organizations use to listen to the voice of the customer; and 3) develop the ability to use this information in formulating and evaluating marketing strategies. Prerequisite: MBA535. (G)(2). Spring.

**MBA587, Marketing Research:** A course designed to acquaint the student with basic marketing research methodology skills. Among content issues addressed in this class are: (1). exploratory, descriptive, and experimental research designs; (2). primary and secondary data (including scanner data) collection sources and methods; (3). hypothesis formulation and testing (qualitative and quantitative analysis methods); and (4). survey design. Ethical matters and international issues are incorporated across most content areas. Course content includes both parametric and non-parametric statistical procedures. In addition, the course places heavy emphasis on how marketing managers can effectively interact with researchers, and how marketing managers can use research results as part of the decision-making process in sustainable establishing competitive advantage. Prerequisite: MBA535. (G)(3). Occasionally.



## **MBA592, Pharmaceutical Management**

**Rotation 1:** (G)(4). Occasionally.

## **MBA593, Pharmaceutical Management**

**Rotation 2:** (G)(4). Occasionally.

**MBA594, Special Topics:** Seminar in selected topics. Course content will vary each semester.

Prerequisites: MBA degree-seeking status, MBA410, MBA420, MBA425, MBA430, MBA435, MBA440. (G)(2). Occasionally.

**MBA595, Special Topics:** Seminar in selected topics. Course content will vary each semester.

Prerequisites: MBA degree-seeking status, MBA410, MBA420, MBA425, MBA430, MBA435, MBA440. (G)(3). Occasionally.

## **MPA Program**

The Butler University College of Business offers the master of professional accounting (MPA) program for those students choosing to pursue a career in public or corporate accounting. It is primarily designed for students who already hold an undergraduate degree in accounting. Non-accounting majors are eligible to apply only if they have completed all of the prerequisite courses. The MPA degree, when combined with an undergraduate business degree, will enable students to meet the CPA certification requirement of 150 hours of post-secondary education mandated by most states.

### **Requirements for Graduation**

The program requires 30 graduate credit hours. These credit hours are divided into three categories: core (17 credit hours), concentration (9 credit hours) and Electives (4 credit hours). Students must complete at least one of the designated global concentration or elective courses. Students are required to achieve a 3.0 GPA to graduate from the program.

### **Student Learning Objectives**

The faculty of the COB has identified the following objectives for students completing its MPA curriculum. They address what students should know, be able to do, and value.

1. Demonstrate general knowledge of advanced financial accounting, managerial accounting, auditing, law, tax, and other accounting-related business concepts.
2. Demonstrate specialized knowledge of various accounting concepts, including international or multi-state financial accounting or tax concepts.

3. Demonstrate broad-based professional business and decision-making skills, such as critical thinking, problem-solving, oral, and written communication.
4. Display teamwork and leadership skills.
5. Apply appropriate ethical standards in professional decision-making.

## **Curriculum**

Three components comprise the MPA curriculum.

- MPA core (17 credit hours): provide the necessary foundation in financial accounting and reporting, managerial applications, auditing, and taxation.
- Concentration (9 credit hours): allow students to develop fluency and expertise in financial reporting or taxation.
- Elective (four credit hours): give students an opportunity to explore areas beyond their concentration, such as law, non-profit and government, or international accounting.

## **MPA Courses**

### **MPA502, Independent Graduate Study in**

**Accounting:** An individual research project under supervision of a faculty member. Designed to allow graduate students to pursue in-depth studies of areas or issues related to accounting. Must have approval of graduate program director and sponsoring faculty member prior to enrollment. Course is one to three credits by agreement with sponsoring faculty member. Prerequisites: MPA degree-seeking status and permission of graduate program director. (G)(2). Occasionally.

**MPA508, Leadership:** This course explores the history, art, science, and practice of leadership in organizational settings. Such issues as leadership history, change, visioning, followership, small team leadership, and the role of middle management will be covered. Emphasis will be placed upon merging theory and practice, and personal leadership skill development. The application portions of this course will focus on situations and scenarios common to new accounting professionals. Prerequisites: MPA degree-seeking status or permission of graduate program director. (G)(3). Spring.

### **MPA511, Accounting for Business Combinations and International Operations:**

This course introduces students to financial

reporting issues faced by publicly-held corporations. Course topics include financial statement translation and remeasurement, consolidations, segment reporting, the content of the Management Discussion and Analysis, and financial statement notes. Students will be expected to apply the requirements of U.S. and international generally accepted accounting principles and the U.S. Securities and Exchange Commission "Rules and Regulations." Prerequisites: AC301 and AC302 or equivalent, and senior status. (G)(3). Fall.

