



Mendoza College of  
Business



## 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* students with 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 Studies requires approximately one-half of the instruction to be in traditional liberal arts areas. The faculties of the College of Arts and Letters and the College of Science provide the instruction for the liberal arts courses.

Upon entering the Mendoza College of Business at the beginning of the sophomore year, the student registers for a program which introduces the basic tools of business and the functions of accounting, management, management information systems, financial management and marketing.

In the junior and senior years the student continues his or her studies using the analytical tools developed in the sophomore year. The student enters into a consideration of the operation of the business firm and the economic and legal climate of business. The examination of the economic climate in which business must operate is concerned with the fundamentals of money and banking, the role of the federal government in terms of its fiscal and monetary policies and the concepts of national income accounting which afford a basis for measuring and forecasting economic change. A student gives emphasis to his or her major and may either add to minimum major requirements or elect other course areas for 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 31 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 Microeconomics*  
 3 in an *elective*  
 1 in *Excel Spreadsheets*

\* *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 *Introduction to Marketing*  
 3 in *Principles of Management*  
 3 in *Business Law*  
 3 in *Statistics in Business*  
 3 in *IT Management and Applications*  
 3 in *Theology or Philosophy*  
 3 in a *nonbusiness elective*  
 1 in *Ethics*

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 up to 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 accountancy, finance, marketing, management, and management information systems. Second majors or concentrations in subject areas outside the college are encouraged. Students should refer to specific departments for opportunities and requirements. Dual-degree programs have much more extensive requirements, which usually result in the need for a fifth year. (156 credit hour minimum, total number depending on program.) Entry into these programs requires the permission of the deans of both colleges. 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 include freshman- and sophomore-year credits:

3 in *Composition*  
 6 in *Mathematics*  
 6 in *Natural Science*  
 3 in *History\**  
 6 in *Behavioral Science\**  
 3 in *Literature\* or Fine Arts\**  
 6 in *Philosophy\**  
 6 in *Theology\**  
 3 in *Principles of Economics*  
 1 in *Excel Spreadsheets*  
 6 in *Accounting I and II*  
 3 in *Finance*  
 3 in *Marketing*  
 3 in *Management*  
 3 in *Statistics in Business*  
 3 in *IT Management and Applications*  
 3 in *Business Law*  
 1 in *Ethics*  
 4 in *Business Conditions Analysis*  
 3 in *Managerial Economics*  
 1.5 in *Corporate Strategy*  
 1.5 in *Operations and Competitive Enterprises*  
 1.5 in *Integrative Course\*\**  
 18–21 in *major*  
 15 in *nonbusiness electives*  
 11.5–15 in *free electives*  
 2 semesters of *physical education or ROTC*

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

\*\* *The integrative course may be fulfilled by an approved course in the student's major, releasing 1.5 credits to elective status.*

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, management, and marketing, are located in Room 102 of the Mendoza College of Business.

Normal semester course load for sophomores is 15–16 hours; for juniors, 18–19 hours; and for seniors, 15–18 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.

Students may elect to fill free elective or non-B.A. elective requirements with 1-, 1.5-, or 2-credit-hour courses, AP credit, or Credit by Exam. However, a minimum of 18 of the free or non-B.A. elective credits must be filled with standard 3-credit courses.

## INTERNATIONAL STUDY PROGRAMS

Students from any of the majors in the Mendoza College of Business may participate in international study programs.

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 and Puebla, Mexico; Nagoya, Japan; Santiago, Chile; Shanghai, China; and Toledo, Spain.

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, students of the Mendoza College of Business may contact the assistant dean, Room 101 Mendoza College of Business, and/or 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.* An annual award given to a senior in the Department of Finance who embodies the characteristics that define our tradition of excellence: a person of keen intellect who enriches the ideals of Notre Dame.

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

*Wall Street Journal Award.* Given to a senior in the Department of Finance for rendering outstanding service to the department.

*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. Satterfield Award.* Given to a marketing student for bringing enthusiasm, integrity and a spirit of teamwork to the classroom.

*David A. Appel Award.* Given to a marketing student for exemplary service contributions.

*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.

*Accountancy Chairman Award.* An annual award provided to an accounting senior who demonstrates outstanding service to the Department of Accountancy.

*Accountancy Excellence Awards.* Given annually to 20 sophomores who declare accountancy as their major and have demonstrated outstanding economic achievement. The awards are funded by annual gifts from Deloitte & Touche, Ernst & Young, KPMG, and PricewaterhouseCoopers.

*Peter Brady Award.* Established to honor past faculty member Peter Brady, this award is given in recognition of outstanding economic performance to a senior who is entering Notre Dame's Master of Science in Accountancy program.

*Elmer Layden Awards.* Given annually to graduating accounting seniors in recognition of academic achievement. The awards are funded by the Elmer Layden Jr. Endowed Fund.

*Brother Cyprian Awards.* Given annually to graduating accounting seniors in recognition of academic achievement. The awards are granted in honor of Holy Cross Brother Cyprian O'Hare ("Brother Zip"), who helped to launch Notre Dame's accountancy education program in 1895 and later served as department chair.

*James Dincolo Awards.* Given annually to graduating accounting seniors in recognition of academic achievement. The awards honor former accountancy professor James Dincolo and are funded by an endowment in his name.

