Mendoza College of Business

The Mendoza College of Business, an accredited member of AACSB—The International Association for Management Education—was established in 1921.

As a constituent unit of Notre Dame, the Mendoza College of Business constantly strives to realize the general objectives of a Catholic university. In a special sense Notre Dame seeks to inspire a search for learning in the professional sphere of business and cultural areas so business graduates are prepared to assume the obligations of Christians in business.

The undergraduate student body of the college is made up of sophomores, juniors and seniors. Students who successfully complete the First Year of Studies are eligible for admission to the college at the beginning of the sophomore year.

The dean of the college has responsibility for admission following the First Year of Studies, as well as the registration, rating, probation, academic dismissal and graduation of students with a Bachelor of Business Administration (B.B.A.) degree.

Programs of Study

Notre Dame has always recognized that education, in order to be effective, must be dynamic. It should be modified continually to meet the changing needs of the students and society. The primary purpose of revisions in the educational program is to continue the regular improvements the Mendoza College of Business has been making since its establishment in 1921.

An examination of the requirements of business led to the conclusions that the business world has a growing need for competent business administrators and that Notre Dame has a responsibility to help develop young people capable of assuming important administrative positions.

The business world has always required people with initiative, a willingness to take risks and the stamina to live in a competitive world. The competitive demands for new and better products in larger quantities at lower costs produce business operations which are extensive and involve a large number of highly specialized people. The administrator, whose job it is to put the work of many specialized people together into a smooth-working whole, has traditionally developed administrative skills by rather accidental means: by knowing instinctively, by learning from experience or by building upon some specialized body of knowledge and skill. Colleges have participated principally by furnishing the specialized bodies of knowledge supplemented with liberal arts courses.

The professional purpose of the business program is to focus attention directly on the skills and knowledge required by the business administrator and to help students acquire knowledge and develop those skills in a systematic way. This work is especially appropriate at Notre Dame. The responsibility of business to its employees, customers, suppliers, owners and the public is being recognized and studied with growing intensity in many quarters. This responsibility raises ethical issues to which Notre Dame and its graduates should respond in a sound and practical way.

The continuing attempt to improve the practical application of ethical principles to competent performance in administrative jobs is a prime concern of the Mendoza College of Business.

Objectives. In light of the responsibility of the Mendoza College of Business for guiding students toward a liberal education in the Christian tradition and toward future responsibilities as business administrators, the following general framework has been formulated:

As a division of the University of Notre Dame, the Mendoza College of Business has the obligation to teach its students so that upon graduation they may have the knowledge of those ultimate principles whereby all things are capable of being organized into an intelligible whole.

Educational Objectives. The educational objective of the undergraduate program in the Mendoza College of Business is to assist and guide students in preparation for lifelong learning, for effective citizenship and for professional careers as competent and ethical participants in business, government and other complex organizations. This is accomplished by educating students in the professional area of business while remaining true to the scholarly, liberalizing and Catholic mission of the college and the University.

Within this general framework, the specific objectives of the undergraduate program of the Mendoza College of Business include the following:

1. Providing special concern for the foundation for a sound liberal education, including an appreciation for scholarship, creativity and innovation, and ethical behavior.

2. Fostering in students a recognition of the importance of administration, management and entrepreneurship as professions and a recognition of the responsibility to manage organizational affairs and resources in a manner that will contribute to both organizational and societal goals.

3. Inspiring students to be leaders in their profession and developing the capabilities necessary for this responsibility, namely:
   (a) broad knowledge of the structure, interrelationships and problems of a rapidly changing global society;
   (b) competence in analyzing and evaluating business problems, and in communication and other interpersonal skills;
   (c) comprehensive understanding of the administrative function, the complexity of business and other enterprises, and the tools of management; and
   (d) skill in using knowledge to develop creative responses to opportunities and threats faced by organizations and by society.

4. Facilitating the integration of the students’ professional expertise with Notre Dame’s sense of values.

The Program. The educational activities of a university and a college are broader than the mere teaching of courses. Nevertheless, one of the main expressions of an educational plan is its program of instruction. Several features of the program itself and certain fundamental concepts on which it is based deserve special comment.

The college recognizes four distinguishable but interrelated types of education to which future business leaders should be exposed: (1) study in the fields traditionally called liberal; (2) a basic understanding of the operation of a business enterprise; (3) an understanding of the economic and legal climate or atmosphere in which business functions and of which business is a part; (4) a professional concentration in a major for the student’s in-depth educational pursuit, which will also provide some preparation for future employment.

The curriculum of the three-year business program combined with that of the First Year of...
Programs of Study

Curriculum for the Degree of Bachelor of Business Administration

The college stands ready to accept all applicants who have successfully completed the course requirements of the First Year of Studies at Notre Dame. Ordinarily, this will represent a minimum of 30 credits of work (exclusive of laboratories and ROTC) consisting of the following credits:

- 3 in Composition
- 6 in Mathematics (MATH 105, Elements of Calculus I, and MATH 108, Elements of Calculus II — Business, or two higher-level calculus courses)
- 6 in Natural Science
- 3 in Fine Arts or Literature*
- 3 in Behavioral Science or History*
- 3 in Philosophy or Theology*
- 3 in Principles of Economics I

* One of these requirements must be a University Seminar 180 course.

During the sophomore year, a student ordinarily will complete the following credits:

- 6 in Principles of Accountancy I and II
- 3 in Business Finance
- 3 in Principles of Marketing
- 3 in Principles of Management
- 3 in Principles of Economics II
- 3 in Statistics in Business
- 3 in Computers in Business
- 3 in Theology or Philosophy

3 in Principles of Economics I

3 in a non-business elective

The sequence and order of completion of courses will vary according to the availability of courses.

The B.B.A. degree requires a total of 126 credits. Of these credits, a student has a total of 15 free elective credits and 15 credits in non-business elective courses. Consequently, a student has considerable flexibility in selecting courses that meet his or her particular academic and career plans. Majors are available in accounting, finance and business economics, marketing, management, and management information systems. Minors in accounting, finance, marketing, management, and management information systems are also available to qualified business students. Second majors or concentrations in subject areas outside the college are encouraged. Refer to specific departments for opportunities and requirements. Dual-degree programs are much more extensive. Such programs require completion of all the requirements of both colleges and the completion of additional credits beyond the minimum requirements of each college. Interested students should contact the assistant dean’s office for specific information.

A graduate from the college will have accumulated credits in the following areas, which includes freshman- and sophomore-year credits:

- 3 in Literature or Fine Arts*
- 6 in Theology*
- 6 in Philosophy*
- 6 in Mathematics (MATH 105, Elements of Calculus I, and MATH 108, Elements of Calculus II — Business, or two higher-level calculus courses)
- 3 in Composition
- 6 in Natural Science
- 6 in Behavioral Science*

(Anthropology, Psychology or Sociology)

15 in non-business electives
- 3 in History*
- 6 in Principles of Economics I and II
- 6 in Accountancy I and II
- 3 in Business Finance
- 3 in Principles of Marketing
- 3 in Principles of Management
- 3 in Statistics in Business
- 3 in Computers in Business
- 3 in Managerial Economics
- 3 in Business Conditions Analysis
- 3 in Business Law
- 3 in Corporate Strategy
- 18 in major
- 15 in free elective courses
- 2 semesters of physical education or ROTC

* One of these three-credit requirements must be a University Seminar 180 course.

General administration of the undergraduate program is accomplished in the Office of the Assistant Dean for Administration, Room 101 Mendoza College of Business, which is also the repository for B.B.A. student records. Advisors are available in this office to counsel students and answer questions concerning university and college requirements/policies. Faculty mentoring for juniors and seniors is available from their respective major departments; however, Room 101 advisors will continue to provide general advice on college and University issues. The department offices of the college, i.e. Accountancy, Finance and Business Economics, Management and Administrative Sciences, and Marketing Management, are located on the first floor of the Mendoza College of Business.

Normal semester course load for sophomores is 15 hours; for juniors, 18 hours; and for seniors, 15 to 18 hours. The minimum semester course load for all students is 12 hours. Normally, a grade point average of 3.4 or higher for the previous semester is required to obtain permission to carry an overload. Interested students should contact the assistant dean’s office for specific information.
Juniors and seniors who register for and maintain a minimum of 12 credit hours may elect one course per semester under the pass-fail option. Only free elective and non-business elective courses may be taken pass-fail. No business courses may be taken pass-fail even though taken as a free elective. The selection of a course as pass-fail must be made during the first week of the semester and is irrevocable. Note: to be eligible for Dean’s List status, a student must have a minimum of 12 graded credits for the semester.

A maximum of 12 one-credit courses may fulfill non-B.A. and/or free elective requirements. The College Council periodically reviews the curriculum, revising and modifying the program as changing conditions warrant.

INTERNATIONAL STUDY PROGRAMS

Students from any of the majors in the Mendoza College of Business may participate in international study programs. They are strongly recommended for anyone interested in international business.

For more than a decade, Notre Dame has made it possible for students to earn credits toward graduation in international study programs. Travel, direct personal experience of another language and culture and study in another tradition all broaden and deepen the liberal education of the whole person, to which the University has always been committed.

Qualified undergraduates can spend all or part of their sophomore or junior year in such places as Angers, France; Innsbruck, Austria; Dublin, Ireland; London, England; Fremantle, Australia; Monterrey, Mexico; Nagoya, Japan; and Toledo, Spain. Notre Dame students may also participate in Saint Mary’s College international study programs.

International study programs make a unique contribution to the excellence of liberal education in the undergraduate colleges and frequently have proven a real asset in career development.

