

This is the Introduction and General Information sections of the
1996-1999 University of Minnesota Carlson School of Management Bulletin.

Carlson School of Management

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A Message From the Director of Undergraduate Studies

Congratulations on your decision to investigate the Carlson School of Management! We have just completed a major review of the bachelor of science in business (B.S.B.) program, and you are sure to find this an exciting time to be part of the Carlson community.

You will find information in this bulletin regarding the following key revisions in the program:

- admission of freshmen to CSOM
- increased emphasis on communication, group dynamics, computing, and professional skills
- increased opportunities in global and international business
- development of major programs in marketing, finance, information systems, insurance, actuarial science, international business, in addition to accounting.

Construction is well underway for a new, state-of-the-art Carlson School building. To be completed in 1997-98, the new building will house faculty and staff offices, program offices, classrooms, study areas, computer labs, and dining facilities.

The school's partnership with the Twin Cities business community is evident in many of the changes mentioned above. Working closely with executives and recruiters from major corporations, CSOM faculty and staff have been able to create a program that produces the well-rounded and well-prepared graduates that contemporary organizations demand.



Many questions you may have about the Carlson School are answered in this bulletin; however, if you have additional questions after reading it please let us know. Our professional advising staff is eager to help make a smooth transition into the Carlson School.

Sincerely,

A handwritten signature in black ink that reads "Jerry Rinehart". The signature is written in a cursive, flowing style.

Jerry Rinehart
Director of Undergraduate Studies

General Information

Overview

History

- Founded in 1919
- Named the Curtis L. Carlson School of Management in 1986

Faculty and Staff

- 115 full-time faculty; includes 24 endowed faculty
- 150 staff members

Alumni

- 30,000 alumni
- Located in 50 states, Washington D.C., and 61 foreign countries
- 41 Outstanding Achievement Awards

Rankings

- 4th among public business schools for faculty scholarship*
- 11th among all business schools for faculty scholarship*
- 13th among all business schools and 8th among all public business schools by *U.S. News & World Report*, 1996
- MIS area 1st in country for faculty scholarship*
- Industrial relations program ranked 2nd best in country**
- Evening MBA program ranked 9th best in the country by *U.S. News & World Report*, 1995
- MBA program ranked 20th by its peers in *U.S. News & World Report*, 1995
- Included in *Business Week's* list of top 40 business schools, 1990, 1992, 1994
- 15th in *Business Week's* survey of M.B.A. employers
- C.E.M.B.A. included in *Business Week's* list of executive M.B.A. programs at 20 leading business schools, 1993
- Included in *U.S. News & World Report's* five "up and coming" business schools, 1990, 1991
- MIS area ranked 1st in country by *U.S. News & World Report*, 1995
- MIS area ranked 2nd best in country by *U.S. News & World Report*, 1990-1994
- MIS area ranked 3rd by *Computerworld*, 1990
- Students entering Ph.D.-business program rank 5th, based on GMAT test scores***

* *University of Maryland study, 1989*

** *Ohio State University study, 1991 and Gourman Report, 1993*

*** *Annual Carlson School survey of 25 top Ph.D.-business programs*

Degrees Awarded

- Bachelor of science in business (B.S.B.)
- Master of business administration (M.B.A.)
- Executive M.B.A. (C.E.M.B.A.)
- Master of arts in industrial relations (M.A.I.R.)
- Master of business taxation (M.B.T.)
- Master of science in management of technology (M.S.-M.O.T.)
- Doctorate in business administration (Ph.D. Business)
- Doctorate in industrial relations (Ph.D. IR)

1995-1996 Enrollments

- 1,050 undergraduates (500 B.S.B.-general; 250 B.S.B.-accounting; 300 evening)
- 250 M.B.A. day students
- 1,150 M.B.A. evening students
- 74 C.E.M.B.A. students
- 125 M.A.I.R. day students
- 120 M.A.I.R. evening students
- 150 M.B.T. students
- 60 M.S.-M.O.T. students
- 95 Ph.D.-business administration students
- 25 Ph.D.-industrial relations students

1994-1995 Placement Statistics

Average salaries of new graduates:

- B.S.B.-general—\$28,200
- B.S.B.-accounting—\$28,500
- M.B.A.—\$50,000
- M.A.I.R.—\$42,900

Professional Education

- *Executive Development Center*
Human Resources Executive Program
Advantage Program for M.B.A.s
Minnesota Management Academy
Minnesota Management Institute
Minnesota Executive Program
Strategic Leadership Program
21st Century Program
Marketing Strategy Program
Executive Presentations Program
Project Management Program
- *Industrial Relations Center*
Employer Education Service
Labor Education Service

Cosponsored International Programs

- Global M.B.A. offered in partnership with International School of General Management in Bad Waldsee, Germany
- M.B.A. and M.A.I.R. student exchange in Australia, Austria, Belgium, France, Italy, Japan, Spain, Sweden, Switzerland
- Graduate summer business program with Université Jean Moulin-Lyon III in France
- Undergraduate study abroad in Austria, Canada, Denmark, France, Hungary, Japan, Singapore, and Spain
- Faculty exchange programs in China, France, Japan, Poland

Accreditation

American Assembly of Collegiate Schools of Business

Research Centers

Accounting
Entrepreneurial studies
Financial studies
Industrial relations
Logistics management
Marketing
MIS
Operations management
Quality management
Strategic management

Mailing Address

Undergraduate Studies Office
Carlson School of Management
University of Minnesota
290 Hubert H. Humphrey Center
271 19th Avenue S.
Minneapolis, MN 55455-0430
612/624-3313
Fax: 612/624-0350
World Wide Web site: <http://www.csom.umn.edu>

Department Directory

(area code 612)

Accounting and Business Law

645 Management & Economics
624-6506

Career Services Center

190 Hubert H. Humphrey Center
624-0011

Carlson Executive M.B.A. Program

295 Hubert H. Humphrey Center
624-1385

Executive Development Center

280 Hubert H. Humphrey Center
624-2545

Finance

735 Management & Economics
624-2888

Industrial Relations

537 Management & Economics
624-2500 (graduate programs, 624-5810)

Employer Education Service

423 Management & Economics
624-5525

Labor Education Service

437 Management & Economics
624-5020

I.R. Reference Room

365 Blegen Hall
624-7011

Information and Decision Sciences

395 Hubert H. Humphrey Center
624-8030

Management and Information Systems Research Center

395 Hubert H. Humphrey Center
624-6565

Mail and Duplicating Center

86 Management & Economics
625-1340

Managerial Communication Skills Center

280 Hubert H. Humphrey Center
624-1525

Marketing and Logistics Management

1235 Management & Economics
624-5055

Entrepreneurial Studies Center

1235 Management & Economics
624-5524

Logistics Management Research Center

1235 Management & Economics
625-0352

M.B.A. Program

295 Hubert H. Humphrey Center
624-0006

M.B.T. Program

645 Management & Economics
624-7511

M.S.-M.O.T. Program

107 Lind Hall
624-5747

Office of the Dean:

Alumni Relations

230 Management & Economics
625-1556

Communications

230 Management & Economics
625-0843

Corporate Relations

230 Management & Economics
625-9538

Facilities

230 Management & Economics
625-0027

Financial Services

205 Management & Economics
625-0086

International Program Development

230 Management & Economics
625-9361

Office of Information Technology

320 Management & Economics
626-8005

Operations and Management Sciences

332 Management & Economics
624-7010

Ph.D. Program

318 Management & Economics
624-0875

Strategic Management and Organization

835 Management & Economics
624-5232

Strategic Management Research Center

822 Management & Economics
624-0226

Undergraduate Program

290 Hubert H. Humphrey Center
624-3313

You can find a significant amount of information on the University of Minnesota World Wide Web site. The Carlson School of Management site is located at <http://www.csom.umn.edu>.

University of Minnesota Mission Statement

The University of Minnesota, founded in the belief that all people are enriched by understanding, is dedicated to the advancement of learning and the search for truth; to the sharing of this knowledge through education for a diverse community; and to the application of this knowledge to benefit the people of the state, the nation, and the world.

The University's mission, carried out on multiple campuses and throughout the state, is threefold:

Research and Discovery

Generate and preserve knowledge, understanding, and creativity by conducting high-quality research, scholarship, and artistic activity that benefit students, scholars, and communities across the state, the nation, and the world.

Teaching and Learning

Share that knowledge, understanding, and creativity by providing a broad range of educational programs in a strong and diverse community of learners and teachers, and prepare graduate, professional, and undergraduate students, as well as non-degree-seeking students interested in continuing education and lifelong learning, for active roles in a multiracial and multicultural world.

Outreach and Public Service

Extend, apply, and exchange knowledge between the University and society by applying scholarly expertise to community problems, by helping organizations and individuals respond to their changing environments, and by making the knowledge and resources created and preserved at the University accessible to the citizens of the state, the nation, and the world.

In all of its activities, the University strives to sustain an open exchange of ideas in an environment that embodies the values of academic freedom, responsibility, integrity, and cooperation; that provides an atmosphere of mutual respect, free from racism, sexism, and other forms of prejudice and intolerance;

that assists individuals, institutions, and communities in responding to a continuously changing world; that is conscious of and responsive to the needs of the many communities it is committed to serving; that creates and supports partnerships within the University, with other educational systems and institutions, and with communities to achieve common goals; and that inspires, sets high expectations for, and empowers the individuals within its community.