*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 accountancy.

*The Management Award.* Given to the outstanding MIS senior in the Department of Management.

*The Justin Harris Brumbaugh Memorial Award.* Given annually to the graduating MIS major who has excelled academically and has been selected by the graduating seniors as best representing the unique and enduring spirit of Notre Dame.

## 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 shares, 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 for all full-time students. 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 ideal of service as the basis of the accounting profession; to promote the study of accountancy and its highest ethical standards; to act as a medium between professional persons, instructors, students and others who are interested in the development of the study or profession of accountancy; to develop high moral, scholastic and professional attainments in its members; and to encourage cordial interaction among its members and the profession generally.

**Advisory Council Investment Fund.** Through the generosity of William R. Daley, a former member to 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.

**Finance Club.** The goal of the Notre Dame Finance Club is to enhance its members' knowledge of the financial world. The club achieves this goal through providing professional speakers, company information sessions, and the annual Fall Break trip to Chicago and New York. These events provide the members with exposure to the diverse careers within the financial industry. In addition, the exposure allows club members a unique networking opportunity, which may lead to career opportunities for internships or full-time employment after graduation.

**Notre Dame Accounting Association (NDAA).**

The Notre Dame Accounting Association exists to provide junior and senior accountancy majors and sophomore business majors who are considering accountancy as a major, an organization which provides support, employment contacts, social gatherings and events, and a unifying bond in the form of membership. Sophomores, juniors, and seniors majoring in, or intending to major in, accountancy are eligible for membership. For more information, please visit [www.nd.edu/~acctclub](http://www.nd.edu/~acctclub).

**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 career night held each fall.

**Notre Dame MIS Club (NDMIS).** The purpose of this club is to provide a forum for all students interested in the field of Management Information Systems, particularly MIS majors, to exchange ideas and to more fully develop their skills and cover potentials in this dynamic field of study. The NDMIS club goals are accomplished through activities that foster greater interaction among students, faculty and corporate recruiters. These activities include inviting guest lectures, computer skill seminars, tutoring sophomores and juniors, social gatherings and sports events.

**Student International Business Council (SIBC).**

As one of the largest student organizations on campus, the SIBC is committed to its vision of establishing peace through commerce while educating its members and providing them an avenue to develop vital business and interpersonal skills with an international focus. The council is organized into various divisions representing all majors and concentrations within the Mendoza College of Business. Members are actively a part of projects which strive to offer unmatched, hands-on experience in everything from simulating the structure and debates of the European Central Bank and forming an in-depth fundamental and technical financial analysis of an international company, to managing the council's marketing needs and developing and maintaining our own Web site.



*Carolyn Y. Woo, Martin J. Gillen dean and Ray and Milann Siegfried Professor of Management*

The council is also dedicated to bettering international relations by means of socially-conscious activities. One of note is the Haiti Bednet project that receives funding from both the SIBC and the W.K. Kellogg Foundation.

Within a given year, members travel to all corners of the globe. Each year, the SIBC grants around 40 students the chance to work as interns and teachers in a rapidly growing number of foreign countries—giving members the real-world experience that is highly desired in the current job market.

**Management Club.** The purpose of the Management Club is to involve students in activities that will take them beyond the classroom into the world of industry, labor and government. Students obtain experience in managerial decision-making by exposure to real-life situations in which they can examine theory and principles in practice.

The Management Club schedules business professionals, labor leaders and government officials to address its members; sponsors field trips to large industrial centers; and conducts an annual management workshop on important current issues facing

management led by professional men and women. Members also develop organizational and administrative skills by participating in such endeavors as the operation of a Mardi Gras booth to raise funds for charity. As a social function, the club has smokers that allow students and faculty to meet and exchange views on an informal level.

**Entrepreneurs Club.** The Entrepreneurs Club provides assistance and opportunities for creative students of all majors interested in launching their own companies. One such opportunity is the Student Business Incubator—a competition in which student teams run their own on-campus businesses for 10 weeks and can choose to keep or donate the profits. The club also brings to campus a number of prestigious entrepreneurial speakers and hosts Entrepreneur Networking Dinners to bring together students, faculty members, and entrepreneurs in an intimate setting. Beyond its campus activities, the Entrepreneurs Club publishes a resume book to help members obtain summer internships and travels to national conferences to learn, network and compete.

## Programs of Study

### Accountancy

#### *KPMG Professor of Accountancy and Chair:*

Thomas F. Schaefer

#### *Notre Dame Alumna/Arthur Andersen*

#### *Professor of Accountancy:*

Peter D. Easton

#### *Vincent and Rose Lizzadro Professor of Accountancy:*

Thomas J. Frecka

#### *Deloitte 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; James L.  
Wittenbach

#### *Associate Professors:*

Chao-Shin Liu; Kevin M. Misiewicz; Juan M.  
Rivera; Thomas L. Stober; Sandra Vera-Muñoz

#### *Assistant Professors:*

Paquita Friday; Jeffrey S. Miller; Lisa Sedor; Jim  
A. Seida; Margaret Shackell; Oliver Z. Li

#### *Professional Specialists/Lecturers:*

Rev. Carl F. Ebey, C.S.C.; Tonia Murphy;  
Margot O'Brien; Janet O'Tousa; Edward F.  
Hums; Kathleen M. Knox

**Program Objectives.** The Department of Accountancy provides outstanding accounting educational experiences for its students by (a) complementing and supporting the tradition of liberal arts/general education at Notre Dame, (b) adhering to the objectives of the undergraduate program of the Mendoza College of Business and (c) developing and continuously improving an innovative accounting curriculum 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 accountancy and the role of accounting in society.