For further information and advice on international study programs, students of the Mendoza College of Business must contact the assistant dean, Room 101 Mendoza College of Business, and the director of the International Study Programs, 152 Hurley.

Student Awards and Prizes

The Hamilton Awards. Founded by Robert L. Hamilton ’34, Racine, Wis., these awards are given to the outstanding senior in each of the four departments of the college.

The Dean’s Award. This award is given to the graduate whose leadership has contributed most significantly to the progress of the college.

The Herman Crown Award for Outstanding Achievement in Finance. An annual award made by the Department of Finance and Business Economics in memory of the late Herman Crown and given to the senior finance major with the highest overall grade point average.

Raymond P. Kent Award. An annual award given to a senior finance major for outstanding performance in finance classes.

Paul F. Conway Award. Awarded by the departmental faculty to a senior finance major who embodies the characteristics that define our tradition of excellence: a keen intellect, an ability to bring life and character to both the academic and social community, and a willingness to animate and enrich the ideals of a Notre Dame undergraduate education.

LeClair Eells Award. An annual award given to a senior finance major for outstanding leadership.

Paul D. Gilbert Award for Leadership. An annual award given to a marketing senior for overall leadership in extracurricular departmental activities. The recipient is selected by the faculty of the Department of Marketing. The award is named for the late Paul D. Gilbert, a local business executive, civic leader and longtime friend of the department.

Wesley C. Bender Award for Outstanding Performance in Marketing. An annual award given to the senior marketing major with the highest grade point average in marketing courses. The award is named for the first chairman of the Department of Marketing, Wesley C. Bender.

John R. Malone Award. An annual award given to the junior marketing major with the highest overall grade point average.

Robert M. Setterfield Award. Given to a marketing student for bringing enthusiasm, integrity and a spirit of teamwork to the classroom.

May Company Award. Awarded to junior marketing majors based on academic achievement, activities and contributions to the department and/or college.

Tara K. Deutsch Award. An annual award given to an accounting senior who has shown exemplary social consciousness and devotion to efforts to give hope to the less fortunate.

The Ernst & Young Foundation Awards. Founded in 1965, four annual awards are made to outstanding juniors in accounting.

The Deloitte & Touche Awards. Established at Notre Dame in 1956, two awards are made annually to outstanding junior accountancy majors.

The KPMG Peat Marwick Awards. Since 1979, two annual awards are given to outstanding juniors in accountancy.

The Accountancy Leadership Award. A senior in accountancy is given this award for outstanding service to the department. This annual award established in 1981 is funded by the Elmer Layden Jr. Endowed Fund.

The Indiana Certified Public Accountants Society Award. Founded in 1950 by the board of directors of the Indiana Association of Certified Public Accountants, this annual award provides a plaque to an outstanding senior in accounting.

Price Waterhouse Award. This annual award has been given to an outstanding junior in accounting since 1984.

The Arthur Andersen and Company Award. Two annual awards are given to outstanding junior accountancy majors.

Accountancy Faculty Award. An annual award given to an outstanding junior in accounting. This award is funded by the Elmer Layden Jr. endowed fund.

Cargill Awards. Two annual awards are given to outstanding junior accountancy majors.

Coopers & Lybrand Award. An annual award given to an outstanding junior in accounting.

Crowe Chizek and Co. Award. An annual award given to an outstanding junior in accounting.

BDO Seidman Award. An annual award given to an outstanding junior in accounting.

Procter and Gamble Award. An annual award given to an outstanding junior in accounting.
Student Organizations and Activities

Students’ academic organizations are supported and encouraged by the administration and the faculty. These associations are actively managed by student officers. Members of the faculty serve in advisory capacities.

The League of Black Business Students. The League of Black Business Students was organized in 1976. The general purposes of the league are to establish and maintain a rapport with the administration, faculty and various business administration clubs of the Notre Dame community; establish an orientation program; plan business forums; provide study sessions and create business administration internships.

Honorary Societies.

Beta Gamma Sigma. Notre Dame, with selected colleges of business nationwide, this honorary society’s stated purposes of encouraging scholarship and achievement among business administration majors. It promotes education in business administration and fosters integrity in the conduct of business. Undergraduate membership in this organization is restricted to the upper 10 percent or less of the senior class and the upper 5 percent or less of the junior class. Faculty membership is limited to those with tenure in the Mendoza College of Business at Notre Dame.

Beta Alpha Psi. Accountancy majors who have demonstrated outstanding scholastic ability and the personal characteristics requisite to professional status are eligible for membership in the Beta Sigma chapter of Beta Alpha Psi, the national professional and honorary accounting fraternity. The purposes of this fraternity are to encourage and foster the development of high moral, scholastic and professional attitudes in its members, and to encourage cordial intercourse among its members and the profession generally.

FMA National Honor Society. The Financial Management Association National Honor Society was established in 1974 to encourage and reward scholarship and achievement in finance among undergraduate and graduate students in colleges throughout the United States and Canada. The FMA National Honor Society is the only honorary which specifically recognizes outstanding achievement in the discipline of finance. A select group of finance majors is invited to join the organization based on outstanding scholarship. The Notre Dame chapter was chartered in 1986.

Investment Funds.

Advisory Council Investment Fund. Through the generosity of William R. Daley, a former member of the college’s Advisory Council, undergraduate students are able to learn the principles of investment and portfolio management firsthand. The investment policy of this fund is determined by the students under the guidance of a faculty advisor. Annual reports are submitted to the dean and to the University’s investment officer.

Herman Crown Fund. This fund was established by a generous gift from William H. Coleman, a member of the college’s Advisory Council.

Management of these funds is in the hands of the MBA Investment Club, with advice from their faculty moderator. These funds allow the students to benefit from the responsibility of actual decision making with real dollars. Annual reports are submitted to the dean and to the University’s investment officer on the status of these funds.

Notre Dame Accounting Association (NDAA). The primary goal of the Notre Dame Accounting Association is to encourage student involvement in planning activities of interest to students in accountancy. NDAA organizes workshops and tutoring sessions, sponsors lectures and seminars, provides information on career opportunities and organizes social functions.

Membership is open to all junior and senior students in accountancy. Interested sophomore students may attend many of the meetings and events.

Marketing Club. The Marketing Club provides an opportunity for junior and senior marketing majors to learn about the field of marketing. Business executives who are active in the marketing profession are invited to speak to members several times during the year. These businesspeople address the club on a variety of marketing, selling and advertising topics. The Marketing Club is also very active in promoting the students for permanent positions or internships via a Resume Book sent annually to more than 50 companies and alumni clubs.
Programs of Study

Accountancy

KPMG Professor of Accountancy and Chair:
Thomas F. Schafer

Vincent and Rose Lizzadro Professor of Accountancy:
Thomas J. Frecka

Debottée and Touche Professor of Accountancy:
David N. Ricchiute

Professors:
Kenneth W. Milani; H. Fred Mittelstaedt; Michael H. Morris; William D. Nichols; Ramachandran Ramanan; Norlin G. Rueschhoff; Daniel T. Simon; Robert W. Williamson; James L. Wittenbach

Associate Professors:
Carolyn M. Callahan; Chao-Shin Liu; Kevin M. Misiewicz; Juan M. Rivera; Thomas L. Stober

Assistant Professors:
Paquito Friday; E. Ann Gabriel; Jeffrey S. Miller; Lisa Sedor; Jim A. Seida; Margaret Shackell; Sandra Vera-Muñoz

Professional Specialists/Lecturers:
Rev. Carl F. Ehey, C.S.C.; Thomas Mason; Rafael Muñoz; Margot O’Brien; Janet O’Tousa

Program Objectives. The Department of Accountancy provides outstanding accounting educational experiences for successful careers as accounting professionals. The curriculum focuses on critical thinking, research, technology, ethics, global issues, leadership, teamwork, communication, and lifelong learning.

The department provides students with information about career options in accounting as well as career options that utilize accounting knowledge as an integral part, so that those with the background, interest and motivation will choose to major in or take significant coursework in accounting. The department also supports the activities of the Notre Dame Career and Placement Services while providing recruiting guidelines and assisting with the placement of students for the twofold purposes of (a) maintaining an outstanding record for placing a high percentage of graduates with national and regional accounting firms, industrial, service and not-for-profit organizations; and (b) supporting student desires to pursue other postgraduate options, including volunteer work, military service and graduate education.

Program of Studies. The accounting sequence begins with Accountancy I and II (ACCT 231 and 232). These courses, normally taken in the sophomore year and required of all business students, are designed to provide a broad introduction to the accounting function, the profession of accounting and the role of accounting in society.

Students choosing an accounting major must complete the following Department of Accountancy requirements.

ACCT 334: Accounting for Decision Making and Control

ACCT 371: Accounting Measurement and Disclosure I

ACCT 372: Accounting Measurement and Disclosure II

ACCT 380: Decision Processes in Accounting

ACCT 475: Audit and Assurance Services

ACCT 476: Federal Taxation

The 150-Hour Rule for CPA Certification. A popular choice for many accounting majors is to become Certified Public Accountants. In addition to offering traditional services, CPAs are increasingly sought as business and systems advisors to solve diverse and unstructured problems. The 150-hour rule aims to provide students with the necessary background to meet these challenges.

The 150-hour rule is an educational requirement governed by state-specific rules. Typically, 150 hours of college credits with an accounting concentration will be necessary to sit for the CPA examination. For most states, the rule goes into effect in 2000-2002. However, the rules vary widely across states, and students are encouraged to visit the department’s office (102 Mendoza College of Business) for information about their home state’s requirements for credit hours, specific courses, professional experience, etc.