**MPA512, Accounting for Government, Not-for-Profit and Other Entities:** This course introduces students to four different accounting environments: governmental, not-for-profit, partnerships, and new basis. Students will apply governmental accounting standards, as promulgated by the Governmental Accounting Standards Board, and financial accounting standards written by the Financial Accounting Standards Board to not-for-profit and troubled for-profit situations. Accounting for partnerships and other non-corporate structures are also included in the course. Prerequisites: MPA degree-seeking status. (G)(2). Spring.

**MPA513, Applied Financial Accounting:** The focus is on students learning to apply professional financial accounting standards, at an in-depth level, to complicated financial transactions. Their understanding of financial accounting measurement and reporting issues will be enhanced by the application of GAAP to a variety of problems. Prerequisites: AC302 and senior status, or equivalents. (G)(3). Spring.

**MPA515, Taxes and Business Strategy:** This course uses an economics-based approach to consider how tax and non-tax factors affect business decisions. The framework developed is highly integrative: investment strategies and financing policies within firms are linked through taxes. The first part of the course develops the fundamental concepts that represent building blocks of the framework, including: tax characteristics of alternative savings vehicles, marginal tax rates, implicit/explicit taxes, clienteles, and decision-making under uncertainty. The second part applies the framework to specific decision settings such as compensation planning, choice of organizational form, capital structure, tax shelters, mergers and acquisitions, and multi-

jurisdictional tax planning. Critical thinking and written/oral communications skills are enhanced through class discussions as well as case analysis and presentation. Understanding of advanced tax topics is evaluated using in-class examinations. Prerequisites: MPA degree-seeking status or permission of graduate program director. (G)(3). Fall.

**MPA527, Advanced Managerial Accounting:** This course uses a case-based approach to examine the use of managerial accounting information in various business decisions. A wide range of managerial accounting topics, including costing systems, budgeting issues, cost behavior, and performance evaluation methods are covered. The course structure develops critical thinking, business writing, and oral communication skills through class discussions, written reports, and presentations. In-class examinations may be used to measure understanding of managerial accounting topics. Prerequisites: MPA degree-seeking status or permission of graduate program director. (G)(2). Fall.

**MPA573, Auditing and Forensic Accounting:** This course will cover a variety of facets related to Information Technology (IT) Auditing and Forensic Accounting, especially fraud audits. The course will present tools, concepts, and techniques necessary to properly audit IT. It also covers forensic accounting processes and tools used in the detection and prevention of fraud against the company. Prerequisites: MPA degree-seeking status or permission of graduate program director. (G)(3). Spring.

**MPA578, Advanced Auditing:** A strategic analysis-based auditing course in which students learn to evaluate the client firm from its executive to its operation levels, and to use the evaluation results as the basis to assess risk and corporate performance. Prerequisite: undergraduate degree in accounting or its equivalent. (G)(3). Fall.

**MPA579, Advanced Taxation:** Taxation, sale, reorganization, and liquidation of regular corporations, subchapter S corporations, limited liability organizations, and partnerships. This course also integrates advanced tax research. Prerequisites: undergraduate business degree or equivalent and undergraduate tax and audit or equivalent. (G)(3). Occasionally.

**MPA581, International Corporation Governance and Financial Reporting:**

The course compares corporate governance structures in different countries, and emphasizes how legal environments affect the enforcements of contracts and regulations. It highlights ownership structures and their implications for protecting minority shareholders. The course will relate the legal environments and ownership structures to reporting quality. Study abroad may be required. Prerequisites: MPA degree-seeking or permission of graduate program director. (G)(3). Spring.

**MPA587, Taxation of Corporations and Partnerships:**

This course expands on the general concepts of federal income taxation and covers tax rules related to C Corporations and Partnerships. Students will be able to identify and evaluate tax issues associated with business entity decisions. This class further develops critical thinking and oral/written communication skills through classroom discussions and written case assignments. Finally, this class allows students to gain familiarity in preparing corporate and partnership tax returns. Prerequisites: MPA degree-seeking status or permission of graduate program director. (G)(3). Fall.

**MPA589, Advanced Law:** This course includes the following topics needed by candidates taking the CPA examination: corporate and other organizational structures, debtor creditor relationships, secured transactions, bankruptcy, securities laws, and negotiable instruments. Prerequisites: MPA degree-seeking status or permission of graduate program director. (G)(2). Occasionally.

**MPA590, CPA Examination Review:** This course prepares students for the Financial Accounting and Reporting, Regulation, Auditing and Attestation, and Business Environment sections of Uniform Certified Public Accountants examination. The topics covered in this course include the topics listed in the content specification outline as published by the American Institute of Certified Public Accountants (AICPA). Prerequisites: MPA508, MPA511, MPA513, MPA515, MPA527, MPA578, or permission of graduate program director. (G)(2). Summer.

**MPA594, Special Topics:** Seminar in selected topics. Course content will vary each semester. Prerequisites: MPA degree-seeking status or permission of graduate program director (G)(2). Occasionally.