CSOM Mission Statement

The mission of the Carlson School of Management is to advance the practice of management in the context of a global economy with increasing technological and social change. To do this, the Carlson School must be a leader in the development of knowledge valued by the management profession and in the dissemination of this knowledge to students, practitioners, and academia. Moreover, the Carlson School must recognize its responsibilities to exercise leadership in fostering the intellectual and economic vitality of Minnesota and the region through its research, teaching, and outreach programs.

Policies

Bulletin Use—The University of Minnesota will change to a semester-based academic calendar beginning academic year 1999-2000. This bulletin is the last quarter-based bulletin that will be produced for the Carlson School of Management. It covers academic years 1996-97, 1997-98, and 1998-99. Information about semester-based academic programs will be provided in the fall of 1998 in semester-transition publications.

The information in this bulletin and other University bulletins, publications, or announcements is subject to change without notice. University offices can provide current information about possible changes.

This publication is available in alternative formats upon request. Please contact the Office of Admissions, University of Minnesota, 240 Williamson Hall, 231 Pillsbury Drive S.E., Minneapolis, MN 55455 (612/625-2008; e-mail admissions@tc.umn.edu).

This bulletin also is available in electronic format on the Internet and may be accessed via the World Wide Web.

Course Guide—The *Course Guide*, a quarterly publication distributed at the University Bookstores, provides course information in addition to college bulletins and the *Class Schedule*.

Admissions—The Carlson School of Management is committed to providing equal opportunity to all who seek access to its programs, facilities, and services; establishing fair educational standards and applying them equitably in making decisions about admission and academic standing; and taking affirmative action to ensure that previously underrepresented groups will be fairly represented in its programs.

Equal Opportunity—The University of Minnesota is committed to the policy that all persons shall have equal access to its programs, facilities, and employment without regard to race, color, creed, religion, national origin, sex, age, marital status, disability, public assistance status, veteran status, or sexual orientation.

In adhering to this policy, the University abides by the Minnesota Human Rights Act, Minnesota Statute Ch. 363; by the Federal Civil Rights Act, 42 U.S.C. 2000e; by the requirements of Title IX of the Education Amendments of 1972; by Sections 503 and 504 of the Rehabilitation Act of 1973; by the Americans With Disabilities Act of 1990; by Executive Order 11246, as amended; by 38 U.S.C. 2012, the Vietnam Era Veterans Readjustment Assistance Act of 1972, as amended; and by other applicable statutes and regulations relating to equality of opportunity.

Inquiries regarding compliance may be directed to Stephanie Lieberman, Director, Office of Equal Opportunity and Affirmative Action, University of Minnesota, 419 Morrill Hall, 100 Church Street S.E., Minneapolis, MN 55455 (612/624-9547).

Access to Student Educational Records—In accordance with regents' policy on access to student records, information about a student generally may not be released to a third party without the student's permission. (Exceptions

under the law include state and federal educational and financial aid institutions.) The policy also permits students to review their educational records and to challenge the contents of those records.

Some student information—name, address, electronic (e-mail) address, telephone number, dates of enrollment and enrollment status (full time, part time, not enrolled, withdrawn and date of withdrawal), college and class, major, adviser, academic awards and honors received, and degrees earned—is considered public or directory information. Students may prevent the release of public information only during their terms of enrollment. To do so, they must notify the records office on their campus.

Students have the right to review their educational records. The regents' policy, including a directory of student records, is available for review at 150 Williamson Hall, Minneapolis, and at records offices on other campuses of the University. Questions may be directed to the Office of the Registrar, 150 Williamson Hall (612/625-5333).

Immunization—Students born after 1956 who take more than one University class are required under Minnesota law to submit an Immunization Record form.

The form, which is sent along with the official University admission letter, must be filled out and returned to Boynton Health Service within 45 days of the first term of enrollment in order for students to continue registering for classes at the University. Complete instructions accompany the form.

Extracurricular Events—No extracurricular events requiring student participation may be scheduled from the beginning of study day to the end of finals week. Exceptions to this policy may be granted by the Senate Committee on Educational Policy. The Senate advises all faculty that any exemption granted pursuant to this policy shall be honored and that students who are unable to complete course requirements during finals week shall be provided an alternative and timely opportunity to do so.

Smoke-Free Campus Policy—Smoking is prohibited in all facilities of the University of Minnesota, Twin Cities campus except for designated private residence hall rooms.

D e g r e e P r o g r a m s

**This is the Degree Program section of the 1996-1999
University of Minnesota Carlson School of Management Bulletin.**

Baccalaureate Programs

A degree from the Carlson School of Management (CSOM) combines management and liberal arts coursework to provide you with strong communication, analytical, and creative problem-solving skills. CSOM offers programs leading to the bachelor of science in business (B.S.B.) with majors in accounting, actuarial science, finance, insurance, international business, management of information systems (MIS), marketing, and a self-designed general management major.

Preparing for CSOM

The first freshman class of approximately 225 students was welcomed fall 1996. Fall 1997 we will begin admitting sophomores. About 125 students will continue to be admitted each year as juniors.

For sophomores and juniors, college GPA, essays, and activities and achievements will be the key admission criteria.

Freshmen and sophomores admitted to the Carlson School of Management must meet with advisers each quarter, complete the first 90 credits within three years, and maintain a minimum GPA (to be determined) to pursue upper division majors.

Criteria for Freshman Admission

You will be automatically admitted as a Carlson School of Management freshman if you:

1. Submit your complete application, including all test scores and transcripts, with a \$25 application fee before the freshman class fills. Applications are available at <http://admissions.tc.umn.edu> on the World Wide Web and from the Office of Admissions, 240 Williamson Hall, 231 Pillsbury Drive S.E., Minneapolis, MN 55455 (612/625-2008 or 800/752-1000).
2. Complete the following high school preparation requirements (if you graduated from high school before 1987, you do not have to meet these requirements).

- Four years of English—with emphasis on writing, including instruction in reading and speaking skills and in literary understanding and interpretation. (If you are not a native speaker of English *and* 1) you have an ACT English score of 17 or lower [or SAT verbal score of 380 or lower] or 2) took English as a second language in high school, then you will have to submit scores from the Michigan English Language Battery [MELAB]. Call the Office of Admissions, 612/625-2008 or 800/752-1000, for details.)
 - Three years of mathematics—including one year each of elementary algebra, geometry, and intermediate algebra.
 - Three years of science—including one year each of biological and physical science.
 - Two years of a single second language.
 - Two years of social studies—including U.S. history.
3. Meet the ACT or SAT “Aptitude Rating Standards” below. (If you don’t know your high school rank, see your high school counselor.)
 4. Apply by the priority deadline of December 15.

The formulas below show you how to calculate your ACT or SAT “Aptitude Rating” using your high school rank percentile and your ACT or SAT test scores. If your aptitude rating falls at or above the number indicated, you will be admitted automatically, provided you also meet the other admission standards listed above.

Ratings for CSOM preferred admission

ACT Aptitude Rating (AAR) minimum of 135

(for students who have taken the ACT): High school rank percentile + (2 x ACT composite score)

SAT Aptitude Rating (SAR) minimum of 190

(for students who took the SAT *before April 1, 1995*): High school rank percentile + (SAT verbal ÷ 10 + SAT math ÷ 10)

RSAT Aptitude Rating (RSAR) minimum of 200

(for students who took the SAT *after April 1, 1995*): High school rank percentile + (SAT verbal ÷ 10 + SAT math ÷ 10)

Individual Review

If you do not meet these standards for automatic admission, your application will be considered through our individual review process. The Office of Admissions does not rigidly adhere to an admissions formula. Individual review is a routine part of the application process.

Freshman Advising

For help with planning, all CSOM freshmen have access to quarterly group advising sessions led by a professional Undergraduate Studies Office adviser, 290 Hubert H. Humphrey Center. Freshman-year sessions assist students in adapting to college life and becoming part of the Carlson School learning community. Upper division CSOM students are available to serve as “Carlson Buddies” to help freshmen learn the ropes.

Academic Progress Standards for CSOM Freshmen and Sophomores

The academic progress of CSOM freshmen and sophomores is monitored quarterly. Because there are GPA criteria for students to matriculate from their freshman to sophomore year and from their sophomore year to their upper division major, any student not making satisfactory academic progress is contacted by a CSOM adviser to develop a plan of action. A copy of the plan is placed in the student’s file.

Major Program Matriculation Standards for CSOM Students

- For a CSOM freshman to matriculate to the sophomore year, the following standards apply.
 - Attendance at all required freshman-year advising appointments
 - Completion of 45 credits
 - Completion of microeconomics, macroeconomics, and calculus (Math 1142 or 1251), all with a minimum grade of C
 - Completion of or waiver for information technology module
 - 3.00 overall GPA
- For a CSOM sophomore to matriculate to upper division and declare a major, the following standards apply.
 - Completion of 75 or more credits
 - Completion of calculus (Math 1142 or 1251), microeconomics, macroeconomics, business statistics (BA 1550), accounting principles (Acct 1050), introduction to business and business careers (BA 1350), and management fundamentals (Mgmt 3001), all with a minimum grade of C
 - 3.00 overall GPA

CSOM sophomores may declare their major any time after the above criteria have been met.

Planning to Transfer?