The Department of Accountancy offers a one-year master of science degree program that helps students meet the 150-hour rule.

Master of Science in Accountancy. The M.S.-Accountancy program provides an excellent course of study to prepare for a variety of business-related career choices. Specialized tracks are available in:

• Financial Reporting and Assurance Services
• Tax Services
• Managerial Accounting and Operations

Students can enter the M.S.-Accountancy program either in the fall or spring semesters. Additional information and applications are available in the department office (102 Mendoza College of Business).
The Mendoza College of Business offers a "Minor in Accountancy" degree designation to a limited number of other business majors. (For description of minor options for accountancy majors, see listings for the finance, management/information systems and marketing departments.)

To receive the Minor in Accountancy, business students must take the following set of courses:

**Accountancy Minor for Business Majors**
(see course descriptions below)
- Accountancy 371
- Accountancy 372 or Accountancy 334
- One three-hour, 300- or 400-level accountancy elective course

**Admission to the Minor Program.** Students have the opportunity to declare a minor in the spring of their sophomore year or in the spring of their junior year. Because this is a new program, in the first few years only a limited number of juniors and seniors will be allowed to enter, based on cumulative grade-point average.

**Course Descriptions.** The following course descriptions give the number and title of each course. Lecture hours per week, laboratory and/or tutorial hours per week and credits each semester are in parentheses. The instructor’s name is also included.

**231. Accountancy I**

(3-0-3) Misiewicz (course coordinator)
An introduction to the techniques of accounting and the accounting profession, with an emphasis on the decision-usefulness of accounting information. The course stresses the relation of accounting to economic activity, organizing information for decision making, the resource acquisition decision, the uses of cash and non-cash resources, the accounting for selling and manufacturing activities, and the information needs of multiple owners, lenders and equity holders. A prerequisite of all accounting and finance courses. Ordinarily taken by business sophomores in the fall. Also offered to non-business students. Recommended University elective.

**232. Accountancy II**

(3-0-3) Vera-Muñoz (course coordinator)
Prerequisite: ACCT 231.
A continuation of the introduction to accounting, with an emphasis on the decision-usefulness of accounting information. An analysis of the tools used for evaluation of financial and operating performance. The use of budgets and accounting systems for centralized decision making, decentralized decision-making, participative budgeting, monitoring and control, and intrafirm contracts. Introduction to not-for-profit entities, attestation and taxation. Course to be taken by business sophomores in the spring. Also offered to non-business students who have taken the prerequisite.

**334. Accounting for Decision Making and Control**

(3-0-3) Gabriel, Shackell
Prerequisite: ACCT 232.
An examination of how the internal information generated by the firm’s accounting system is used for decision making and control. The course develops a framework involving opportunity costs and the theory of organizations and markets. This framework is applied to various topics including budgeting, responsibility accounting, product costing and variance analysis.

**371. Accounting Measurement and Disclosure I**

(3-0-3) Liu, Nichols
Prerequisites: FIN 231, ACCT 232.
Primary goals are understanding of the economics underlying the business transactions studied and accounting principles that set reporting and disclosure requirements for them.

**372. Accounting Measurement and Disclosure II**

(3-0-3) Miller, Mittelstaedt
Prerequisite: ACCT 371.
Continues the study of financial accounting. Topics include leases, stock-based compensation, pension plans and stock investments, including majority-held operations. Tax consequences, contemporary developments and financial disclosures are integral parts of each topical discussion. The course is designed to strengthen the analytical, communication and research skills required to succeed in accounting-related careers.

**380. Decision Processes in Accounting**

(3-0-3) Morris
Prerequisites: ACCT 232, BA 230.
This course builds on the statistical foundation established in prerequisite courses by examining applications in accounting decision-making settings. Because accountants increasingly use problem-solving skills, this course utilizes an important accounting tool, namely spreadsheets, to formulate and solve problems. It is intended to enhance students’ abilities to identify relevant information and to think systematically about difficult managerial decisions involving issues of uncertainty, risk and multiple objectives.
449. Strategic Corporate Accounting and Finance  
(3-0-3) Tavis, Williamson  
Prerequisite: Senior standing for accountancy or finance majors.  
The course objective is to provide students with the opportunity to analyze contemporary business problems from a corporate manager's point of view integrating the principles of accounting, economics, and finance. An emphasis will be placed on informed corporate decision making that begins with the understanding that traditional accounting reports and financial analysis (benchmarking, assessment of cash flow, firm valuation, etc.) are complementary activities to provide a manager with a more complete information base for decision making. With faculty feedback and support on problem analysis, students will have the opportunity to discuss solutions to five practical business problems with AT&T executives. The course will focus on the strategic process to solving business problems in a team setting similar to actual corporate settings.

(3-0-3) O'Brien  
Prerequisite: BA 363.  
This course involves the application of the following business situations: organization structures, secured transactions, commercial paper, real and personal property, bailment and the rights of the consumer. Recommended for students desiring to sit for the CPA exam.

473. Accounting for Mergers and Acquisitions  
(3-0-3) Schaefer  
Prerequisite: ACCT 371.  
The course provides a study of accounting principles and problems related to financial reporting for mergers, acquisitions, consolidated enterprises and foreign operations.

475. Audit and Assurance Services  
(3-0-3) Ricchiute, Sedor, Simon  
Prerequisite: ACCT 371 and senior standing.  
The study of an independent accountant's assurance, attestation and audit services. Topics include evidence, risk, standards, control, reports, liability and ethics.

476. Federal Taxation  
(3-0-3) Milani, Wisiewicz, Seida, Wittenbach  
Prerequisite: ACCT 232.  
The basic federal income tax provisions applicable to individuals, sole proprietors, corporations and small business firms are covered in this course, which emphasizes their rationale and significance in business and investment decision making. Ordinarily taken by accountancy seniors in the fall.

477. Accounting Information Systems  
(3-0-3) Staff  
Prerequisite: ACCT 252.  
The manual and automated records, documents, procedures and controls used in accounting systems; the use of information technology to aid decision making in accounting and auditing.

479. Accounting and Reporting of Not-for-Profit Organizations  
(3-0-3) Rueschhoff  
Prerequisite: ACCT 231.  
Fund accounting concepts for nonprofit institutions: current, capital outlay, debt retirement, trust and agency, enterprise, special assessment funds, general fixed asset and general bond indebtedness group concepts for governmental units. The application of the fund accounting concepts as applied to hospitals, colleges, universities and health care organizations.

481. International Accounting  
(3-0-3) Rivera, Rueschhoff  
Prerequisite: ACCT 232.  
This course uses a decision-making approach to provide a background for business leadership in a global environment. It provides a fundamental understanding of accounting and reporting in international business and in the global capital markets. The student learns accounting for international business transactions, foreign exchange risk management and hedging mechanisms, comparative international accounting theory and practice, international financial statement translation, consolidation and analysis, social and political accounting concepts, and international taxation. The concepts and techniques are extensions of those learned in Accountancy I and II.

482. Contemporary Issues  
(3-0-3) Staff  
Prerequisite: ACCT 475.  
This course deals with issues currently confronting accounting professionals. Topics include current problems from financial and managerial accounting theory and practice.

486. Tax Assistance Program  
(V-V-1) Milani  
Prerequisite: ACCT 476.  
Preparation of federal and state income tax returns for low-income individuals.

487. Accounting Lyceum  
(1-0-1) Staff  
Prerequisite: Accountancy junior or senior.  
This is a very practical course, with the content provided by top-level executives, who will discuss various aspects of the business and accounting environment with which they are familiar. Students are expected to participate in discussions.

Finance and Business Economics

Chair:  
Roger D. Huang
Kenseth R. Meyer Chair in Global Investment Management:  
Roger D. Huang
Bernard J. Hank Professor of Business Administration:  
Frank K. Reilly
John W. and Maude Clarke Professor of Finance:  
Paul H. Schultz
C. R. Smith Professor of Business Administration:  
Lee A. Tavis

Professors:  
Thomas Cosimano; Thomas A. Geslik; Barry P. Keating; Bill D. McDonald; Richard G. Sheehan

Associate Professors:  
Robert Batalio; Jeffrey H. Bergstrand; Paul F. Conway; John A. Halloran; Michael L. Hemler; Howard P. Lanser; Timothy J. Loughran; Richard R. Mendenhall; D. Katherine Spiess; Edward R. Trubac

Assistant Professors:  
Carl Ackermann; Stepano Athanassoulis; Shane Corwin; Mara Faccio; Hans Heidle; Szilvia Papai; Mika Saito; Ann Sherman; Eduardo A. Zambrano

Program of Studies. The department offers courses in two closely related disciplines with the dual objective of (1) providing a broad foundation so that students can pursue further study in business or law and (2) equipping students with the broad base of knowledge and skills necessary for entry into the financial world. The major in finance and business economics consists of six courses offered by the department in addition to the courses required of all candidates for the degree of bachelor of business administration) and affords students flexibility in their career choice. The six courses are FIN 370 Investment Theory, FIN 390 Advanced Corporate Finance, one course in financial institutions and three finance electives chosen from among the other courses offered by the department. Either ACCT 334 or ACCT 371 may substitute for one of these electives.

All students enrolled in the Mendoza College of Business are required to take Business Finance during their sophomore year. This course is concerned with internal financial management of business firms. In addition, all business administration students are required to complete two courses in business economics: Managerial Economics, and Business Conditions Analysis. The aim of these courses is to provide students with an understanding of the economic environment within which business enterprises operate.
The advanced courses the department offers are designed to equip students with the knowledge which will enable them to make a good start and to progress in whatever area of business they choose upon graduation. The subject matter of these courses — investments, financial management, financial institutions, business economics and international finance — is of fundamental importance. Graduates of the department are currently pursuing successful careers in many areas of business.