Students choosing an accountancy 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**

Students in the Class of 2005 and later will select a seventh required course in information technology from one of the following: MGTA 352: **Application Development in VBA**, MGTA 358: **Systems Analysis and Database Management**, MGTA 462: **Internet Computing**.

**The 150-Hour Rule for CPA Certification.** A popular choice for many accountancy 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 went 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 in either the fall or spring semesters. Additional information and applications are available in the department office (102 Mendoza College of Business).

**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) Liu (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 noncash resources, the accounting for selling and manufacturing activities, and the information needs of multiple owners, lenders and equity holders. A prerequisite of all accountancy and finance courses. Ordinarily taken by business sophomores in the fall. Also offered to nonbusiness students. Recommended University elective.

#### **232. Accountancy II**

(3-0-3) Rivera (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 nonbusiness students who have taken the prerequisite.

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

(3-0-3) Shackell, Vera-Muñoz

*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) Friday, Nichols

*Prerequisites:* FIN 251, ACCT 232.

This course deals with the accounting process used to measure and report economic events. The primary goals are to understand the role financial reporting plays in providing decision useful information, to understand the economics underlying business transactions and to learn the Generally Accepted Accounting Principles (GAAP) that set the reporting and disclosure requirements for those transactions, to evaluate the efficacy of GAAP, and to understand the motivations that lead managers to select one accounting principle over another.

**372. Accounting Measurement and Disclosure II**

(3-0-3) Miller, Mittelstaedt

*Prerequisite:* ACCT 371.

Continues the study of financial accounting. Topics include accounting for income taxes, forms of compensation, pension plans, and stock investments, including majority-held and foreign operations. Contractual and economic issues, 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.

**464. Business Law:****Property and Negotiable Instruments**

(3-0-3) Murphy, O'Brien

*Prerequisite:* BA 363.

This course involves the application of the following to 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.



*Paquita Friday, assistant professor of accountancy*

**475. Audit and Assurance Services**

(3-0-3) Ricchiute, Sedor, Simon

*Prerequisites:* 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, Misiewicz, Seida, Wittenbach

*Prerequisite:* ACCT 232.

The basic federal income tax provisions applicable to individuals, sole proprietorships, 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 232.

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) Ebey, 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 healthcare 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) Frecka

*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***Chair:*

Roger D. Huang

*Kenneth 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

*Notre Dame Professor of Finance:*

John F. Affleck-Graves

*Professors:*

Thomas Cosimano; Thomas A. Gresik; Barry P. Keating; Timothy J. Loughran; Bill D. McDonald; Richard R. Mendenhall; Richard G. Sheehan

*Associate Professors:*

Robert Battalio; Jeffrey H. Bergstrand; Paul F. Conway; John A. Halloran; Michael L. Hemler; Howard P. Lanser; D. Katherine Spiess; Edward R. Trubac

*Assistant Professors:*

Carl Ackermann; Stepano Athanasoulis; Shane Corwin; Hans Heidle; George Kormiotis; Alok Kùmar; Szilvia Papai; Ann Sherman; Eduardo A. Zambrano

*Professional Specialist:*

Jerry Langley; Kevin Scanlon; Anthony Sindome

**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 a business-finance course during their sophomore year. Finance majors must complete FIN 251, Business Finance for Finance Majors, with a grade of C or higher. 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 ACCT 464 should be included in their program along with appropriate courses in accounting and investments.

**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.

This course is intended for business students who will not major in finance. The course provides a general introduction to course principles. Students learn financial goals, valuation theory, risk and return concepts, financial statement analysis, and techniques for managing current and fixed assets and capital structure. Personal investing and financial institutions also are discussed.

**251. Business Finance for Finance Majors**

(3-0-3)

*Prerequisite:* ACCT 231.

This course is required for finance majors. A grade of C or higher is a prerequisite for continuing in the finance major. The course provides an in-depth and quantitative examination of the principles of financial decision-making. Students learn the concept of value maximization, mathematics of finance, valuation of financial securities, capital investment evaluation, estimation of required rates of return, financial statement analysis, and theory of capital structure.

**360. Managerial Economics**

(3-0-3)

*Prerequisites:* ECON 101, 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 101, 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 251, 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 251, 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 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 251. 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.

**435. Strategic Management and Industrial Organization**

(3-0-3)

*Prerequisite:* FIN 360.

This course seeks to understand the causes and effects of various market structures on pricing and product choices. 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.



*Left to right: Michael Hemler, associate professor of finance; Roger Huang, Kenneth R. Meyer Chair; and Jeffrey Bergstrand, associate professor of finance.*

**436. Applied Global Money Management***Prerequisites:* FIN 361, 370.

This course combines investment theory and practice from a global perspective. Students manage an actual portfolio composed of domestic and foreign equity, debt, foreign exchange, and derivatives. Guest speakers (e.g., portfolio managers and security analysts) frequently visit the class to share their insight and experience with respect to real-world portfolio management.