Minnesota’s public colleges and universities are working to make transfer easier. You can help if you **PLAN AHEAD**, **ASK QUESTIONS**, and **USE PATHWAYS** created by transfer agreements.

Preparing for Transfer

If you are currently enrolled in a college or university:

- Discuss your plans with the Undergraduate Studies Office, 290 Hubert H. Humphrey Center (612/624-3313).
- Call or visit your intended transfer college. You should obtain the following materials and information:
 - college catalog
 - transfer brochure
 - information on admission criteria and materials required for admission (e.g., portfolio, transcripts, test scores).
 - information on financial aid (how to apply and by what date)
- After you have reviewed these materials, make an appointment to talk with an adviser in the college or program you want to enter. Be sure to ask about course transfer and admission criteria.

If you are not currently enrolled in a college or university, you might begin by meeting with a transfer specialist or an admission officer at your intended transfer college to plan the steps you need to take.

Applying for Transfer Admission

- Application for admission is always the first step in transferring. Fill out the application as early as you can before the deadline. Enclose the application fee.
- Request that official transcripts be sent from every institution you have attended. You might be required to provide a high school transcript or GED test scores as well.
- Recheck to be certain you supplied the college or university with all the necessary paperwork. Most colleges make no decisions until all required documents are in your file.
- If you have heard nothing from your intended college or transfer after one month, call to check on the status of your application.
- After the college notifies you that you have been accepted for admission, your transcribed credits will be evaluated for transfer. A written evaluation should tell you which courses transfer and which do not. How your courses specifically meet degree requirements may not be decided until you arrive for orientation or have chosen a major.
- If you have questions about your evaluation, call the Office of Admissions and ask to speak with a credit evaluator. Ask why judgments were made about specific courses. Many concerns can be cleared up if you understand why decisions were made.

Understanding How Transfer of Credit Works

- The receiving college or university decides what credits transfer and whether those credits meet its degree requirements. The accreditation of both your sending and your receiving institution can affect the transfer of the credits you earn.
- Institutions accept credits from courses and programs like those they offer. They look for similarity in course goals, content, and level. “Like” transfers to “like.”
- Not everything that transfers will help you graduate. Baccalaureate degree programs

usually count credits in three categories: general education, major/minor courses and prerequisites, and electives. The key question is, “Will your credits fulfill requirements of the degree or program you choose?”

- If you change your career goal or major, you might not be able to complete all degree requirements within the usual number of graduation credits.

How Credits Transfer to CSOM

Transferable credits you have completed at another institution may be used to meet admission requirements. Lower division business courses are accepted for transfer only if such coursework is available for credit in the College of Liberal Arts premanagement program.

Junior- and senior-level business courses from other institutions are usually accepted for general elective credit. Your courses must be evaluated by an appropriate faculty member before they can be used in lieu of CSOM upper division course requirements. To have your courses evaluated, bring your syllabi to the Undergraduate Studies Office in 290 Hubert H. Humphrey Center. CSOM does not normally accept lower division transfer coursework in lieu of upper division course requirements.

Note: If you have earned a bachelor’s degree in business from another four-year institution, you may not earn a second bachelor’s degree from CSOM.

Foreign Credits

If you earned credits at a recognized educational institution abroad, they may transfer to CSOM if the coursework meets specific lower division distribution requirements or upper division elective requirements, as determined by the coordinator of admissions. If you completed credits at a foreign institution before admission to the University of Minnesota, they will be accepted on the S-N grading system only. If you studied at an “unrecognized” foreign institution, you may earn credit only through special examinations authorized by the Undergraduate Studies Office.

Your Rights as a Transfer Student

- A clear, understandable statement of an institution's transfer policy.
- A fair credit review and an explanation of why credits were or were not accepted.
- A copy of the formal appeals process. The steps for appeals through CSOM are: 1) Write a letter of appeal to the director of undergraduate studies explaining why you believe your application should be reconsidered. 2) The director and the coordinator of admissions will review your letter and original application. 3) You will receive a response to your appeal in writing.
- At your request, a review of your eligibility for financial aid or scholarships.

For help with your transfer questions or problems, see your campus transfer specialist.

Admission to CSOM at the Sophomore Year or Later

Standards for Admission to CSOM as Sophomores (from within the University)

A limited number of sophomores will be admitted each academic year beginning fall quarter 1997. Fall is CSOM's primary admission quarter. The application deadline is June 1. If there are openings remaining after fall admission is completed, students may apply for those openings through October 1.

For non-CSOM freshmen to transfer to CSOM for their sophomore year, the following standards apply.

- Completion of 45 to 74 credits. See below for procedures for students with 75 or more credits.
- Completion of microeconomics, macroeconomics, and calculus (Math 1142 or 1251), all with a minimum grade of C.
- Completion of other CSOM pre-major requirements. Contact an adviser in 290 Hubert H. Humphrey Center for details.
- A 3.40 overall GPA is required for automatic admission. All applicants with an overall GPA of 2.80 to 3.39 will be considered. For these applications, students may submit an activity résumé to support their application.

Note: Students are encouraged to apply by the June 1 deadline for fall quarter admission. CSOM cannot guarantee there will be openings available winter and spring quarters.

If you are currently enrolled in another unit of the University, pick up a Change of College or Status form and CSOM Application Addendum at the Office of the Registrar, 150 Williamson Hall (612/625-5333).

Standards for Admission to Upper Division CSOM Major Programs (from another institution)

The following standards apply for students transferring directly into a CSOM upper division major program.

- Completion of 75 or more credits.
- Completion of calculus (Math 1142 or 1251 or equivalent), microeconomics, macroeconomics, business statistics (BA 1550 or equivalent), accounting principles (Acct 1050 or equivalent), all with a minimum grade of C. For students applying to transfer as sophomores, high grades in the courses listed above are particularly important.
- Completion of other CSOM pre-major requirements. Contact an adviser in 290 Hubert H. Humphrey Center for details.
- A 3.50 overall GPA is required for automatic admission. Applicants with 2.70 to 3.49 overall GPAs will be considered. For these applications, students may submit an activity résumé to support their application.

The current admission application deadlines for the upper division CSOM program are June 1 for fall quarter and January 15 for spring quarter. CSOM is planning to switch to a once-a-year (fall) admission by fall quarter 1999.

If you are transferring from outside the University of Minnesota, pick up an application for admission and a CSOM Application Addendum at the Office of Admissions, 240 Williamson Hall, 231 Pillsbury Drive S.E., Minneapolis MN 55455 (612/625-2008). You must request that an official transcript from each college you have attended be sent directly from the college to the Office of Admissions. In addition, a nonrefundable \$25 application fee must accompany your application.

Other Admission and Registration Options

University College

Admission and program requirements for CSOM's evening program are identical to those for its day school program. You must formally apply for admission to CSOM if you plan to earn a bachelor's degree in business. Plan to complete the premanagement requirements early in your program and apply to the school after you have earned approximately 90 credits.

CSOM offers an extensive selection of undergraduate courses in the evening and you can complete the required coursework for many CSOM programs through University College (UC). Careful planning on your part is essential, however, because some courses are offered only once per year.

CSOM's evening program offers you many of the benefits enjoyed by Carlson School day students and you are welcome to participate in CSOM events as your schedule allows. Like CSOM full-time students, you may take advantage of the advising services in both the Undergraduate Studies Office, 290 Hubert H. Humphrey Center, and the Career Services Center, 190 Hubert H. Humphrey Center.

UC offers a number of certificate programs in various business fields. These programs are described in the *Extension Classes Bulletin*.

Independent Study Credits

University of Minnesota independent study (correspondence) courses carrying degree credit may apply toward CSOM requirements. CSOM accepts a maximum of 17 credits of upper division CSOM coursework completed through correspondence study toward the B.S.B. degree. There is no limit to the number of non-CSOM courses you can take through independent study.

Adult Special Status

If you are interested in taking day school courses but not in earning a degree and have a bachelor's degree or business experience and a strong undergraduate record, you may apply to CSOM as an adult special student. As an adult special you will be allowed to register for three quarters (this does not include summer

sessions). You need written approval from the Undergraduate Studies Office for each quarter's registration.

If you are admitted as an adult special student and later decide to become a degree candidate, you must satisfy CSOM's admission requirements and apply to transfer into a degree program.

Applications for admission with adult special status are available in the Office of Admissions, 240 Williamson Hall. Application deadlines for adult special students are July 15 for fall quarter and February 15 for spring quarter.

Academic Advising Services

CSOM offers centralized advising services to undergraduates currently enrolled or interested in CSOM. In addition, CSOM also works closely with the College of Liberal Arts' pre-business advisers (B-18 Johnston Hall, 612/624-9585).

To schedule an appointment with a CSOM academic adviser, call or visit 290 Hubert H. Humphrey Center (612/624-3313). The CSOM adviser will help you design and implement a program of study and extracurricular activities that will allow you to achieve your educational goals. Please prepare for your appointment by giving careful thought to possible course selections, program schedules, and your short- and long-term educational and career goals.

Residence and Reciprocity

Residence—Because the University is a state institution, Minnesota residents pay lower tuition than nonresidents and, in many programs, receive priority consideration for admission. To qualify for resident status, students must reside in Minnesota for at least one calendar year before the first day of class attendance. For more information, contact the Resident Classification and Reciprocity Office, 240 Williamson Hall, 231 Pillsbury Drive S.E., Minneapolis, MN 55455 (612/625-6330), or the residency office on your campus.