Students who intend to take the examinations leading to the Chartered Financial Analyst (CFA) designation should structure their programs with that objective in mind. BA 363 and 364 should be included in their program along with appropriate courses in accounting and investments.

The Finance Minor for Other Business Majors. The Mendoza College of Business offers a “Minor in Finance” degree designation to a limited number of other business majors. (For description of minor options for finance majors, see listings for the accountancy, management information systems and marketing departments.)

To receive the Minor in Finance, students will be required to take the following set of finance courses (in addition to the finance major course requirements):

**Finance Minor for Business Majors**
(see course descriptions below)
- Finance 370
- Finance 390
- One three-hour, 400-level finance elective course

**Admission to the Minor Program.** Students have the opportunity to declare a minor in the spring of their sophomore year or in the spring of their junior year. Only a limited number of juniors will be allowed to enter, based on a minimum cumulative grade-point average that is reviewed and announced each year.

**Course Descriptions.** The following course descriptions give the number and title of each course. Lecture hours per week, laboratory and/or tutorial hours per week and credits each semester are in parentheses.

**231. Business Finance**
(3-0-3)
*Prerequisite: ACCT 231.*
As one of the core courses in the program, the emphasis will be placed on the fundamental principles, practices and procedures of modern financial management. Topics include basic techniques of financial analysis (financial statement analysis, fund flows concepts, planning and control); fundamental concepts of FM (risk-reward, time value of money); characteristics and evaluation of financial assets (stocks and bonds); investing in long-term assets: capital budgeting (cost of capital); capital structure and dividend policy (operating and financial leverage, dividend policy theories); financial forecasting; management of working capital (short-term financing).

**360. Managerial Economics**
(3-0-3)
*Prerequisites: ECON 123, 224; BA 230.*
A coordination of economic theory and managerial practice. Topics covered include consumer demand, production functions, cost behavior, output determination and pricing within various market structures.

**361. Business Conditions Analysis**
(3-0-3)
*Prerequisites: ECON 123, 224; BA 230.*
The goals of economic policy, national income accounting, theory of income determination, the determination and behavior of economic aggregates, such as total output and the price level.

**370. Investment Theory**
(3-0-3)
*Prerequisites: FIN 231, BA 230.*
An advanced course covering investment theory, financial markets and financial instruments. The topics of security analysis, options and futures are also introduced.

**380. Quantitative Methods in Finance**
(3-0-3)
*Prerequisites: FIN 231, BA 230.*
An introduction to quantitative theory for analysis of decision problems, with special emphasis on the financial area. Methods of analysis include multivariate analysis, regression analysis and time series forecasting techniques.
390. Advanced Corporate Finance (3-0-3)
Prerequisites: BA 230; FIN 231, 370.
This course provides a sound conceptual framework within which a wide variety of corporate financial policy decisions can be evaluated. The course builds upon and extends the topics in FIN 231. Topics covered include risk and return, capital structure theory, dividend policy, corporate restructuring, leasing and advanced capital budgeting. This course combines class lectures and case discussions in order to blend theory and practice.

425. Strategic Managerial Analysis (3-0-3)
Prerequisites: FIN 231, 360, 361.
An introduction to game-theoretic reasoning and its application to decision-making in business, economic and various other environments. Topics covered include bargaining, competitive bidding, agency, as well as firm decisions in various strategic settings.

435. Industrial Organization (3-0-3)
Industrial organization seeks to understand the causes and effects of various market structures on pricing and product choices. As such, students will learn to apply economic theory to analyze various industries in the economy. A deeper understanding of standard economic models will be stressed. The course will cover topics such as market structure, business practices, market dynamics, and antitrust policy.

447. Mergers and Acquisitions
Prerequisites: FIN 231, BA 230, FIN 390
The objective of this course is to understand various aspects of the corporate acquisition market, including (1) sources of acquisition synergies, (2) valuation and pricing of acquisition targets, (3) takeover defenses, (4) the roles of management incentives and compensation, (5) financing methods, (6) the roles of insider and institutional shareholders, and (7) regulations and taxes.

449. Strategic Corporate Accounting and Finance (3-0-3)
Prerequisite: FIN 370, 390.
This course provides an opportunity for students to blend the theory of finance with accounting policies in a real-world setting. The course will cover several strategic financial decisions and the accounting implications thereof. In addition to formal lectures, students will be required to complete a series of group projects using data from a large multinational corporation. Decisions covered will include capital investments, mergers and acquisitions, benchmarking, pricing decisions and transfer pricing.

462. Money and Banking (3-0-3)
Prerequisites: ECON 123, 224; FIN 231, 361.
This course uses the tools developed in intermediate finance courses to analyze the workings of money systems, financial intermediaries and central banks. Special attention is also paid to current developments in the banking industry, bank regulation, and the interaction of central banks and financial markets.

470. Security Analysis (3-0-3)
Prerequisite: FIN 370.
This course covers the theory and practice of the valuation of securities — both stocks and bonds. The emphasis is on actual industries and companies. The equity analysis involves aggregate market analysis, industry analysis and company analysis. The analysis of bonds involves credit analysis related to bond ratings and predicting solvency and the analysis of interest rates.

472. Trading and Markets (3-0-3)
This course examines how securities are bought and sold and why various aspects of the current trading environment exist. Improved technology has led to the proliferation of mechanisms that encourage potential buyers and sellers to convene and compete. This course examines the following questions:
What prices should you bid or offer? If you make the rules, what sort of market should you build? How does trading actually occur in stock/bond/option/foreign exchange markets? How well do these markets satisfy the needs of customers? How are they likely to change? This course uses financial markets (especially the equity market) to examine these issues.

473. Management of Financial Institutions (3-0-3)
Prerequisites: FIN 231, 361, BA 230.
This course examines the theory and practice of financial firms and the markets in which they operate. It analyzes the role of various financial intermediaries in the transfer of funds between economic units. Management issues and problem-solving techniques are emphasized through the use of case studies.

474. Commercial Bank Management (3-0-3)
Prerequisites: FIN 231, 361; BA 230.
This course examines the management issues faced at commercial banks. Topics covered include the structure and regulation of the banking industry, sources of funds, liquidity management, credit standards and lending operations, investment policies and practices. Student teams participate in the management of a computer simulation bank that requires a broad range of financial decisions.

475. International Finance (3-0-3)
Prerequisite: FIN 231, 361.
The increasing international exchange of goods, services and financial capital demands increased understanding of international financial markets. The first part of the course addresses the international financial environment, examining institutional, theoretical and empirical factors influencing exchange rates. The second part of the course addresses derivative security markets for foreign exchange, notable currency forward, futures and options markets. The third part of the course discusses international debt, equity, loan and money markets, and hedging foreign exchange risk.

476. Cases in Financial Management (3-0-3)
Prerequisite: FIN 231.
Intensive analysis of the functions performed by the financial executive: financial planning and control, asset management, financial structure management, capital budgeting, dividend policies, financial strategies for growth. Extensive use is made of cases.

478. Options and Futures Markets (3-0-3)
Prerequisite: FIN 370.
This course examines options and futures markets, two of the most dynamic financial markets in recent years. Topics include fundamental pricing relations and models (e.g., the Black-Scholes, binomial and cost of carry models), risk management and trading strategies for individuals and corporations (e.g., program trading, portfolio insurance), price discovery, market volatility and regulatory issues. Although derivatives for both financial assets and commodities are discussed, the primary emphasis is on financial derivatives with underlying assets such as stocks, Treasury bonds, or foreign exchange.

479. Applied Investment Management (3-0-3)
Prerequisite: FIN 370.
The Applied Investment Management (AIM) course will provide an opportunity for students to blend the theory of investments with the practical demands of hands-on investment management. Academic objectives include an understanding of the process of establishing and implementing a portfolio strategy, a detailed knowledge of the mechanics of trading and the current theories of market microstructure, the principles of equity and bond valuation and technical analysis, and portfolio management concepts such as performance evaluation; active, structured, and passive (i.e., indexing) strategies; and the role of derivatives. The practical objectives will be achieved by hands-on management of a real portfolio.

480. Business Forecasting (3-0-3)
Prerequisites: FIN 360, 361; BA 230.
This course develops the tools forecasters use to generate and evaluate forecasting models for both the economy and the firm. The student will make extensive use of the computer in applying these tools to real-world situations.
MANAGEMENT AND ADMINISTRATIVE SCIENCES

Management and Administrative Sciences

Chair:
Robert D. Bretz
Edward Frederick Sorin Society Professor of Management:
Edward J. Conlon
Howard J. and Geraldine F. Karth Professor of Strategic Management:
John G. Keane
Franklin D. Schurz Professor of Management:
Robert P. Vecchio
William R. and F. Cassie Daley Professor of Manufacturing Strategy:
Leroy J. Krajewski
Martin J. Gillen Dean and Ray and Milann Siegfried Professor of Strategic Management:
Howard J. and Geraldine F. Korth Professor of Management:
Edward Frederick Sorin Society Professor of Management:
Jeffrey A. Bernel

Assistant Professional Specialist:
Carolyn Y. Woo

Professors:
Salvatore J. Bella (emeritus); Thomas P. Bergin (emeritus); Robert D. Bretz; Edward J. Conlon; David B. Hartvigsen; John G. Keane; Leroy J. Krajewski; Khalil F. Matta; William P. Sexton; Robert P. Vecchio; Carolyn Y. Woo

Associate Professors:
Matthew Bloom; Yu-Chi Chang; Byung T. Cho; Daniel Conway; J. Michael Crant; James H. Davis; William F. Eagan (emeritus); Nasir Ghiaseddin; James O’Rourke IV (concurrent); Vincent R. Raymond (emeritus); C. Joseph Sequin (emeritus); Ann Tenbrunsel; Jerry Wei; Vincent R. Raymond (emeritus); C. Joseph Sequin (emeritus); Ann Tenbrunsel; Jerry Wei; Rev. Oliver F. Williams, C.S.C.