**447. Mergers and Acquisitions***Prerequisites:* FIN 390.

The objective of this course is to understand various aspects of the corporate acquisition market, including sources of acquisition synergies, valuation and pricing of acquisition targets, takeover defenses, the roles of management incentives and compensation, financing methods, the roles of insider and institutional shareholders, and regulations and taxes.

**462. Money and Banking**

(3-0-3)

*Prerequisites:* FIN 251, 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)

*Prerequisites:* FIN 251, 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 insolvency and the analysis of interest rates.

**472. Trading and Markets**

(3-0-3)

*Prerequisites:* FIN 251, 370.

This course examines the general nature of organized trading by examining how bid and offer prices are determined, how market rules evolve, and what markets should be built. While markets for products and services are discussed, the focus is on the trading of financial securities. Existing centralized equity exchanges face competition from new alternative trading systems made possible by today's information technology. This course also examines the impact and implications of this dynamic.

**473. Management of Financial Institutions**

(3-0-3)

*Prerequisites:* FIN 251, 361.

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 251, 361.

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)

*Prerequisites:* FIN 361, 370.

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)

*Prerequisites:* FIN 390.

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)

*Prerequisites:* FIN 370.

This course examines various topics involving options and futures, such as pricing fundamentals and models, risk management, trading strategies, and regulatory issues. Computer and mathematical skills are required and used regularly throughout the course.

**479. Applied Investment Management**

(3-0-4)

*Prerequisites:* FIN 390.

The Applied Investment Management course provides an opportunity for students to blend the theory of investments with the practical demands of investment management. The course objectives include an understanding of the process of establishing a portfolio strategy with a real portfolio, gaining knowledge of the mechanics of training, current theories of market microstructure, principles of equity and bond valuation and technical analysis, and the role of derivatives. Students will actively manage this portfolio throughout the semester.

**480. Business Forecasting**

(3-0-3)

*Prerequisites:* FIN 360, 361.

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

*Chair and Joe and Jane Giovanini Professor of Management:*

Robert D. Bretz

*Edward Frederick Sorin Society Professor of Management:*

Edward J. Conlon

*Howard J. and Geraldine F. Korth Professor of Strategic Management:*

John G. Keane

*William R. and F. Cassie Daley Professor of Manufacturing Strategy:*

Leroy J. Krajewski

*Franklin D. Schurz Professor of Management:*

Robert P. Vecchio

*Martin J. Gillen Dean and Ray and Milann Siegfried Professor of Management:*

Carolyn Y. Woo

*Professors:*

Salvatore J. Bella (emeritus); Thomas P. Bergin (emeritus); David B. Hartvigsen; Khalil F. Matta; William P. Sexton

*Associate Professors:*

Matthew C. Bloom; Yu-Chi Chang; Byung T. Cho; Daniel G. Conway; J. Michael Crant; James H. Davis; Sarvanan Deveraj; William F. Eagan (emeritus); Robert F. Easley; Nasir Ghiaseddin; James O'Rourke IV (concurrent); Vincent R. Raymond (emeritus); C. Joseph Sequin (emeritus); Ann E. Tenbrunsel; Jerry C. Wei; Oliver F. Williams, C.S.C.

*Assistant Professors:*

Debra J. Ballou; Mark C. Bolino; Parthiban David; Glen W.S. Dowell; Charles E. Naquin; Terence T. Ow; Hojung Shin; Renee O. Tynan; Charles A. Wood

*Professional Specialists:*

Jeffrey A. Bernell; James S. O'Rourke IV

*Associate Professional Specialists:*

Carolyn Boulger; Roya Ghiaseddin

*Assistant Professional Specialists:*

Sandra Collins; Barbara Miller; Jon O'Brien

**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).

## MANAGEMENT

**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 either Management Consulting or Entrepreneurship and Family Business.

**Consulting track.** Management majors following the consulting track must complete the following:

**MGT 389: Management Competencies**  
**MGT 472: Operations Management**  
**MGT 475: HR Issues in High-Performing Organizations**  
**MGTC 495: Facilitating Change in Organizations**

In addition, students electing the consulting track must complete two courses from the list that follows.

**MGTC 411: Leadership and Motivation**  
**MGTC 413: Negotiations and Team Management**  
**MGTC 491: International Management**

**Entrepreneurship Track.** Management majors following the entrepreneurship track must complete the following:

**MGT 389: Management Competencies**  
**MGT 472: Operations Management**  
**MGTE 320: Introduction to Entrepreneurship**  
**MGTE 429: Entrepreneurship Business Plan**

In addition, students electing the entrepreneurship track must complete four 1.5-credit courses from the list that follows:

**MGTE 419: Family Business**  
**MGTE 422: Funding New Ventures**  
**MGTE 423: New Ventures and the Law**  
**MGTE 425: Family Entrepreneurship**  
**MGTE 426: Venture Capital and the Science-Based Start-Up**  
**MGTE 427: Managing New Ventures**  
**MGTE 428: Social Entrepreneurship**

### **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 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 to re-engineer an organization.

All MIS majors must complete the following four courses.

**MGTI 350: Programming and Applications Development in Visual Basic**  
**MGTI 355: Database Management**  
**MGTI 455: System Analysis and Design**  
**MGTI 456: Networking**

Students also must select two additional courses from the following list of offerings.