Reciprocity—The University has reciprocity agreements with North Dakota, South Dakota, Wisconsin, and Manitoba. The University also participates in a reciprocity program with

Kansas, Michigan, Missouri, and Nebraska, for students in the following undergraduate colleges: Agricultural, Food, and Environmental Sciences; Architecture and Landscape Architecture; Biological Sciences; Education and Human Development; Human Ecology; Liberal Arts; Natural Resources; Carlson School of Management; Division of Dental Hygiene; School of Nursing; and Institute of Technology. If you are a resident of any of these states or this province, you may qualify for reciprocity tuition rates, which are lower than nonresident tuition rates and, in some cases, comparable to resident rates. For more information, contact the Resident Classification and Reciprocity Office, 240 Williamson Hall, 231 Pillsbury Drive S.E., Minneapolis, MN 55455 (612/625-6330), or the residency office on your campus.

Expenses and Financial Aid

For information on current tuition, fees, and estimated total expenses, consult the quarterly *Class Schedule*.

Financial aid applications are available from the Office of Scholarships and Financial Aid, University of Minnesota, 210 Fraser Hall, 106 Pleasant Street S.E., Minneapolis, MN 55455 (612/624-1665). Applications must be submitted early in the calendar year.

Several short-term loans are available to CSOM students. For more information, contact the Undergraduate Studies Office, 290 Hubert H. Humphrey Center (612/624-3313). In addition, the Department of Accounting has a loan fund for accounting majors; contact the department directly (612/624-6506) for details.

Scholarships

A variety of scholarships—both need-based and merit-based—are available for current and prospective CSOM students. The priority deadline for most freshman scholarships is January 15th. Information on scholarships for continuing CSOM students is generally available in early February. CSOM occasionally offers one-time-only scholarships, which are posted in 290 Hubert H. Humphrey Center.

Scholarships awarded in 1995-96:

Thomas E. Leary Freshman Scholarship Program—Up to four \$2,000 scholarships awarded to incoming freshmen who are Minnesota residents. Recipients must perform community service. Scholarship is renewable for up to four years.

Merrill and Donna Anderson—Preference for this award is given to CSOM students who have worked in the restaurant industry. This \$500 award is renewable for one additional year for a total possible scholarship of \$1,000 over two years.

Farmers Insurance Group of Companies Scholarship—For students interested in insurance, mathematics, business administration, personnel, and other areas related to the insurance industry. Applicants must have financial need. One \$715 award.

The Jack Collins Memorial Scholarship in Management—For full-time CSOM students, who by choice or necessity, interrupted their traditional educational years with career, family, or military service. Two \$1,000 awards.

Carl H. Fritze Transportation Scholarship—Awarded to a CSOM undergraduate who has a career interest in logistics or transportation. The award is based on scholarship, achievement, and potential, with special preference given to students who have an interest in transportation law. One \$500 award.

Holden Graphic Arts Scholarship—Awarded to a CSOM junior who shows an interest in manufacturing and, preferably, printing and graphic arts. One \$1,000 award with renewal opportunity.

George Russell International Fund—Four \$750 scholarships for CSOM undergraduates interested in international business and foreign study. Preference is given to students who plan to study abroad through one of the foreign studies programs cosponsored by the Carlson School.

Kopp Investment Advisers Emerging Leadership Scholarship—This scholarship provides \$2,000 to support the academic and personal development of CSOM students completing Level I of the Honors Emerging Leadership Program.

LaBisnoniere Scholarship—Four \$1,000 awards based on academic and leadership skills.

Phi Delta—Awarded to one female CSOM student on the basis of good academic standing and a high level of involvement in community, extracurricular, or work activities. Eligible applicants must be enrolled in the Carlson School at the time the scholarship is received. The award is limited to students with an overall GPA of 3.00 to 3.50. One \$500 award.

Rothschild Scholarship—Awards are based on academic and leadership skills. Five \$1,000 awards.

Walter H. Schmitt Scholarship—Awards are based on academic merit, demonstrated financial need, and interest in marketing, with preference given to those interested in sales. Two \$1,000 awards.

MTMA-Minnesota Treasury Management Association—Preference is given to finance majors who have financial need. Mentoring and networking opportunities are part of this scholarship. Finalists are interviewed by TCCMA; date to be scheduled. One \$1,000 award.

Walter Deubener Scholarship—Applicants must have a strong interest in entrepreneurship as described in application essay. High academic performance or potential and financial need also considered. One to three awards to total \$2,750.

Lucille Wynkoop—Awarded to a full-time student with a 3.00 or better GPA and financial need. One \$1,000 award.

The Department of Accounting annually awards many scholarships to undergraduate accounting majors. Accounting majors are encouraged to contact the accounting department early fall quarter to obtain application information. Awards are primarily based on scholarship.

Program Requirements

(for students starting as freshmen in CSOM)

Lower Division Premajor Requirements

Tool Courses (A-F grading required)
Microeconomics (Econ 1101 or equivalent)
Macroeconomics (Econ 1102 or equivalent)
Calculus (Math 1142 or 1211 or 1251 or equivalent)
Business statistics (BA 1550 or equivalent)
Accounting principles (Acct 1050 or equivalent)
Management fundamentals (Mgmt 3001)

Other Requirements

Freshman writing (Comp 1011 or equivalent) (A-F grading required)
Introduction to business and business careers (BA 1350) (A-F grading required)
Information technology module (BA 1001)
General psychology (Psy 1001 or equivalent) (A-F grading required)
Advanced symbolic reasoning—one of the following (A-F grading required):
Computer programming (CSci 3101, 3102, 3113, 3121, 3311, 3316)
Linguistics (Engl 3851; Ling 3001, 3111)
Finite math, calculus II (Math 1131, 1221 or 1252)
Logic (Phil 1001)
Professional skills module (BA 3000) (Required only if you wish to use the CSOM Career Services Center)

Liberal Education Requirements (see page 17)

Diversified Core

Physical and biological sciences

Three courses totaling at least 12 credits

History and social sciences

Because other premanagement requirements complete two of the three required courses in this area, only one course with an historical perspective is required

Arts and humanities

Three courses totaling at least 12 credits

Mathematical thinking

This requirement is met by completing of calculus

Designated Themes

Six courses including at least one course from each of the four designated areas

Electives

You must take additional coursework so that you will have at least 75-80 transferable credits by the time you begin your upper division major coursework. In general, credits from the College of Liberal Arts, Institute of Technology, and College of Agricultural, Food, and Environmental Sciences will transfer to CSOM.

There are exceptions: CSOM accepts a maximum of 6 credits for physical education activity courses and 6 credits for music

performance courses. After taking BA 1550, all statistics coursework must be at a higher level to transfer. Personal skills or self-development courses such as efficient reading and how to study generally do not transfer.

Note: If you have taken a course at another institution that you believe is equivalent to any of the above, please talk to a CSOM adviser before registering.

Second Language

You are not required to take a second language if you graduated from high school June 1986 or earlier. You *are* required to take a second language (two years in high school or one year in college) if you graduated from high school after June 1986.

General Degree Requirements

To graduate from CSOM you must

- complete a minimum of 180 credits. These credits include the required premanagement coursework and the specific upper division requirements listed below.
- complete a minimum of 72 credits in business/economics coursework and 72 credits in nonbusiness/economics coursework. This includes courses taken before and after admission to your major program.
- complete a minimum of 40 credits of upper division courses taught by CSOM departments *after* official admission to the upper division major.
- complete the final 45 credits of the degree program at the University of Minnesota. (With prior approval, you may apply credits earned at an institution participating in the National Student Exchange Program and through foreign studies programs toward these 45 credits.) In addition, accounting students must complete 50 percent of their total number of accounting courses at the University of Minnesota.
- be in good academic standing with a minimum GPA of 2.00 in all work taken after admission to CSOM and in all upper division courses offered by CSOM departments, as well as in the first course of Econ 3101, 3102, 3105, or 3701. (See page 10 for lower division progress standards.)

Note: If you were previously admitted to CSOM and have not taken courses for two years or more, consult a CSOM adviser before continuing with your coursework. Contact the Undergraduate Studies Office in 290 Hubert H. Humphrey Center for updated degree planning sheets.

Upper Division Major Requirements (A-F grading required)

The new fall 1996 program is outlined below. Students admitted to the upper division major before fall 1996 should consult the appropriate *CSOM Bulletin* for their program requirements. Students following previous *CSOM Bulletin* program requirements have until the last class day of spring quarter 1997 to request an automatic change to the new program. After that date, students must petition the Scholastic Committee to request a change.

To declare a major or a minor, students must complete the CSOM Major/Minor Declaration form available in the Undergraduate Studies Office, 290 Hubert H. Humphrey Center. Students can declare one or two majors.