Assistant Professors:
Deborah J. Ballou; Rev. E. William Beauchamp, C.S.C. (concurrent); Mark Bolino; Suzanne M. Carter; Parthiban David; Sarvanan Devaraj; Glen Dowell; Robert F. Easley; Ming Fan; Ira C. Harris; John G. Michels; Terence Ow; Hojung Shin; Renee Tyan; Charles Wood

Professional Specialist:
Jeffrey A. Bernel

Associate Professional Specialist:
Carolyn Bouger; Roya Ghiaseddin; James S. O’Rourke IV

Assistant Professional Specialist:
Sandra Collins; Scott McCoy

Programs of Study. The Department of Management offers three programs of study: (a) a major in management with a concentration in management consulting, (b) a major in management with a concentration in entrepreneurship and family business, and (c) a major in management information systems (MIS). Students majoring in management can earn a minor in MIS, and students majoring in MIS can earn a minor in management. In addition, some business students majoring in accounting, finance or marketing can earn minors in MGT or MIS. Admission to the minor is on a competitive, space-available basis.

The Management Major. The management major prepares students to manage people and processes within both large and small organizations or to consult organizations on those management issues. A particular emphasis is placed on managing within organizations facing the challenges of rapid change and increased competition. The major is designed to provide sufficient flexibility for students to prepare for several career paths. While all management majors are required to complete general coursework on the management of people in organizations, they must then select a concentration that prepares them for careers in management consulting, or in entrepreneurship and family business.

All management majors are required to enroll in the following course. It is strongly suggested that this course be taken during the junior year.

MGT 472: Operations Management
In addition, all MGT majors must complete one of the following courses. If possible, this course should be taken during the junior year.

MGT 389: Management Competencies
MGT 475: Improving Human Performance

Consulting track. In addition to MGT 372 and MGT 475 or 389, students electing the consulting track must then complete the following two courses and two additional courses from the list that follows:

MGT 411: Managing Change
MGT 471: Business Consulting

Choose two (not previously taken) from the following list.

MGT 389: Management Competencies
MGT 411: Leadership and Motivation
MGT 475: Developing the High Performance Workforce
MGT 491: International Management

Entrepreneurship track. In addition to MGT 472 and MGT 475 or 389, students electing the entrepreneurship track must then complete the following three courses and three additional hours from the list that follows.

MGT 320: Intro to Entrepreneurship
MGT 412: Managing Change
MGT 449: Entrepreneurship: Business Plan

Choose two from the following list.

MGT 422: Funding New Ventures
MGT 423: New Ventures and the Law
MGT 424: E-Entrepreneurship
MGT 425: Family Entrepreneurship
MGT 426: Launching New Ventures Through Technology Transfer
MGT 427: Managing New Ventures
MGT 428: Launching E-Commerce Ventures

The Management Information Systems Major. The MIS program is designed to prepare students to become leaders in the use of information systems for the benefit of organizations and society. This program of study focuses on educating the students about the development and use of information systems as decision-making and problem-solving tools. The program is also intended to develop an understanding of the managerial issues encountered in the operation or introduction of information systems in organizations, particularly, how these tools can be used to gain a competitive edge and re-engineer an organization.

All MIS majors must complete one of the following courses. If possible, this course should be taken in the junior year.

MGT 472: Operations Management
MGT 473: Computer Aided Decision Making

In addition, all MIS majors must complete the following four courses.

MGT 350: Programming and Applications in Visual Basic
MGT 355: Database Management
MGT 455: System Analysis and Design
MGT 456: Networking and Internet Computing

Students also must select one additional course from the following list of offerings.

MGT 356: Data Warehousing and Mining
MGT 360: Object-Oriented Programming: C++
MGT 361: Programming in Java
MGT 457: E-Commerce
MGT 458: E-Projects

Management Department Minors. Students majoring in MIS may elect a minor in management. Minors follow either a consulting or an entrepreneurship sequence.

Consulting sequence. Students must complete either of these courses.

MGT 389: Management Competencies
MGT 475: Developing the High-Performance Workforce

Students then must complete the following two courses.

MGT 412: Managing Change
MGT 471: Business Consulting

Entrepreneurship sequence. Students must complete either of these courses.

MGT 389: Management Competencies
MGT 475: Developing the High-Performance Workforce

Students then must complete the following two courses.

MGT 320: Intro to Entrepreneurship
MGT 449: Entrepreneurship: Business Plan
Students majoring in management may elect a minor in MIS. The MIS minor consists of the following courses.

MGT 350: Programming and Applications in Visual Basic
MGT 355: Database Management
MGT 455: System Analysis and Design

Non-Departmental Minors. Declared majors in accountancy, finance and marketing have the opportunity to declare a minor in management with either a focus on consulting or on entrepreneurship in the spring of their sophomore year. Because it is a new program, in the first few years only a limited number of juniors and seniors will be allowed to enter, based on cumulative grade-point average. Each sequence requires the following.

Consulting sequence:
MGT 412: Managing Change
MGT 471: Business Consulting
MGT 472: Operations Management

Entrepreneurship sequence:
MGT 320: Intro to Entrepreneurship
MGT 449: Entrepreneurship: Business Plan
MGT 472: Operations Management

Declared majors in accounting, finance or marketing may elect a minor in MIS under the same conditions described in their electing a management major. To do so, students must meet the following requirements.

MGT 350: Programming and Applications in Visual Basic
MGT 355: Database Management
MGT 455: System Analysis and Design

Course Descriptions. The following course descriptions give the number and title of each course. Lecture hours per week, laboratory and/or tutorial hours per week and credits each semester are in parentheses.

231. Principles of Management
(3-0-3)
A study of the management process, including planning, organizing, staffing, directing and controlling. Emphasis on executive leadership, organizational behavior and management theory.

240. Computers in Business
(3-0-3)
Basic programming will be developed to enable the student to use the computer for problem solving and decision making in related areas. Use of TSO and personal computers and the employment of spreadsheets will be developed. Students also may learn database management software and theories and methods surrounding the Internet.

Edward J. Conlon, Edward Frederick Sorin Society professor of management

320. Introduction to Entrepreneurship
(3-0-3)
Prerequisite: MGT 240.
Open to all business undergraduate juniors and seniors. This course introduces students to the basic concepts and skills required to understand the nature of entrepreneurship, recognize opportunity and assemble the resources to start a new business. Students will develop a market feasibility study for a new business concept. The class includes entrepreneur guest speakers, cases and activities that will help students experience what it is like to be an entrepreneur.

350. Programming and Application Development in Visual Basic
(3-0-3)
This course introduces students to the concepts of computer programming. Fundamentals of program development are emphasized, including top-down design; object-oriented event-driven programming; and debugging, testing and implementation of computer software. Although the Visual Basic (VB) language is used in this course, particular attention will be given to the development of problem-solving skills using any programming language. The students are expected at the end of this course to have refined their critical thinking skills, be able to determine the type of problems that can be solved most effectively using each type of computer programming methodologies, and design and implement computer programs to solve real-life problems.

355. Database Management
(3-0-3)
Prerequisite: MGT 350.
An intensive examination of organizational databases: creation, maintenance, processing and management. In addition, the course addresses security and privacy, information validity and reliability, resistance to rational systems and the organizational role of the database administration.

356. Data Warehousing and Mining
(3-0-3)
This course will address the architectural design and design technologies of data warehouses. The discussion of the administration of the data warehouse will include transaction management, data management, performance parameters, information supply chain, metadata and metadata, aggregation and the data warehouse interface using the Web as a delivery system. Data mining enabling technologies and data mining methods will be discussed using management and user perspectives.

360. Object-Oriented Programming: C++
(3-0-3)
www.nd.edu/~mgtnet/reasley/mgt360/main.html
This course covers the programming basics—loops, structures, functions, pointers, etc.—that are virtually the same in C and C++. It also introduces classes, inheritance, polymorphism and other features unique to the object-oriented environment. While some operations (such as I/O) differ somewhat between C and C++, this course provides a solid foundation in either programming language.

361. Java Programming
(3-0-3)
This course provides the student the opportunity to learn a leading-edge programming language that has helped organizations integrate the Internet seamlessly with their information systems. The course also covers the foundation of object-oriented programming paradigm.

389. Management Competencies
(3-0-3)
This course examines the determinants and consequences of human behavior in organizations. Students will develop skills in diagnosing, understanding and solving problems of organizational administration. Particular emphasis will be placed on developing competencies in areas such as participative management and empowerment, teamwork, leadership and motivation.
411. Leadership and Motivation (3-0-3)
The role of the leader in influencing individual, group, and organizational performance is examined in this course. Characteristics of leaders, followers, situations and group dynamics are considered as factors that affect the leadership process.

412. Managing Change (3-0-3)
This course investigates how organizations can best cope with rapidly changing environments and technologies. A combination of lectures, cases, and projects are used to examine problems in determining and implementing changes in organizational structures and processes.