**MGTI 359: Strategic Managerial IT Issues**  
**MGTI 360: Object-Oriented Programming —with C++**  
**MGTI 361: Java Programming**  
**MGTI 451: Data Warehousing and Mining**  
**MGTI 452: Security and Privacy**  
**MGTI 462: Internet Computing**  
**MGTI 473: Spreadsheet and Decision Modeling**

**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.

## **MANAGEMENT COURSES**

### **140/140A.**

(0-1-1)

Course is a workshop and/or an exam in the use of Excel spreadsheets and is required for all first-year students planning to enroll in the Mendoza College of Business.

### **231. Principles of Management**

(3-0-3)

A study of the management process, including planning, organizing, staffing, directing, and controlling. Emphasis is placed on executive leadership, organizational behavior, and management theory.

### **240. IT Management and Applications**

(1.5-0-3)

*Prerequisite:* MGT 140 or MGT 140A.

*Corequisite:* MGT 240L.

Basic skills needed to use the computer for managerial problem solving and decision making will be developed. Students will also learn database management software and internet applications.

### **240L. IT Applications Lab**

(0-2-0)

*Corequisite:* MGT 240.

Applies the material covered in MGT 240.

### **389. Management Competencies**

(3-0-3)

*Prerequisite:* MGT 231.

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.

### **475. HR Issues in High-Performance Organizations**

(3-0-3)

*Prerequisite:* MGT 231.

This course is devoted to an examination of contemporary strategies, processes, and practices for recruiting, developing, maintaining, and utilizing an effective workforce.

## **CONSULTING TRACK COURSES**

### **411. Leadership and Motivation**

(3-0-3)

*Prerequisite:* MGT 231.

The role of the leader 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.

### **413. Negotiations and Team Management**

(3-0-3)

*Prerequisite:* MGT 231.

The purpose of this course is to provide students with the theoretical understanding and skill development that is necessary for effective negotiations and team management. Negotiation skills and techniques will be developed through an exposure to different approaches to negotiations; in addition, students will learn the latest approaches to team-building and management skills, including leadership styles, the team paradox, and how to analyze team productivity.

### **472. Operations Management**

(3-0-3)

*Prerequisite:* BA 230.

An examination of the concepts and principles related to the management of the production function in the manufacturing and service industries. Emphasis 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.

**491. International Management**

(3-0-3)

*Prerequisite:* MGT 231.

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.

**495. Facilitating Change in Organizations**

(3-0-3)

*Prerequisite:* MGT 389.

This effective adaptation to change creates one of the most important challenges faced by today's managers. Using a combination of classroom instruction, readings, cases and experiences, this course prepares managers with important knowledge and skills for leading and implementing new strategies, processes and technologies in business organizations. An underlying theme of the course is how to create and harness the capacity for innovation to create sustained competitive advantages. It also instructs students in the essential skill of solving problems in the context of business consulting.

**ENTREPRENEURSHIP TRACK COURSES****320. Introduction to Entrepreneurship**

(3-0-3)

*Prerequisite:* MGT 231.

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 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.

**419. Family Business**

(1.5-0-1.5)

*Prerequisite:* MGTE 320.

A primary goal of this course will be to provide students opportunity to discuss the family and business cycle issues that impact family firms and to examine their opportunities and unique challenges. This course will use cases and student experiences to illustrate, discuss and learn about typical issues that surface in family businesses.

**420(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 or undertake an approved project on some aspect of entrepreneurship. The class includes entrepreneur guest speakers, cases, and activities that will help students experience what it is like to be an entrepreneur.



*Edward J. Conlon, Edward Frederick Sorin Society Professor of Management*

**422. Funding New Ventures**

(1.5-0-1.5)

*Prerequisite:* MGTE 320.

Open to business graduate students, and business undergraduate juniors and seniors.

This course examines financing the startup of a new venture. The course includes bootstrapping, and the characteristics and merits of financing with equity and debt, venture capital, and angels. Students 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. New Ventures and the Law**

(1.5-0-1.5)

*Prerequisite:* MGTE 320.

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, and 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 are explored. Patents, copyrights, contracts, and regulations also are discussed.

**425. Family Entrepreneurship**

(1.5-0-1.5)

*Prerequisite:* MGTE 320.

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 and run by families.

**426. Venture Capital and the Science-Based Start-Up**

(1.5-0-1.5)

*Prerequisite:* MGTE 320.

This course examines how firms and universities can commercialize new technology and ideas. Among other topics, the class considers the startup CEO (a/k/a "the management team"), the board of directors, proprietary rights (patents, copyrights, trademarks) and related transactions (licenses, etc.), the revenue model worth investing behind, venture (dilutive) funding, and non-dilutive funding (such as SBIRs).

**427. Managing New Ventures**

(1.5-0-1.5)

*Prerequisite:* MGTE 320.

Research shows that the majority of new business ventures fail. This course examines the reasons for failure by exploring the theory and practice of management in entrepreneurship. Attention will be given to leadership, motivation, planning and organizing. Students will gain understanding of common hurdles and problems encountered in entrepreneurship and will develop understanding of the tools necessary to overcome them.

**428. Social Entrepreneurship**

(1.5-0-1.5)

*Prerequisite:* MGTE 320.