Functional Core (29 credits)

Acct 3001—Introduction to Management Accounting

BFin 3000—Finance Fundamentals

IDSc 3030—Information Systems and Information Management

IR 3002—Personnel and Industrial Relations

Mgmt 3004—Business Policy (should be taken after completion of or concurrent registration in other functional core courses)

Mktg 3000—Principles of Marketing

OMS 3000—Introduction to Operations Management

International Core (8 credits)

BA 3040—International Environment of Business

One of the following:

Acct 5310

ApEc 3070, 5720, 5750, 5790

BFin 3400

BGS 3004, 3014

Econ 3041/5041, 3315, 5301, 5307, 5313, 5315, 5331, 5337, 5401, 5431, 5432

Mktg 3072—International Marketing (available 1997-98 academic year)

Pol 3477, 3810, 5889

Communications Core (12 credits)

Comp 3022—Critical Reading and Writing for Management

Comp 3032—Preprofessional Writing for Business

(Comp 3050—Topics in Advanced Composition when taken in conjunction with an internship may be substituted for either Comp 3022 or Comp 3032, but not both)

Speech (one of the following):

Rhet 3254—Advanced Public Speaking

Rhet 3266—Discussion Methods

Spch 1101—Fundamentals of Speech Communication

Liberal Education Requirements

Effective for all freshmen with fewer than 39 credits enrolling from fall 1994 to summer session II 1996. Beginning fall 1996, the liberal education requirements apply to all students entering a baccalaureate degree program, regardless of prior credits.

A liberal education introduces you to the modes of inquiry and subject matter of the major branches of knowledge, including the factual information and theoretical or artistic constructs that form their foundations; the “ways of knowing”—the kinds of questions asked and how insight, knowledge, and data are acquired and used; the changes over time of their central ideas or expressive forms; and the interrelationships among them and with human society in general. To these ends, study by all undergraduate students on the Twin Cities campus is guided by a common framework.

The Diversified Core Curriculum

Physical and Biological Sciences. Comprehension of physical and biological principles; understanding of and ability to use the methods of scientific inquiry—the ways in which scientists investigate physical and biological phenomena; and appreciation of the importance of science and the value of a scientific perspective.

Requirement: A minimum of three courses totaling at least 12 credits, including one course with a laboratory or field experience in the physical sciences and one course with a laboratory or field experience in the biological sciences.

History and Social Sciences. Knowledge of how historians and social scientists describe and analyze human experiences and behavior; study of the interrelationships among individuals, institutions, structures, events, and ideas; understanding of the roles individuals play in their historical, cultural, social, economic, and political worlds.

Requirement: A minimum of three courses totaling at least 12 credits, including one course with historical perspective.

Arts and Humanities. Understanding of approaches to the human condition through works of art, literature, and philosophy; knowledge of how artists create and humanistic scholars think; ability to make aesthetic judgments.

Requirement: A minimum of three courses totaling at least 12 credits including courses in two of the following: literature, philosophical perspective, and visual or performing arts.

Mathematical Thinking. Acquisition of mathematical modes of thinking; ability to evaluate arguments, detect fallacious reasoning, and evaluate complex reasoning chains; appreciation of the breadth of applications of mathematics and its foundations.

Requirement: A minimum of one course totaling at least four credits.

The Designated Themes of Liberal Education

The designated themes of liberal education offer a dimension to liberal learning that complements the diversified core curriculum. Each of the themes focuses on an issue of compelling importance to the nation and the world, the understanding of which is informed by many disciplines and interdisciplinary fields of knowledge.

Requirement: A minimum of six courses (or five courses if one includes an approved practicum), including one course in each of the following:

Cultural Diversity. Understanding of the roles gender, ethnicity, and race play in structuring the human experience in and developing the social and cultural fabric of the United States.

International Perspectives. Comprehension of the ways in which you are part of a rapidly changing global environment dominated by the internationalization of most human endeavors.

Environment. Knowledge of the interaction and interdependence of the biophysical systems of the natural environment and human social and cultural systems.

Citizenship and Public Ethics. Reflection on and determination of a clearer sense of your present and future civic relationships and your obligations to the community.

Writing Skills

The ability to communicate effectively is a hallmark of a liberally educated individual and a key to a successful and satisfying life. To encourage refining of writing skills, the liberal education curriculum includes both writing courses and writing across the curriculum.

Requirement: Writing skills requirements are being revised. Until the new requirements are in effect, all students will complete the writing requirement specified by the college awarding their baccalaureate degree.

You may satisfy the liberal education requirements with a number of courses and credits different from those of other students because some courses serve multiple goals in the curriculum; e.g., some courses will satisfy a diversified core requirement and a designated theme requirement, and other courses will satisfy the requirements for each of two themes. Thus, you may satisfy the designated theme requirements with a smaller number of courses than is stated in the requirement. Each quarter, the *Class Schedule* will publish the requirements and list all courses that satisfy them. In addition, the *Class Schedule* will list which of these courses are offered that quarter and which are tentatively scheduled for the subsequent quarters during the academic year.

Minnesota Transfer Curriculum

If you complete the Minnesota Transfer Curriculum at any participating Minnesota college or university, you fulfill the University’s Twin Cities campus liberal education requirements. However, you will still need to complete a portion of the writing skills requirements. Contact your college advising office concerning these requirements. For more information on using transfer credits for the liberal education requirements, contact the Office of Admissions (612/625-2008).

DEGREE PROGRAMS

Spch 3111—Leadership Communication
Spch 3411—Small Group Communication Processes
Spch 3605—Public Speaking
Spch 5422—Interviewing and Communication
Th 3803—Platform Performance

Economics (4 credits)

One of the following:

Econ 3101—Microeconomic Theory
Econ 3102—Macroeconomic Theory
Econ 3105—Managerial Economics
Econ 3701—Money and Banking

Major (16-32 credits in one of the following areas)

Accounting

Acct 3101—Intermediate Financial Reporting
Acct 5102—Advanced Financial Reporting I
Acct 3201—Intermediate Management Accounting
Acct 5125—Auditing Principles and Procedures
Acct 5135—Income Tax Accounting
Acct 5xxx—Accounting elective
Acct 5xxx—Accounting elective
BLaw 3058—Introduction to Law and the Law of Contracts and Sales Contracts

Actuarial Science

(Note: Check prerequisites for math courses.)

Ins 5100—Risk Management and Insurance
Math 5056—Theory of Interest
Ins 5230/Math 5057—Actuarial Math I
Ins 5231/Math 5058—Actuarial Math II
Math 5473 or 5059—Actuarial Math III
Math 5679—Probability
or Stat 5131—Theory of Statistics
Stat 5121-5122—Theory of Statistics
or Stat 5132-5133—Theory of Statistics

Finance

BFin 3100—Financial Management
BFin 3200—Financial Markets and Interest Rates
BFin 3300—Securities Analysis and Portfolio Management
Plus one of the following four-course tracks:

Track 1

BFin 3400—International Financial Management
BFin 3500—Advanced Corporate Finance

Plus two from:

Acct 3101—Intermediate Financial Reporting
Acct 3201—Intermediate Management Accounting
Acct 5135—Income Tax Accounting
Acct 5160—Financial Statement Analysis
BFin 3504—Investment Banking

Track 2

Acct 5160—Financial Statement Analysis

Plus three from:

BFin 3400—International Financial Management
BFin 3501—Futures: Markets and Uses
BFin 3502—Options: Markets and Uses
BFin 3504—Investment Banking

General Management (Self-Designed)

24 credits of upper division courses are required, at least 8 of which must be CSOM credits

Students must submit a written statement explaining the rationale for particular course selections. Approval of the undergraduate studies director is required.

Insurance

BFin 3100—Financial Management
or BFin 3200—Financial Markets and Interest Rates

BLaw 3058—Introduction to Law and the Law of Contracts and Sales Contracts

Ins 5100—Risk Management and Insurance

Ins 5200—Insurance Applications of Theory and Practice

International Business

One of the following: BFin 3400 or Acct 5310

One of the following: BGS 3004 or Mktg 3072 (course available 1997-98)

Two of the following:

Econ 3041/5041, 3315, 5301, 5307, 5315, 5331, 5337, 5401, 5431, 5432

Geog 3321, 3331, 3378, 5145

Pol 3477, 3810, 5889

An approved study abroad program with a minimum of 12 credits of business and economics coursework

Two college years of a second language

Marketing

Mktg 3010—Marketing Research

Mktg 3040—Buyer Behavior

Mktg 3080—Marketing Strategy

Plus one of the following three-course tracks:

Advertising Management

Jour 5261—Advertising: Media Analysis
or Jour 5263—Advertising and Public Relations: Campaign Planning

Mktg 3030—Sales Management

Mktg 3050—Marketing Communications

Sales Management

Mktg 3030—Sales Management

Mktg 3050—Marketing Communications

Mktg 3060—Marketing Channels

or LM 3000—Logistics Management

Logistics Management

LM 3000—Logistics Management

LM 5020—Advanced Logistics

Mktg 3060—Marketing Channels

Retail Sales/Buying

Mktg 3030—Sales Management

Mktg 3065—Retail Management

Mktg 3050—Marketing Communications

or Mktg 3060—Marketing Channels

or LM 3000—Logistics Management

Marketing Management

Mktg 3050—Marketing Communications

Mktg 3030—Sales Management

or BFin 3100—Financial Management

Mktg 3060—Marketing Channels

or LM 3000—Logistics Management

Management of Information Systems (MIS)

IDSc 3110—Information Systems Application Development I

IDSc 3120—Information Systems Application Development II

IDSc 3130—Business Process Analysis and Design

IDSc 3140—Management of Business Application Development Projects

IDSc 3150—Information Technology Infrastructure

IDSc 3160—Information Systems Management

Plus one of the following:

IDSc 3420—Financial Information Systems and Technologies

IDSc 3430—Advanced Database Development and Management

IDSc 3450—Telecommunications

IDSc 3990—Information Systems Industry Internship
IDSc 5410—Decision Support and Expert Systems

Note: If you are pursuing two majors, you cannot use one course to fulfill a requirement in both areas.