420/620(N). Introduction to Entrepreneurship (Non-business majors only) (3-0-3)
Open to all non-business graduate students and non-business undergraduate sophomores, juniors, and seniors. This course meets the needs of students who may be interested in owning their own business or who just want to learn about entrepreneurship. Students may choose to develop a market feasibility study for a new business concept and an approved project on some aspect of entrepreneurship. The class includes entrepreneur guest speakers, cases, and activities that will help students experience what it might be like to be an entrepreneur.

422. Funding New Ventures (1.5-0-1.5)
Open to business graduate students and business undergraduate juniors and seniors. This course examines financing the startup of a new venture. The course will include bootstrapping and the characteristics and merits of financing with equity and debt, venture capital, and angels. Students will learn how to prepare a financial plan, including projecting sales and capital expenditures, designing pro-forma income statements, balance sheets and sources and applications of funds statements.

423/623. New Ventures and the Law (1.5-0-1.5)
Open to business graduate students and business undergraduate juniors and seniors. This course examines the legal structure options for new ventures; the pros and cons of incorporating; the requirements, advantages and disadvantages of subchapter ‘S’ election; and forming a 501(c)(3) nonprofit corporation. The importance of laws and regulations on all aspects of a new venture will be explored. Patents, copyrights, contracts and regulations also will be discussed.

424. E-Entrepreneurship (1.5-0-1.5)
This course is designed to increase awareness and understanding of the processes involved in initiating and managing a new e-business enterprise. To this end, this course will study the nature and unique demands of startup e-ventures. Throughout the course, we will examine (1) alternative ways of identifying business opportunities, (2) techniques for analyzing and evaluating opportunities, and (3) frameworks for identifying resources and constraints. Specific learning objectives for the course include (1) acquiring knowledge and understanding concepts germane to e-entrepreneurship; (2) identifying and stimulating entrepreneurial drive, talent, and skill; (3) developing empathy and support for the unique aspects of e-entrepreneurship; and (4) revising attitudes toward change.

425. Entrepreneurship and the Family Business (1.5-0-1.5)
Open to all business and non-business juniors, seniors and graduate students. This course explores the issues surrounding family entrepreneurial ventures. It concentrates on the exploration of family succession and generational issues that are unique to business started by and run by families.

426/626. Launching New Ventures Through Technology Transfer (1.5-0-1.5)
This course examines how firms and universities can commercialize new technology and ideas. Among other topics, the class will consider the startup CEO (aka “the management team”), the board of directors, proprietary rights (patents, copyrights, trademarks) and related transactions (licences, etc.), the revenue model worth investing behind, venture funding (dilutive funding) and non-dilutive funding (SBIRs, etc.).

429. Entrepreneurship: The Business Plan (3-0-3)
One of the most important skills an entrepreneur needs is the ability to write a good business plan for his or her new venture. A business plan communicates direction, focuses decision making, and is the ticket of admission to the investment process. Students in this course learn how to design a well-written business plan. All course participants are required to write a business plan for their new venture.

452. Internet Security
Security in e-commerce and interorganizational computing has become the primary concern of both buyers and sellers. This course will survey the risks and technologies being developed and used to address these risks. We will cover in this course IP security and common attacks, secure sockets layer (SSL), public key and secret key encryption, and public key infrastructure (PKI) initiatives. We also cover the security design principles of Java as well as the COM+ security architecture of Microsoft’s .NET initiative.

455. Systems Analysis and Design of Information Systems (3-0-3)
Prerequisites: MGT 350 and 355 or instructor’s permission.
An in-depth study of the analysis and design of information processing systems. Topics include system survey and selection, technical and economic feasibility studies, information requirements analysis, system design, and program and procedure development.

456. Networking and Internet Computing (3-0-3)
This course introduces students to the technical and managerial aspects of both local and wide-area business data communications. The technical topics covered include fundamental data transmission concepts, as well as local and wide-area network hardware, topologies and system software. The students also will be exposed in this course to the most frequently used programming languages for Web development, including Active Server Pages, Java scripts and XML.

457. E-Commerce (3-0-3)
This course examines how managers can effectively use Internet technology to enhance the competitive position of their organization. In addition to learning the fundamentals of e-commerce, the students will gain an understanding of the effects of e-commerce on consumer-to-business interactions, organization-to-organization interaction (B to B), and intra-organization interaction. Students are expected to research and present applied cases of e-commerce technology as part of this course.

458. Topics in Management Information Systems (3-0-3)
Prerequisites: MGT 240 and MGT 350.
www.nd.edu/~kmatta/mis_topics/mis_topics.html
This course exposes students to the current issues faced by IS professionals, managers and consultants. The students will be required to research a specific topic each week and write a brief report. Industry specialists are invited to discuss topics with the students. This course is specifically designed to provide the students with the opportunity to interact with IS professionals, to form an appreciation of the complexity of issues facing IS managers and to develop their analytical and communication skills.

459. MIS Projects (3-0-3)
An MIS elective for those wishing to exercise their technical skills working in teams on systems design and implementation projects. The projects may be based on proposals from the students, from previous design projects for local clients, or from other sources. General topics such as project management and best practices for project development, as well as technical topics as appropriate for the projects, will complement the overall development effort.
471. Business Consulting  
(3-0-3)  
This course prepares students for careers in the area of management consulting. Special emphasis is placed on consulting in technology, operations management and corporate strategy. The course uses a variety of cases, lectures and exercises to acquaint students with consulting and to build necessary skills.

472. Operations Management  
(3-0-3)  
An examination of the concepts and principles related to the management of the production function in the manufacturing and service industries. Stress is placed on the management problems involved in the creation of goods and services and the interrelationships between the production function and the other functional areas of the organization. Topics include forecasting, design of the transformation process, capacity planning, production planning and scheduling, inventory management and quality control.

475. Developing the High-Performance Workforce  
(3-0-3)  
This course is devoted to an examination of contemporary strategies, processes and practices for recruiting, developing, maintaining and utilizing an effective workforce.

491. International Management  
(3-0-3)  
Look at the nature of international management methods and the role of American managers in the foreign environment. Focus on the influence of cultural variables on the philosophy and practice of management.

Marketing

Chair:  
Joseph P. Guiltinan  
Ray W. and Kenneth G. Herrick Professor of International Business:  
Yusaku Furuhashi

Aloisius and Eleanor Nather Professor of Marketing Strategy:  
William L. Wilkie

Arthur and Mary O’Neil Professor of International Business Ethics:  
Georges Enderle

John W. Berry Sr. Professor of Business:  
Gregory T. Gundlach

Professors:  
Michael J. Ezell; Joseph P. Guiltinan; John J. Kennedy; Patrick E. Murphy; Joel E. Urbany

Associate Professors:  
John F. Gaski; John A. Weber

Assistant Professors:  
Kevin D. Bradford; Debra M. Desrochers; Elizabeth S. Moore; Joan M. Phillips

Program of Studies. The objectives of the Department of Marketing are to help the student (1) gain an appreciation of the growing importance of marketing in an economy characterized by free consumer choice on the one hand and rapid changes in technology on the other; (2) develop the knowledge, skill and competence required for the implementation of the marketing activities of a business firm; and (3) understand the ethical and social responsibilities of marketers.

In accordance with these objectives, all students in the Mendoza College of Business take Principles of Marketing in their sophomore year. Students choosing marketing for their professional major are required to take Quantitative Analysis for Marketing Decision Making, Consumer and Industrial Buyer Behavior, Marketing Research, Marketing Management and two marketing electives.

Marketing Research, along with Consumer and Industrial Buyer Behavior, are normally taken in the first semester of the junior year to develop a foundation in the tools and concepts germane to marketing decision making. Quantitative Analysis for Marketing Decision Making, taken in the spring semester of the junior year, provides an opportunity to learn quantitative methods used in industry and apply them to real-world marketing problems. During the first semester of the senior year, students take Marketing Management, an advanced marketing strategy course that combines marketing concepts and functions through projects, problems and simulations.

Interspersed with these specified courses, students take a minimum of two marketing electives. Students with an interest in an international business career often satisfy the marketing elective requirement through the courses in International Marketing and Global Business Environment and then use their free electives to attain a foreign-language second major or to take other University courses having an international dimension.

These courses are supplemented by the extracurricular activities of the Marketing Club, the Michiana Chapter of the American Marketing Association and the Paul D. Gilbert Lecture Series in marketing.

All courses in the department focus on the performance of the marketing process but do not restrict it to a particular situation. Thus, the student majoring in marketing is prepared for a wide range of opportunities in business and nonprofit organizations. Within business firms, the most common entry-level position is professional sales. This serves as a stepping stone into sales force administration, pricing, product or brand management, advertising, public relations, market research, electronic commerce and marketing, and purchasing at the manufacturing, wholesaling or retailing levels. Marketing majors are being employed by an increasing number of firms specializing in areas such as consulting, retailing and other service businesses that have traditionally underestimated the importance of this function. Additionally, nonprofit organizations (hospitals, educational institutions, charitable organizations) are discovering the critical importance of marketing in their operations and are seeking well-trained graduates.

The Marketing Minor for Other Business Majors. Declared majors in accounting, finance and management have the opportunity to declare a minor in Marketing in the spring of their sophomore year. Because this is a new program, in the first few years only a limited number of juniors and seniors will be allowed to enter, based on cumulative grade-point average. Requirements for the minor are as follows:

Required: Three courses. Select from on from each of three categories. Substitutions will be accepted only with written request by a student.