Social Entrepreneurship is the merging of the excitement and creativity of entrepreneurship with the "great expectations" of social action. The entrepreneurial values of needs analysis and opportunity recognition must be applied to social ventures in order for great social action organizations to achieve their visions.

**429. Entrepreneurship, the Business Plan**

(3-0-3)

*Prerequisite:* MGTE 320.

One of the most important skills entrepreneurs needs is the ability to write a good business plan for their 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.

**MIS COURSES****350. Programming and Application Development in Visual Basic**

(3-0-3)

*Prerequisite:* MGT 240.

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 this course uses the Visual Basic (VB) language, it also will give particular attention 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 types of problems that can be solved most effectively using each type of computer programming methodology, and design and implement computer programs to solve real-life problems.

**352. Application Development in VBA**

(3-0-3)

Taught as MGTA 352 for non-MIS majors.

This is an object-oriented programming language that is identical to Visual Basic in the way it is structured and the way it handles objects. This course uses VBA in Excel to guide you, through a focused hands-on approach, in acquiring a solid grasp of programming fundamentals. We leverage Excel's significant code-generation features, and work in teams to develop significant applications. Acquired skills will transfer readily to programming in other MS Office applications, as well as to Visual Basic itself.

**355. Database Management**

(3-0-3)

*Prerequisite:* MGT 240.

An intensive examination of organizational databases: creation, maintenance, processing, and management. The course also addresses security and privacy, information validity and reliability, resistance to rational systems, and the organizational role of the database administration.

**358. Systems Analysis and Database Management**

(3-0-3)

*Prerequisite:* MGT 240.

For non-MIS majors only. Taught as MGTA 358 for non-MIS majors.

This course covers the fundamentals of System Analysis and Design (SAD) and those of Database Management (DBMS). The SAD part involves the study of the flow of information in an organization,

the design of a system that satisfies the needs and requirements of all constituencies, and lastly the implementation of the system designed. The DBMS part involves the study of structured methods for designing modern databases including Entity-Relationship modeling, Normalization, and implementation methodologies. We will take a very practical hands-on approach in this course. Students will be involved in design and implementation of information system projects. There will be no final exam. Instead, students will do group projects.

**359. Strategic and Managerial IT Issues**

(3-0-3)

*Prerequisite:* MGT 240.

This course discusses the challenges in managing information technology (IT) functions and their potential impact on organizational operations. The course will discuss issues such as organizing and implementing IT-related projects, including software selection, outsourcing, vendor management, establishing partnerships with IT user community, and staying current with IT. From these perspectives, the course will then focus upon measuring and demonstrating the business value of information technologies.

**360. Object-Oriented Programming with C++**

(3-0-3)

*Prerequisite:* MGT 240.

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. For more, see [www.nd.edu:80/~MGTnet/reasley/MGT360/main.html](http://www.nd.edu:80/~MGTnet/reasley/MGT360/main.html).

**361. JAVA Programming**

(3-0-3)

*Prerequisite:* MGT 240.

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 paradigms.

**451. Data Warehousing and Mining**

(3-0-3)

*Prerequisite:* MGT 240.

This course addresses the architectural design and design technologies of data warehouses. The discussion of the administration of the data warehouse includes transaction management, data management, performance parameters, information supply chain, metadata and metaphor, data aggregation, and the data warehouse interface using the Web as a delivery system. Data-mining-enabling technologies and data-mining methods are discussed using management and user perspectives.

**452. Security and Privacy**

(3-0-3)

*Prerequisite:* MGTI 350.

According to FBI crime statistics, 85 percent of all companies with networked computer systems suffered measurable losses in 2001. Many in the computer-security industry believe that the other 15 percent were either unaware of their losses, or they were unwilling to reveal such potentially damaging information. The purpose of this course is to examine computer security and privacy to better assess related risks.

**455. Systems Analysis and Design**

(3-0-3)

*Prerequisite:* MGT 240.

An in-depth study of the analysis and design of information processing systems. Topics include systems survey and selection, technical and economic feasibility studies, information requirements analysis, system design, and program and procedure development.

**456. Networking**

(3-0-3)

*Prerequisite:* MGTI 350.

This course introduces the 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. Students also are exposed to the most frequently used programming languages for Web development, among them Active Server Pages, Java scripts, and XML.

**458. Topics in Management of Information Systems**

(3-0-3)

*Prerequisite:* MGT 240.

Does not count as an MIS major elective.

This course exposes the students to the current issues faced by IS professionals, managers, and consultants. Students are 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 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. For more, visit [www.nd.edu/~kmatta/mis\\_topics/mis\\_topics.html](http://www.nd.edu/~kmatta/mis_topics/mis_topics.html).

**462. Internet Computing**

(3-0-3)

*Prerequisite:* MGT 240.

Taught as MGTI 462 for MIS majors and MGTA 462 for non-MIS majors.

The Internet and World Wide Web have become the most popular platform for business application development. This course provides an in-depth exposure to building Web-based applications. It explains in detail the Internet application development architecture and client/server systems. We will use Active Server Pages (ASP) as a tool to develop database-intensive and Web-based applications. The course also covers HTML, XML, SQL, and JavaScript.