Minors

Minors in actuarial science, finance, insurance, and international business are also available to CSOM students. A general business minor is available to qualified students in the Institute of Technology. See an Undergraduate Studies Office adviser for program details.

Electives

You may need additional transferable electives (upper or lower division) to complete the 180 credits needed for graduation. Consult an Undergraduate Studies Office adviser before taking courses other than those listed above.

Accounting Internships

Two optional internship opportunities are available in the accounting program.

Acct 3199—Internship in Public Accounting

Acct 3299—Internship in Management Accounting

The accounting internships require full-time work for one quarter and give you an opportunity to apply accounting concepts and methods and gain experience that can help you make career decisions. The public accounting internship, usually taken during winter quarter, emphasizes auditing and taxation. The management accounting internship, usually taken during the summer, involves areas such as developing cost data for specific projects, reviewing accounting procedures, and evaluating and operating some phase of an accounting system.

Certified Public Accountant (C.P.A.)

The C.P.A. license is awarded by the state, not the University. The C.P.A. examination is generally given each spring and fall. For detailed information, contact the Minnesota State Board of Accountancy at (612) 296-7937.

Service Centers

Career Services Center (190 Hubert H. Humphrey Center, 612/624-0011)—Through this center CSOM students and alumni can investigate local and nationwide career opportunities, get help writing résumés, obtain information about companies throughout the United States, and polish interpersonal skills through mock interviews. The center is the place to start your search for an internship, part-time job, or full-time position. You will find

hundreds of listings for companies with positions to fill and many opportunities to interview on campus with recruiters eager to hire Carlson School graduates.

Office of Information Technology (320 Management & Economics, 612/625-8005)—The Carlson School's Office of Information Technology provides a variety of services and programs to CSOM students, faculty, and staff. Workshops on basic computing skills, including the use of word processing, spreadsheet, electronic mail, and database systems, are offered quarterly. Equipment may be loaned to students for classroom presentations. The office also maintains an extensive set of free "how-to" materials.

Computer Labs (Distributed Computing Services, 612/625-0200)—Four computing labs are located on the West Bank campus (170 Anderson Hall, 250 Anderson Hall, 455 Blegen Hall, and 50 Hubert H. Humphrey Center). The labs offer free access to DOS/Windows and Macintosh computers.

Industrial Relations Reference Room (365 Blegen Hall, 612/624-7011)—A division of the Industrial Relations Center, this specialized library maintains a unique collection of resource materials covering all aspects of employment, with an emphasis on collective bargaining and human resource management.

O. Meredith Wilson Library (612/624-0303)—If you are beginning research on a business subject, start in the Business Reference Service located on the second floor of the library. Its collection includes reference materials, tax and investment advisory services, periodical indexes, and a large collection of corporate annual reports. Many 10-K reports, which publicly-held corporations are required to file with the Securities and Exchange Commission, are available on microfiche. The Deloitte Haskins and Sells Tax Research Room is adjacent to the Business Reference Service. It contains reference materials on tax services, tax cases, revenue rulings, and tax proceedings.

Periodicals are kept in the Periodicals Room in the basement, but you may also find some newspaper and periodical indexes that interest you in the Reference Room on the first floor.

Census and government agency publications are kept in the Government Publications Library on the fourth floor. Indexes, bibliographies, and reference assistance are also available there.

University Counseling and Consulting Services

University Counseling and Consulting Services (UCCS), 109 Eddy Hall on the East Bank and 199 Coffey Hall on the St. Paul campus (612/624-3323 for both), offers counseling for academic, career, personal, or relationship concerns. Besides counseling, UCCS features a variety of services. The Career Development Center and the Learning and Academic Skills Center offer workshops, courses, and materials for career development or academic skills improvement. The Organizational Development Program offers consultation, assessment, team building, conflict mediation, training, and workshops. UCCS's Office of Measurement Services (OMS) scores exams, surveys, and research instruments and provides consultation to University faculty and staff. OMS operates the Minnesota Statewide Testing Program for Minnesota elementary and secondary schools. The Testing Center administers admissions, placement, and national tests. For more information, see <http://ucs1.ucs.umn.edu/uccswww/uccs.html> on the World Wide Web.

Special Programs

Study Abroad

With the internationalization of the economy, it is more important than ever to gain an understanding of other cultures, languages, and business practices.

If you decide to include study abroad in your degree plan, make the International Study and Travel Center and the Global Campus your first stops. These two offices together form a work, study, and travel abroad advising center in 102/104 Nicholson Hall. You can learn about the many opportunities available through an appointment with an options adviser (612/626-9000). After identifying one or more options that interest you, see a program adviser (612/624-3379) for detailed program information

and credit and financial aid planning. An Undergraduate Studies Office adviser, 290 Hubert H. Humphrey Center, specializes in advising business majors considering a study abroad program or international business major and can provide current information on scholarship funds to support study abroad.

You can use a short-term study abroad experience to acquire language competence, knowledge of another culture, and self-confidence. Such an experience can serve as a stepping stone to more challenging forms of study abroad later in your academic career. Language-intensive programs are the primary vehicle for freshman and sophomore study abroad. Quarter and summer programs are available in Chinese (China), French (France, Quebec), German (Austria), Russian (Russia), and Spanish (Mexico, Spain, Venezuela).

Business-related study abroad opportunities are available to management students through theme programs, integrated classroom study, and field study.

Theme programs offer specialized curricula specifically for U.S. students although international students from other countries also study in these programs. CSOM cosponsors theme programs focused on international business in Copenhagen, Denmark; Dijon, France; London, England; Tokyo, Japan; Seville, Spain (taught in Spanish); and Vienna, Austria.

Field study emphasizes activities outside the classroom. The Student Project for Amity Among Nations (SPAN) consists of summer overseas research on a topic of your choice, preceded by one year of on-campus preparation and followed by a project write-up in the fall. Destinations vary each year. Minnesota Studies in International Development (MSID) offers two-quarter (winter/spring) grassroots internships in Ecuador, India, Jamaica, Kenya, Morocco, or Senegal. On-campus preparatory courses are offered in the fall; some sites require prior language study. Both full- and part-time business internships are available in Australia.

Integrated classroom study permits you to take regular university courses with host-country nationals at participating universities around the world. This opportunity may be

especially attractive to you if you are fluent in a second language or nearly fluent and want to polish your language skills. Many institutions around the world offer instruction in English, including universities in Australia, Hungary, Sweden, United Kingdom, the Virgin Islands, and Manitoba, Canada.

Upper Division Carlson Plan Cohort Scheduling

New transfer students admitted as juniors to CSOM fall quarter are invited to participate in the Carlson Plan scheduling option. If you are one of the first 60 students to sign up for the plan, you will register for special sections of two core courses each quarter. Not only are spaces held for you in these two core courses, but you also have more opportunities to form study groups and become better acquainted with your classmates as you progress through your junior-year courses together.

Mentorship Program

If you are a CSOM student you may request a mentor from the Twin Cities business community. This is an ideal way to learn more about the business world and begin developing business connections. Your mentor can also help you develop your résumé, improve your interviewing skills, and expand your knowledge of business practices. See an Undergraduate Studies Office adviser for details.

Scholastic Standards and Policies

Grading Options

The University offers two grading system options: A-F or S-N. Indicate the option you want when you register. You may change your grading option through the end of the second week of the quarter (first week of a five-week summer term).

There are eleven permanent grades that are acceptable for completing a CSOM course: A, A-, B+, B, B-, C+, C, C-, D+, D, D-. In calculating GPAs, F and N are assigned zero grade points.

CSOM students must earn a minimum of 135 credits A-F.

Alternative Registrations

X Registration—A way of earning up to three extra credits in a course you are taking or have previously taken, by exploring a topic related to the course's content in more depth.

Y Registration—Completing a course by studying independently under the instructor's guidance without attending class. Requirements for completing the course must be agreed upon by you and your instructor.

V Registration (auditing)—V registration requests for CSOM courses are considered the first day following the day school alphabetical registration queue each quarter.

Joint Day/Extension Registration—Joint day/Extension registration requests for CSOM courses are considered the first day following the day school alphabetical registration queue each quarter.

Dean's List

The Dean's List is a method by which CSOM recognizes superior academic performance. If you complete 12 or more credits on an A-F basis during a quarter and earn a 3.50 or higher GPA, you will receive the Dean's List notation on your transcript. You may need to submit documentation of the credits and grades you earn through independent study.

Transcript Symbols

The following grade or symbol may be assigned to you in lieu of a permanent grade:

The temporary grade of I (*incomplete*) indicates that your instructor did not have sufficient information immediately available to assign you a permanent grade. An incomplete is awarded at the instructor's discretion. *You must make up your incomplete during your next regular quarter of registration* (summer session is not considered a regular quarter). Your instructor decides whether or not you have completed sufficient work to warrant an I. To simply stop attending class does not guarantee you will be assigned an I. Incompletes that are not changed to a permanent grade will lapse to the appropriate failing grade (F or N). Do not reregister for the course in order to make up the incomplete.