Consumer Marketing:  
MARK 478 (Promotion Management)  
MARK 495 (Public Relations)

Business-to-Business Marketing:  
MARK 480 (Business-to-Business Marketing)  
MARK 493 (Sales Management)

International Marketing:  
MARK 381 (International Marketing)  
MARK 483 (Global Business Environment)  
MARK 487 (Pacific Asian Business Environment)

Course Descriptions. The following course descriptions give the number and title of each course. Lecture hours per week, laboratory and/or tutorial hours per week and credits each semester are in parentheses.
231. Principles of Marketing  
(3-0-3) Staff  
**Prerequisite:** One economics course.  
Open to all students in the college.  
A study of markets, institutions and the environment in which business firms operate with attention to the effect these facets, forces and issues have on the firm’s overall marketing strategy.

350. Consumer and Organizational Buyer Behavior  
(3-0-3) Staff  
**Prerequisite:** MARK 231.  
Required for all marketing majors.  
An investigation of the decision-making process of consumer and industrial buyers. The course considers the social, cultural, psychological and economic dimensions of behavior as they apply to the acquisition of goods and services.

370. Quantitative Analysis for Marketing Decision Making  
(3-0-3) Staff  
**Prerequisite:** MARK 231, BA 230, MGMT 240.  
Required for all marketing majors.  
An introduction to the quantitative methods and personal computing techniques commonly used in marketing decision making.

371. Social Marketing  
(3-0-3) Staff  
**Prerequisite:** MARK 231.  
A study of the nature and function of marketing in a broader context of society than those of strictly the firm’s function. The course helps the student develop a conceptual framework for analyzing the specific societal issues of marketing and business in the American economy.

374. Marketing Research  
(3-0-3) Staff  
**Prerequisites:** BA 230 and MARK 231.  
Required for all marketing majors.  
A study of the application of scientific method to the definition and solution of marketing problems with attention to research design, sampling theory, methods of data collection and the use of statistical techniques in the data analysis.

375. Psychology of Selling  
(3-0-3) Staff  
**Prerequisite:** MARK 231.  
A behavioral analysis of the various selling situations encountered in interpersonal interactions. Effective and ineffective sales methods for person-to-person and group selling are studied to increase the understanding of the sales process.

382. Retailing  
(3-0-3) Staff  
**Prerequisite:** MARK 231.  
A study of the managerial aspects of the retail institution as part of the total marketing system. The course concentrates on the environmental forces impinging on the system, the role of retailing and the management of retail institutions.

461. Internet Marketing  
(3-0-3) Staff  
**Prerequisite:** MARK 231.  
A study of the ways marketing can be done more efficiently and effectively on the Internet. This will be done from the perspective of including World Wide Web Marketing as part of an Integrated Marketing Communications Strategy. In addition, the role of the Internet will be explored in Relationship Marketing, Interactive Marketing and Database Marketing.

473. Integrated Marketing Communications  
(3-0-3) Staff  
**Prerequisites:** MARK 231 and 350.  
A study of the communications aspect of marketing, with attention to the fundamentals of communications principles as applied to advertising and public relations and the establishment of promotion policies.

476. Strategic Marketing  
(3-0-3) Staff  
**Prerequisite:** MARK 374, MARK 370.  
Restricted to senior marketing majors. The development and implementation of marketing programs, including determining the marketing mission within the context of environmental factors and organizational resources, designing a strategic marketing plan and structuring and staffing the organization to execute the plan.
480. Business-to-Business Marketing  
(3-0-3) Staff  
Prerequisite: MARK 231.  
A study of the marketing of industrial products, including raw materials, manufactured materials and parts, structures and equipment, and supplies and services to business, government and institutional customers. The course deals with the problems of market segmentation, the analysis of buyer behavior and the formulation of appropriate strategies for product development, pricing, distribution and promotion.

485. Not-for-Profit Marketing  
(3-0-3)  
Prerequisites: MARK 231.  
This course presents a study of marketing concepts and principles applied to nonprofit organizations. It will be conducted to incorporate service learning principles and will be project based.

487. Pacific Asian Business Environment  
(3-0-3)  
Prerequisites: Majors only.  
This course tries to help you develop knowledge of social, economic and business environment of doing business within the Pacific Asia. The geographic area covered in this course includes both Northeast Asia (Japan, Korea, China and Taiwan) and Southeast Asia (primarily Hong Kong, the Philippines, Vietnam, Thailand, Malaysia, Singapore and Indonesia).

489. Product Innovation  
(3-0-3)  
Prerequisites: MARK 231 or permission of instructor.  
Introduces students to some important activities and perspectives that can enhance innovativeness and improve the ability to influence and forecast the adoption and diffusion of innovations. These include the application of techniques for understanding user needs, the use of creative problem-solving techniques in idea generation, the application of scenario analysis, and the selection of appropriate organizational and marketing strategies and tactics in overcoming resistance to innovation.

491. Seminars in Marketing  
(3-0-3) Staff  
Prerequisites: MARK 231 and consent of instructor.  
These seminars are devoted to selected areas of marketing and related disciplines. Each participant is expected to explore the chosen topic(s) determined by the participants and the teaching staff.

492. Advertising Campaigns  
(3-0-3) Staff  
Prerequisite: MARK 231 and 350.  
A study of the various aspects of advertising beyond the more theoretical treatment of communications theory. The course deals with advertising strategy, creative execution and media buying. Speakers and a project are important parts of this course.

493. Sales Management  
(3-0-3) Staff  
Prerequisite: MARK 231.  
A study of the basic elements of the sales management function within a firm’s marketing efforts. The course centers around the implementation and management of the firm’s marketing efforts in the field, as well as the role the field sales force plays in keeping the marketing manager advised of competitive activities and emerging problems and opportunities in the field.

495. Public Relations  
(3-0-3) Staff  
Prerequisite: MARK 231.  
Public relations is the business of establishing a rapport with a variety of publics. This course treats the research, planning and techniques of enhancing the relationship with selected audiences. It is designed for potential practitioners as well as managerial non-practitioners.

Nondepartmental Courses

Director:  
Samuel S. Gaglio  
Assistant dean  
Mendoza College of Business

Many courses in the college are designed to cross departmental lines and provide basic tools during the sophomore and junior years or to foster the integration of various disciplines during the junior and senior years. These courses are open to all business students with appropriate prerequisites.

Course Descriptions. The following course descriptions give the title of each course. Lecture hours per week, laboratory and/or tutorial hours per week and credits each semester are in parentheses.

101. Introduction to Business  
(1-0-1) Gaglio  
An introduction to the study of business, including keys and strategies for success, personal development, the benefit of extracurricular activities, professional development and orientation to the business education system. The course will emphasize personal responsibility for academic success.

230. Statistics in Business  
(3-0-3)  
Prerequisite: MATH 105, 108.  
Descriptive and inferential statistical techniques in analysis of data, statistical inference and decision-making. Study includes central tendency, probability, hypothesis testing, analysis of variance, regression and correlation.

241. Introduction to Business Ethics  
(1-0-1) Staff  
This course is designed to give the student an introduction to the central questions and fundamental character of ethics and morality. The course is focused on a discussion of ethical theories that can help to guide students’ problem solving in ethical situations they will encounter in business. Ethical dilemmas faced by businesspeople as portrayed in films will be integrated into the class for purposes of discussion and analysis.

296. Internship  
This internship program is designed for Mendoza College of Business students who wish to acquire practical work experience in a professional setting congruent with their major. Students have the primary responsibility of locating their own placement setting and must meet with the program coordinator before starting their internship. Application required. (Credit does not apply toward graduation.)
301. Diversity Dialogue
(1-0-1) Milani
A weekly seminar offered to a group of students selected to participate in the Mendoza College of Business’s Diversity Program. A variety of activities will occur during the seminar, including a brainstorming session, testing of curricular material, alumni feedback sessions and invited guest speakers.

302. Diversity in the Workplace
(1-0-1) Shropshire
This course provides the opportunity for students to become acquainted with the issues and challenges of diversity in the workplace. Class discussions and assignments will focus on concepts and topics surrounding diversity as it pertains to individuals, groups and organizations. The above will be accomplished through the presentation of concepts, tools, ideas and problem-solving situations delivered by means of textbook readings, class discussions, guest speakers and video. Students will be required to complete readings, assignments and a group project.

341. Topics in Business Ethics
(1-0-1) Staff
This course is built upon concepts learned in Introduction to Ethics. Students will use cases to analyze ethical problems in the business disciplines, including accounting, management, marketing, finance, and MIS. The students will be expected to apply and integrate the knowledge obtained from other courses taken as a business major.

342. Exploring Family Enterprise
(3-0-3) Keane
Prerequisite: None.
Well over 50 percent of businesses in the United States and globally are family enterprises. Many are quite small. Others are globe-girding, multi-billion-dollar operations. Virtually all contrast with non-family businesses in important ways such as communications networks, reward systems, organizational sociology, conflict resolution, taxation issues and estate planning. Through a mix of readings, case studies, invited non-business faculty and especially outside experts, this course aims to interactively expose students to the nature and significance of family enterprise.

365. Ethics in a Changing Business Environment
(3-0-3) Williams
Prerequisite: None.
The objectives of this course are to explore the increasingly complex set of interrelationships among business, government and society; study methods of formulating and implementing corporate social policy; and encourage students to examine and articulate their own values and to understand how these values shape and are shaped by the workplace. Special attention will be given to Catholic social thought. The course will also develop students’ ability to think clearly about complex ethical situations and report conclusions in oral and written form, as well as develop a sensitivity to (1) differing value perspectives of the various constituencies of business and government and (2) the moral and economic values at issue in a situation.

392A. Career Communication
Finding the right employer to begin your career is never easy, but this course can certainly help. You’ll discover how to quickly find useful information about industries and businesses, how to draft a letter of application, and how to write a resume that best portrays your performance and potential. You’ll also learn how to prepare for employment interviews and how to negotiate starting salary and terms of employment. Perhaps most important, you’ll learn how to identify organizations whose values parallel your own and who will reward you for being who you are.