## Marketing

### Chair:

Joseph P. Gultinan  
*Aloysius and Eleanor Nathe Professor of Marketing Strategy:*

William L. Wilkie  
*Arthur and Mary O'Neil Professor of International Business Ethics:*

Georges Enderle  
*Professors:*

Michael J. Etzel; Joseph P. Gultinan; John J. Kennedy; Patrick E. Murphy; Joel E. Urbany

### Associate Professors:

John F. Gaski; Elizabeth S. Moore; John A. Weber

### Assistant Professors:

Kevin D. Bradford; Debra M. Desrochers; 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 Introduction to Marketing in their sophomore year. Students choosing marketing for their professional major are required to take Quantitative Analysis for Marketing Decision Making, Consumer and Organizational Buyer Behavior, Marketing Research, Strategic Marketing, and two marketing electives.

The Marketing Research and Consumer and Organizational Buyer Behavior courses, taken in the junior year, develop a foundation in the tools and concepts germane to marketing decision making. Quantitative Analysis for Marketing Decision Making, also taken in the junior year, provides an opportunity to learn quantitative methods used in industry and apply them to real-world marketing problems. During the senior year, students take Strategic Marketing, an advanced marketing strategy course that integrates marketing concepts and the other business functions through projects and simulations.

Interspersed with these specified courses, students take a minimum of two marketing electives.

These courses are supplemented by the extracurricular activities of the Marketing Club.

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 nonbusiness organizations, including professional sales, customer service, product or brand management, advertising,

public relations, market research, retail merchandising, and electronic commerce. 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, nonbusiness and nonprofit organizations (hospitals, educational institutions, charitable organizations) are discovering the critical importance of marketing in their operations and are seeking well-trained graduates.

**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. Introduction to Marketing (3-0-3)

*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)

*Prerequisite:* MARK 231.

Required for all marketing majors.

An investigation of the decision-making process of consumer and organizational 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)

*Prerequisites:* MARK 231, BA 230, MGT 240.

Required for all marketing majors.

An introduction to data-based analysis areas such as market segmentation, new product development, positioning, promotion analysis, and database marketing. The course provides hands-on exposure to techniques that assist managers in structuring marketing problems and in applying data in marketing decisions.

### 374. Marketing Research (3-0-3)

*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.

### 381. Global Marketing (3-0-3)

*Prerequisite:* MARK 231.

This course helps students to develop relevant managerial orientations and skills for planning and implementing activities in rapidly expanding global markets. It examines the specific issues involved in assessing the environments of global markets as well as marketing opportunities and threats as firms enter or expand business/marketing operations on a global scale.

### 382. Retailing (3-0-3)

*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. Marketing on the Internet (3-0-3)

*Prerequisites:* MARK 231, MGT 240.

A study of the ways marketing can be done more efficiently and effectively on the Internet. The role of the Internet relationship marketing, database marketing, and interactive marketing are explored. Special consideration is given to the impact of the Internet on pricing decisions, marketing research, new product development, electronic retailing, and integrated marketing communications.

### 470. Marketing High-Tech Solutions (3-0-3)

*Prerequisites:* MARK 231, MGT 240.

Students learn a marketing flow process and time-tested marketing and sales management procedures designed specifically for marketing complex, high price/value, long sales cycle, high technology solutions. Among the solutions considered are hardware, software, and consulting services, as well as a range of e-business solutions. The main pedagogical tool is a semester-long simulated marketing team project.

### 473. Integrated Marketing Communications (3-0-3)

*Prerequisite:* MARK 350.

This course examines the strategic use of various marketing-communication elements, including advertising, sales promotion, public relations, event sponsorships, and direct marketing to build and maintain brand equity. Analysis focuses on topics such as selecting among alternative promotional tools, budgeting and allocation decisions, determining appropriate message strategy, and developing media schedules for a given product/market selection. Particular attention is paid to the effective integration of elements across the promotional mix.



Marketing students preparing for 2003 Marketing Department Commencement ceremony.

#### **476. Strategic Marketing**

(3-0-3)

*Prerequisites:* MARK 374, 370, 350.

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. Working in teams, students develop comprehensive business plans and compete in a computer-based market simulation.

#### **481. Business-to-Business Marketing**

(3-0-3)

*Prerequisites:* MARK 350.

This course exposes students to concepts and frameworks for marketing products and services primarily to business, governmental, and institutional markets, as opposed to consumer markets. The course reviews business processes that create and deliver value, while simultaneously accentuating business relationships, networks, and partnerships. Reflecting this focus, the course features a term-long Value Assessment Project.

#### **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)

*Prerequisites:* MARK 231 and permission 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)

*Prerequisite:* MARK 350.

This course provides students an opportunity to create, produce, and present promotional solutions in support of new or existing products and services. The course focuses on the overall role of the campaign as well as its strategic development and tactical implementation. The reality of the learning opportunity is enhanced by interaction with real clients and interpretation to graphic designers.

#### **493. Professional Selling in Business-to-Business Markets**

(3-0-3)

*Prerequisite:* MARK 350.

A study of the role of the salesperson and the function of sales management in creating close and productive buyer-seller relationships in the business-to-business domain. Emphases in the course are placed on trends affecting the salesperson's role, the effects of the internal and external environment on the selling function, and the value of the salesperson to the firm and society.

#### **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)

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 businesses people will be integrated into the class for purposes of discussion and analysis.