The symbol W (*withdrawal*) indicates official cancellation of a course after the second week and through the first six weeks of a quarter, regardless of your standing at that time. You must officially cancel your course(s); you will not be assigned a W if you simply stop attending a class. You must receive Scholastic Committee approval to withdraw from a class after the sixth week of a quarter or the third week of a five-week summer session term.

A discretionary drop after the end of the sixth week of classes is permitted once during a student's CSOM registration. Requests must be submitted no later than the last day of instruction for the quarter in which the withdrawal is requested. Students must petition for permission to invoke this one-time-only withdrawal. (This policy is currently under review and may be replaced by a University-wide policy on grading and course withdrawal. See a CSOM adviser for current information.)

Grade Point Average

Your grade point average (GPA) is defined as the sum of your grade points divided by the sum of the credits for which you have earned grades of A, B, C, D, F, or N. Grade points are assigned to permanent grades as follows:

<i>Grade</i>	<i>Grade point</i>
A	4.0
A-	3.7
B+	3.3
B	3.0
B-	2.7
C+	2.3
C	2.0
C-	1.7
D+	1.3
D	1.0
D-	0.7
F or N	0.0

The GPA on your University of Minnesota transcript is computed for work completed at the University only. Grade points for work completed at other institutions are computed by CSOM advisers into an overall average even though they are not reflected in the GPA on your University transcript.

Repeating Courses

If you take a course fall 1992 or later and earn a D+, D, or D-, you may repeat that course *once*. Although CSOM will count the credits only once, the original and second grades will be

averaged to determine your GPA. The only exception to this policy is when you earn an F in the repeated course in which case *both* grades will count in your GPA.

You may repeat courses in which you receive a grade of F or N. Both the old and new grades will remain on your record and count toward your GPA. No degree credit is granted for grades of F or N. You need not repeat a course for which you received an F or N unless it is required for graduation.

(These policies are currently under review and may be replaced by a University-wide policy on grading and course withdrawal. See a CSOM adviser for current information.)

If you take a course without fulfilling a prerequisite, you may not later take the prerequisite course for credit except by permission from the Undergraduate Studies Office.

Satisfactory Progress and Scholastic Probation

Academic standing is defined by honor point accumulation calculated as follows:

<i>Grade</i>	<i>Per credit</i>
A	+2.0
A-	+1.7
B+	+1.3
B	+1.0
B-	+0.7
C+	+0.3
C	0.0
C-	-0.3
D+	-0.7
D	-1.0
D-	-1.3
F or N	-2.0

To remain in good academic standing, you must accumulate positive honor points in two areas: all courses taken after admission to CSOM and all upper division courses offered by CSOM departments. You must have a 2.00 minimum GPA in both these areas to graduate from CSOM (see page 10 for CSOM premajor progress standards).

If you accumulate honor points from -1 to -11, you will be placed on probation (level P1). If your accumulated grade points fall below -11, you will be placed on "Final Quarter Notice" (level P2). Failure to meet the terms of the "Final Quarter Notice" can result in suspension from the school (level P3) according to terms set by the Undergraduate Studies Office.

Probationary action is based on University coursework only; you cannot offset grade point deficiencies accumulated at the University of Minnesota by earning high grades at other academic institutions.

Students suspended for academic reasons are normally not allowed to register in the school for one year. *Any credits earned during the suspension period are not counted toward the degree unless prior approval has been granted.*

Cancel-Add

You may cancel course registration through the sixth week of the quarter (third week of five-week summer terms). No signatures or approvals are required through this time. If you want to cancel a course after the sixth week, you must get Scholastic Committee approval. Such requests are approved only when extenuating circumstances arise (see the paragraph explaining the symbol W under Transcript Symbols on page 22).

No approvals are needed to add a course during the first week of the quarter. To add a course during the second week your request must be approved by your instructor and the Undergraduate Studies Office. You may not add a course after the end of the second week without instructor and Scholastic Committee approval.

During the regular school year, students may request permission to register for closed sections of CSOM courses by completing the Closed/Restricted Course Request form available in 290 Hubert H. Humphrey Center. Requests are reviewed by the Student Services coordinator. Whenever possible, students receive a response within two to three working days.

Proficiency Examinations

If you have taken an upper division course in marketing (from an institution not accredited by the AACSB) or information systems, you may take a proficiency examination to see if you are exempt from taking Mktg 3000 or IDSc 3030. (Refer to the Accounting section, page 29, for information regarding the Accounting 3101 Pre-Test.) Examinations are offered

approximately once each month from October through August. Contact the Undergraduate Studies Office (612/624-3313) for detailed information.

Petitions

Petition forms, available in the Undergraduate Studies Office, must be used to determine whether certain courses completed at other institutions are equivalent to University of Minnesota courses and to request exceptions to rules and requirements.

CSOM may require that you supply written recommendation from the department or instructors involved. Submit your completed petition to the Undergraduate Studies Office, 290 Hubert H. Humphrey Center. You may pick up a response to your request in that office after official action has been taken.

Academic Misconduct

The school defines academic dishonesty broadly as any act that violates the rights of another student in academic work or that involves misrepresentation of your own work. Academic dishonesty includes, but is not necessarily limited to, cheating on assignments or examinations; plagiarizing, which means misrepresenting as your own work any part of work done by another; submitting the same paper, or substantially similar papers, to meet the requirements of more than one course without the approval and consent of all instructors concerned; depriving another student of necessary course materials; or interfering with another student's work.

A committee composed of students and faculty investigates charges of academic dishonesty referred to it by CSOM faculty or students. When charges are upheld, the committee may place a student on disciplinary probation, fail the student in a course, suspend the student from the school, or take other action.

CSOM faculty may act on cases involving students in their courses, but such action may not exceed modification of a course grade. Instructors must report any action to the director of undergraduate studies and the student will be informed of the right to ask for a

committee hearing. The advising staff can provide specific information about reporting and appeal procedures.

Nonacademic disciplinary or conduct cases involving two or more colleges are referred to the Campus Committee on Student Behavior (612/624-6073).

Attendance

You are expected to attend classes regularly. Instructors announce their own policies regarding class attendance and are responsible for determining whether a student may make up work missed because of absence from class. CSOM faculty are required to allow makeup of missed examinations or other required coursework only under the following circumstances:

- Participation in a formally approved and scheduled University activity such as intercollegiate competition in academic or athletic events. This does not include activities of student organizations of any type.
- Performance of military or civil duty (such as jury duty) that could not be scheduled at another time.
- Having three or more examinations scheduled on one calendar day.
- Having an illness or family emergency that is attested to by a doctor's note or other acceptable evidence.

Grievance

Instructors and teaching assistants must perform their duties without prejudice, infringement of academic freedom, or failure of academic responsibility. If you have a complaint, first bring your concern to the person in question. If your concern is not resolved at this level, bring your complaint to the department chair, who may confer with the appropriate program director. If your concern is not resolved at the department level, contact the director of undergraduate studies to obtain information regarding formally bringing the complaint to the school's grievance review officer. The bylaws of CSOM constitution provide procedures for the grievance review process.

If you have a complaint against a staff member, first attempt to resolve your difference with that staff member. If this meeting proves unproductive, bring the matter to the staff member's supervisor. If you and the supervisor cannot resolve the complaint, you may request a hearing by presenting a written explanation of the grievance to the dean. Beyond this point, the grievance procedure is the same as that outlined above for a complaint against a faculty member.

Graduation

Applying to Graduate

The quarter before you intend to graduate you must complete an Application for Degree, available in 150 Williamson Hall. It is recommended that you schedule an appointment to verify your degree progress with an Undergraduate Studies Office adviser before filing your application.

After you apply to graduate, a CSOM adviser will make a final check of your graduation requirements and notify you if you do not meet the requirements at that time.

Graduating With Honors

Your B.S.B. degree may be awarded *with distinction* or *with high distinction*. To be eligible to graduate with honors you must

- complete a minimum of 44 credits of upper division CSOM courses A-F after admission to the upper division major; *and*
- meet the following specific requirement for one of the two honors:
With Distinction—Earn a 3.75 GPA in all coursework completed while enrolled in CSOM.
With High Distinction—Earn a 3.90 GPA in all coursework completed while enrolled in CSOM.

Awards

Each year awards are presented to CSOM students at the school's spring commencement ceremony. A description of the awards is available in the Undergraduate Studies Office, 290 Hubert H. Humphrey Center.

Student Organizations

Actuarial Club—This club is made up of students and staff of all colleges who are interested in actuarial science. The group sponsors guest speakers, company tours, social events, and a mentorship program.

AIIESEC—The International Association of Students in Economics and Management is active in 70 countries and is one of the largest nonprofit student organizations in the world. Through local committee operations, AIIESEC runs an international work exchange program. It strives to increase intercultural understanding and develop the international manager of tomorrow.

Alpha Kappa Psi—This coeducational, national business fraternity brings together students with a common interest in business for scholastic and social activities. Prominent men and women in business are featured at meetings throughout the year. Members participate in tours, seminars, and community service projects. Meetings are held Sunday evenings at the chapter house, 1116 Fifth Street S.E., Minneapolis. Visitors are welcome.

Beta Alpha Psi—This national, professional honorary organization is made up of accounting majors with GPAs of at least 3.20 in accounting and 3.00 overall. Beta Alpha Psi introduces the aspiring accountant to the business world by encouraging interaction among students, faculty, alumni, and area business people. It sponsors speakers from all areas of accounting and members tour CPA firms, industry, and government offices. The group provides tutors for students in accounting, participates in a Volunteer Income Tax Assistance program, and sponsors recreational sports teams.