392B. Business Writing
Because the most important ideas in business end up in writing, and because writing can frequently become a career sifter, this course will focus on the written word as a principal means of implementing business strategy and solving managerial problems. This course will focus on the basics of written expression in a business context, including the communication process, critical thinking, audience analysis, message development, correspondence, and document design. (B.B.A. only.)

393C. Business Presentation
This course will provide students with an opportunity to explore spoken communication in a variety of settings, from informal meetings to large, formal presentations. All speeches will be videotaped, and students will be provided instructor feedback as well as peer review on every aspect of oral communication, including delivery, nonverbal behavior, content, organization, and visual support. A significant portion of the instruction in this course will focus on listening and feedback as well. (B.B.A. only.)

393. E-Technology and the New Economy
This course will review issues, options, and consequences surrounding the decentralization of the management communication process due to changes in technology. The legal foundations for communication-related issues such as employee and client privacy, e-mail usage, and online content restrictions also will be reviewed, as will how the power of the Internet and new technologies influence effective communication strategies. (M.B.A. and B.B.A. in separate sections.)

394. Communication in a Virtual Organization
This course examines the challenges presented in managing an offsite workforce. How can managers develop relationships with coworkers that they’ve never actually met? How does communicating electronically affect the flow of information between team members? How does working without face-to-face interaction affect job satisfaction levels, commitment to an organization, conflict resolution strategies, and creativity? These questions will be explored as students discuss tough communication issues that managers will face in the virtual organizations. (M.B.A. and B.B.A. in separate sections.)

395. Communicating in Groups and Teams
One of the most important functions a manager performs is putting together effective teams and creating the conditions for their success. This class will cover the major theories of group formation and group functioning and teach students how to create, lead, and manage teams. Though experiential exercises, students will have the opportunity to deepen their understanding of themselves as team members and leaders and to improve their skills of analyzing group dynamics. (M.B.A. and B.B.A. in separate sections.)

396. Managing Conflict and Workplace Relationships
The objective of this course is to improve the manager’s skill at understanding and managing relationships of self and others in the organization. The course explores current theories of conflict management and interpersonal relationships within the context of the workplace. Topics include conflict management styles, listening and responding, interpersonal e-mail, and barriers to effective communication in the workplace and techniques for minimizing them. (M.B.A. and B.B.A. in separate sections.)

396. Internship
This internship program is for students who already have received credit for BA 296. Similarly, students have the primary responsibility of locating their own placement setting and must meet with the program coordinator before starting their internship. Application required. (Credit does not apply to graduation.)
410. The Ethical Dimension of Business Leadership  
(1.5-0-1.5) Williams  
The course will examine how an ethical, corporate culture is developed and maintained in a business organization. Special attention will be given to the role of top management in fostering an ethical, corporate culture and responding to lapses in the culture.

439. Organizational Structure in the Entrepreneur Firm  
This class is intended to survey academic theories of organizational structure, communication, and the environment in which organizations exist. Since class members recently spent almost three months working inside their sponsor firms, this class will attempt to illustrate the similarities and differences between varied organizations and how academic thought can be valuable in structuring (or transforming the structure) of an entrepreneurial venture.

441. Business Ethics: Field Project  
(1-0-1) Staff  
The senior field project in ethics is designed to give the student practical evidence in a social service setting. The objectives of the course are to (1) introduce the student to service experiences outside the university setting, (2) provide a mechanism for enhancing the spiritual and intellectual awareness of students, (3) provide a mechanism for coordinating existing student social service projects with the student’s academic work, and (4) interact with people whose values have led them into full-time work in the not-for-profit sector.

450. Critical Thinking for Business Leadership  
(3-0-3) Staff  
This course develops practical reasoning abilities in business contexts. Although the course emphasizes qualitative reasoning skills, the interpretation of quantitative data is considered an essential part of critical analysis. Students apply core concepts and techniques to a variety of business situations that call for an ability to develop good reasons for taking action. Concepts and techniques include evaluating a service, product or performance; interpreting the causes of a problem; and recommending ways to solve business problems. Learning methods include lecture, discussion and authentic business cases.

478. Leadership, Communication, Decision Making  
(3-0-3) Staff  
Effective communication and information transfer are essential parts of the success of today’s organization. This course will explore the factors that affect communication and information transfer, including team leadership, organizational structures, task design, technology and the design of information systems, and interpersonal communication behavior. The focus will be on those aspects of the work environment over which you, as a manager, will have leverage. Through cases, the analysis of individual communication styles, and practical applications, this course will increase the student’s knowledge about the conditions necessary to achieve effective communication in the workplace and improve the ability to analyze, evaluate and design work environments that maximize task performance and organizational learning.

481. Business and Management in Japan  
(3-0-3) Furuhashi  
Study of Japanese business and the major environmental forces affecting the development, operations and management of modern Japanese business firms.

483. International Business Environment  
(3-0-3)  Prerequisite: ECON 123 or 223.  
The course is designed to provide students with a foundation in international economics, the global marketplace, the role of business in global strategy, and the creation of proper relationships for success in the international business environment.

487. Pacific Asian Business Environment  
(3-0-3)  This course tries to help the student develop knowledge of the social, economic and business environment of doing business within Pacific Asia. The geographic area covered in this course includes both Northeast Asia (Japan, Korea, China and Taiwan) and Southeast Asia (primarily Hong Kong, the Philippines, Vietnam, Thailand, Malaysia, Singapore and Indonesia).

490. Corporate Strategy  
(3-0-3) Staff  
Prerequisites: ACCT 232; FIN 231, 360, 361; ECON 123, 224; MGT 231, 240; MARK 231; BA 230.  
Restricted to and required of, all business administration seniors.

This course will serve to synthesize the student’s business education, integrating the basic functions of a business enterprise, e.g., marketing, finance and production, through case analysis. From the perspective of top management, emphasis will be placed on examination of external environments and the development of strategies for the organization’s creation of proper relationships and responses to social, political and economic conditions.

493. Strategic Communication in the Not-for-Profit Sector  
(3-0-3) Staff  
Prerequisite: BA 392.  
Using a case approach, this course builds upon the foundation in business communication established in BA 392 and continues with the development of researching, writing, editing and speaking skills needed to achieve business objectives. Students develop communication strategies based on analyses of audiences and constituencies, conduct communication audits, and prepare supporting documents based on findings. This course will also introduce students to the development of more challenging documents such as project status reports, executive summaries and annual reports.
Collegiate Sequence in International Business

Coordinator:
Robert W. Williamson
professor of accountancy

The Collegiate Sequence in International Business is a series of courses designed to give the undergraduate business student a broad exposure to the global nature of the world of business. It is open to all students in the Mendoza College of Business. The program is not an official major, second major or minor, but participation in the program will be acknowledged with a certificate upon completion at graduation.

The program is composed of a cross-disciplinary sequence of courses in the Mendoza College of Business and the College of Arts and Letters. To complete the program, students are required to select five courses from among a variety of offerings. Three courses should be selected from among the international courses offered in the Mendoza College of Business, and two courses must be selected from outside the college.

Students may choose courses from the listings shown below. These courses are illustrative; additional courses may be offered as staffing permits. With the consent of the coordinator, courses similar to those listed that are taught at Saint Mary’s College, courses taught in the Australia, London or Dublin programs, and selected courses transferred from other institutions may qualify. Not all courses are offered every semester, and students in the program do not have priority over other students in registration for these or other courses. Each individual student is responsible for meeting the necessary prerequisites for each course.

Courses may “double count”—e.g., HIST 386: Europe Since 1945, would qualify as a non-business course in the International Sequence and would also satisfy the requirement for graduation of a history course.

Students should announce their intention to complete the program and meet with the coordinator no later than the end of their junior year and again during their senior year.

Recommended Courses

Three courses should be selected from among the following courses in the Mendoza College of Business:

- ACCT 481: International Accounting
- BA 483: Global Environment of Business
- BA 487: Pacific Asian Business Environment
- BA 491: Introduction to Post-Communist Markets of Europe
- BA 492: Business Regulations of the European Union
- FIN 475: International Finance
- MGT 491: International Management
- MARK 381: International Marketing
- MARK 484: International Business

Two courses need to be selected from the College of Arts and Letters. Shown below is a listing, not intended to be exhaustive, illustrating the variety of courses available:

- ANTH 365: Contemporary Middle East
- ANTH 435: The Brazilian Experience
- ECON 380: Development Economics
- ECON 459: Comparative Labor Systems
- ECON 471: International Economics
- ECON 484: Economic Development of Latin America
- ENGL 316F: Latin American Images of the United States
- ENGL 316G: Border Crossings: Mexico and Canada
- GOVT 141: Introduction to International Relations
- GOVT 241: International Relations
- HIST 250: Modern Russia
- HIST 252: Introduction to Japanese Civilization
- HIST 348: Modern Japan
- HIST 349: East Asia in the 20th Century
- HIST 386: Europe Since 1945
- HIST 423: Modern European Diplomacy
- PHIL 220: Asian Philosophy
- ROSP 232: Spanish Current Events
- ROSP 236: Spanish for Business Purposes
- SOC 260: Problems of Third World Development
- SOC 367: Chile in Comparative Perspective
- SOC 435: The Brazilian Experience
- THEO 259: Hispanic/Latino Theology
- THEO 290: Christianity and World Religions

In addition, most courses in the “International Relations” sequence and the “Comparative Government” sequence in the Department of Government and International Studies will qualify.

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