### 263. Business Law: Contracts and Agency

(3-0-3)

This course examines the background of the legal process and the judicial system, torts, contracts and the Uniform Commercial Code and agency law. Required for all BA students.

### 291N. Internship

(0-0-1)

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.)

### 329. Business Perspectives and Economic Development

(1-0-1)

By permission only; contact Center for Social Concerns. Junior-senior standing.

This course is built around a summer internship with an office of ACCIÓN USA (an organization making loans to high risk micro-entrepreneurs). Students will spend ten weeks in the field. During the following fall semester each will participate in an academic analysis of their experience. The course is offered in partnership with the Center for Social Concerns, based on the model of experiential learning. The three hours of course credit are divided between business and theology.

### 333. Investment Concepts

(3-0-3)

This course provides an introduction to the fundamental economic principles underlying the investment decision and a descriptive overview of financial instruments and markets. The course is designed for non-business students.

### 341. Topics in Business Ethics

(1-0-1)

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.

### 389. Business Speaking

(1.5-0-1.5)

More information is being passed orally in business than ever before. This course can help students improve their speaking skills and overcome their fear of giving a speech. The eight-week course explores the communication process and shows how success in business is related to one's ability to integrate speaking skills with communication strategy and theory. Students will learn to research, write, organize, and present business briefings, informative speeches, and persuasive talks using PowerPoint technology. Students will learn to confront and overcome their fears about speaking in public.

### 390. Business Writing

(1.5-0-1.5)

Only a fraction of a manager's communication time and effort is spent on writing, but without question, the most important issues in business end up on paper. This eight-week course will help you to improve your writing, as well as your critical thinking skills. We look at a range of expression issues related to language use, style, tone, grammar, punctuation, and organization. Students will learn to make decisions about document preparation, including format, layout, and design. Students also will develop an understanding of the ethical dimensions of business writing. One cannot become a better writer overnight, but this course can begin the process.

### 391. Career Communication

(1-0-1)

This five-week course shows students how to examine their own abilities and interests, identify career fields that fit their ambitions, and investigate organizations for which they may wish to work. Students will learn how to find and organize information to begin a career search. When done, students will have a personalized resume and understanding of cover letters and employment correspondence. Students also will know how to conduct themselves during an interview.

### 391N. Internship

(0-0-1)

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.)

### 395. Listening and Responding

(1.5-0-1.5)

Being a good listener is frequently cited as one of the most important characteristics of a successful manager, yet listening skills are rarely taught in an academic curriculum. This course helps students develop their listening skills through an examination of individual barriers to good listening and personal strategies to overcome them, and through an exploration of feedback techniques that facilitate effective communication. Some specific topics include listening to criticism nondefensively, checking perception for accuracy, and providing affirming feedback to a speaker.

### 396. Persuasion

(1.5-0-1.5)

Explains factors that affect our ability to change the beliefs, attitudes, and behaviors of others. Explores theories of social influence and their application in the modern business environment. Describes the ideal of ethical persuasion and its advantage for organizations.

**409. Managing Differences and Conflict**

(1.5-0-1.5)

Differences in the workplace. These issues increasingly occupy the attention of society as a whole and managers in particular. They can be sources of great creativity and enhanced productivity, or they can be sources of tension. This course provides students with the knowledge needed to understand the dynamics or intergroup and interpersonal differences and conflict, as well as the self-knowledge and skills to handle differences and conflict effectively.

**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**

(3-0-3)

This class is intended to survey academic theories of organizational structure, communication, and the environment in which organizations exist. 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)

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.

**442. A Call To Community Through Business**

(1.5-0-1.5)

The course brings together executives who have successfully integrated a vocational approach to community outreach with for-profit business leadership, and students who are preparing themselves for business careers. The course objective is to develop vocational awareness within the field of for-profit business through this shared knowledge, commitment, and experience.

**490. Corporate Strategy**

(3-0-3)

*Prerequisites:* ACCT 232; FIN 231/251, 360, 361; ECON 224; MGT 231, 240; MARK 231.

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.



**Robert Battalio**  
Associate Professor of Finance



**Jerry Langley**  
Professional Specialist in Finance



**Elizabeth Moore**  
Associate Professor of Marketing

## Collegiate Sequence in International Business

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. Students in the program are responsible for the search and selection of appropriate courses. Students in the program do not have priority over other students in registration for international courses.

The program is designed to be a cross-disciplinary sequence of courses in the Mendoza College of Business and the College of Arts and Letters. Students in the program are required to complete five courses. **Three courses must be selected from contemporary international business courses, and two courses must be selected from contemporary international liberal arts courses.** An international economics course can be submitted for one of the three international business courses. One advanced course in a foreign language may be counted as an international liberal arts course for the international collegiate sequence.

With the consent of the Program Coordinator, courses taught at Saint Mary's College, courses taught in the ND International Programs, and selected courses transferred from other institutions may qualify for the certificate.

Students may **not** take courses in the International Sequence on a Pass/Fail basis. 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 history requirement for graduation.

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

For more information, contact the program coordinator:

Assistant Dean Sam Gaglio  
101 Mendoza College of Business  
Notre Dame, IN 46556  
Phone: (574) 631-6602  
E-mail: Samuel.S.Gaglio.1@nd.edu

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