Beta Gamma Sigma—Membership in Beta Gamma Sigma is the highest national recognition a student can receive in an undergraduate or master's program in business or management. Beta Gamma Sigma encourages and rewards scholarship, promotes advancement of education in business, and fosters integrity in the conduct of business operations. To be eligible for membership students must rank in the upper 7 percent of their junior class, upper 10 percent of their

graduating senior class, or upper 20 percent of their graduating master's class. Members are elected to membership and publicly recognized during spring quarter.

Business Association of Minorities (BAM)—This organization, made up of management and premanagement students, fosters a multiethnic sharing of ideas and concerns among people interested in the role people of color play in today's business world. Tours of local corporations, guest speakers, and social events are sponsored by BAM throughout the year. Members are actively involved in various campus and community activities.

Business Board (B-Board)—This group represents CSOM's undergraduate student body. B-Board sets policies that govern student organizations and its members serve on various school committees and plan activities to foster interaction among students and faculty. Nonboard members are welcome to participate in all B-Board meetings and events.

Club MIS—This club is for students interested in using computers in business. Members learn about career opportunities in computer-related fields by meeting with practicing professionals.

Delta Sigma Pi—This business fraternity for men and women offers professional events such as tours of local businesses, dinners, and guest speakers. Members can also participate in community service activities, intramural athletics, and social events. Meetings are held Monday evenings in the Undergraduate Student Lounge, 110 Management & Economics.

Honors Association Emerging Leadership Program—This program promotes the interests of CSOM high-ability students by providing a framework for developing skills in leadership, community service, diversity, and career development. The association is premised on the belief that, in addition to achieving excellent academic records, honors students should provide leadership and support for activities outside the classroom that foster intellectual and personal growth. Students admitted to CSOM with an overall GPA of 3.50 or above, or who have earned a GPA of 3.50 or above in their first 24 credits completed after admission to the school, are eligible to join.

The program also is open to all preferred admission freshmen with ACT composite scores of 28 or higher and high school class ranks in the 90th percentile and above. Students with college credit may apply after completing 24 or more college credits and achieving an overall GPA of 3.50 or higher.

Institute of Management Accountants (IMA)—The Institute of Management Accountants student chapter is officially sponsored by the IMA St. Paul chapter. Its purpose is to facilitate communication and contact with area management accounting professionals. The group offers several professional events each quarter, and members may participate in activities held by all three Twin Cities IMA chapters.

Investment Club—This club provides information about financial markets and discusses alternative vehicles for investment. Some of the topics include common stocks, bonds, mutual funds, options and futures/ commodities trading, ethical investing, and financial planning.

Society for the Advancement of Management (SAM)—This organization welcomes management and premanagement students interested in becoming involved in the business community. Members learn practical business techniques by interacting with practicing professionals and other students.

Student Association for Accounting (SAFA)—Students seeking to meet other accounting students, faculty, and professionals compose SAFA's large membership. To ease each student's shift from college to the business world, SAFA arranges office tours and on-campus lectures every quarter. Each fall, SAFA and B-Board cosponsor the Career Fair. SAFA also hosts an annual spring banquet for students, faculty, and many accounting representatives. This organization contributes to the community, including an annual Fall Clean-Up and helping the Minnesota Accounting Aid Society provide tax services to people meeting their requirements. An interest in accounting is the only membership requirement.

Undergraduate Marketing Association (UMA)—UMA is a nonprofit, student-run organization and the collegiate chapter of the American Marketing Association. UMA's primary goal is to promote a better understanding of marketing and its role in the business world. It helps members increase their working knowledge of marketing through speakers, seminars, and corporate tours, and by assisting area businesses and student organizations in designing market plans.

Graduate Programs

CSOM, in conjunction with the Graduate School, offers programs leading to the degrees of master of business administration (M.B.A.), master of business taxation (M.B.T.), and doctor of philosophy (Ph.D.). The Department of Industrial Relations, in conjunction with the Graduate School, offers programs in industrial relations leading to the degrees of master of arts (M.A.I.R.) and doctor of philosophy (Ph.D.). Complete descriptions of these programs and graduate-level courses in these areas are in the *Graduate School Bulletin* as well as the publications of each program.

Master of Business Administration (M.B.A.)

Two M.B.A. programs are offered. The Carlson M.B.A., consisting of 90 credits for the full-time day program and 78 credits for the part-time evening program, is for students without prior education in business administration. The advanced placement M.B.A., consisting of 64 credits for the full-time day program and 54 credits for the part-time evening program, is for students with an undergraduate degree in business administration. For complete information, contact the M.B.A. program office in 295 Hubert H. Humphrey Center, 271 19th Avenue S., Minneapolis, MN 55455 (612/624-0006).

Master of Science in Management of Technology (M.S.-M.O.T.)

A master's degree in the management of technology is offered through the Center for the Development of Technological Leadership, cosponsored by CSOM and the Institute of

Technology. The program prepares experienced engineers and scientists for management roles in technology-intensive organizations. Classes are held on Fridays and Saturdays. For complete information, contact the M.S.-M.O.T. Program, Center for the Development of Technological Leadership, 107 Lind Hall, 207 Church Street S.E., Minneapolis MN 55455 (612/624-5747).

The Carlson Executive M.B.A. (C.E.M.B.A.) Program

This 74-credit program is for individuals with eight to ten years of full-time professional or managerial experience and an undergraduate degree in any field. C.E.M.B.A. is a two-year program that meets all day on campus Friday and Saturday, every other week. The curriculum has a strategic management focus that heavily emphasizes interactive learning. C.E.M.B.A. students participate in two week-long residencies each year at a northern Minnesota resort and a nine-day international residency abroad in the second year of the program. The program provides a full range of customer services such as book purchases, registration, meals, and parking. For more information about the C.E.M.B.A. program, contact the Carlson Executive M.B.A. (C.E.M.B.A.) Program, 295 Hubert H. Humphrey Center, 271 19th Avenue S., Minneapolis MN 55455 (612/624-1385).

Master of Business Taxation (M.B.T.)

This degree program helps students acquire a conceptual understanding of taxation and develop technical competence in applying taxation rules in business and personal decision making.

The program is offered only in the evening through University College. Students enrolled on a part-time basis can expect to complete the program in about two to three years. Students enrolled in the program on a full-time basis can complete the program in a shorter period of time.

For more information, contact the Director of Graduate Studies in Taxation, 645 Management & Economics, 271 19th Avenue S., Minneapolis MN 55455 (612/624-7511).

Doctor of Philosophy in Business Administration

Details about admission and degree requirements for the Ph.D. program in business administration are explained in the *Graduate School Bulletin* and in the Ph.D. program brochure available from 306/310 Management & Economics, 271 19th Avenue S., Minneapolis MN 55455 (612/624-5065; fax 612/624-8221).

Master of Arts in Industrial Relations

The M.A. degree program prepares students for professional employment in industrial relations and human resources management in business, government, and labor organizations. The program also serves as preparation for further graduate work in industrial relations or in related fields of study. The degree is offered through full-time day and part-time evening programs.

Candidates for this program are selected on the basis of demonstrated interest and aptitude in industrial relations and the quality of their undergraduate work. A social sciences background is desirable. You must have completed or be close to completing coursework prerequisite to courses selected for your graduate program.

Doctor of Philosophy in Industrial Relations

Details about admission and degree requirements as well as applications for the Ph.D. program in industrial relations can be obtained from the Director of Graduate Studies in Industrial Relations, 537 Management & Economics, 271 19th Avenue S., Minneapolis, MN 55455 (612/624-5810).

C o u r s e D e s c r i p t i o n s

**This is the Course Descriptions section of the 1996-1999
University of Minnesota Carlson School of Management Bulletin.**

Symbols—The following symbols are used throughout the course descriptions.

§ Credit will not be granted if credit has been received for the course listed after this symbol.

¶ Concurrent registration is required (or allowed) in the course listed after this symbol.

..... Approval of the instructor is required for registration.

Δ Approval of the department offering the course is required for registration.

□ Approval of the college offering the course is required for registration.

, The comma, used in prerequisite listings, means “and.”

UC University College (formerly CEE)

A prerequisite course listed by number only (e.g., prereq 5246) is in the same department as the course being described.

Note: The prerequisite for all 3xxx and 5xxx CSOM courses is 90 quarter credits and a 2.80 overall GPA or admission to a CSOM upper division major program.

Providing information for planning and control is the function of the controller, the chief accounting officer of the firm.

Accountant-prepared data such as financial statements and schedules and related notes, are used extensively by investors, financial analysts, and credit grantors as input for their investment decisions and recommendations. Credibility of the accountant-prepared financial representations is enhanced by the auditors’ attestation as to their fairness.

Some B.S.B.-accounting students go on to M.B.A. programs, law school, or doctoral programs. Employment opportunities for accountants extend to public accounting, industry, nonprofit organizations, and government units.

Certified public accountant (C.P.A.) is the professional designation for those who analyze operations and financial position to provide an independent opinion on the financial statements of an organization. Certified management accountant (C.M.A.) is the professional designation for those accountants who serve as internal financial advisers to management. The certified internal auditor (C.I.A.) serves management and corporate boards of directors by analyzing and reporting on internal controls and the implementation and effects of management policies. The C.P.A. designation is issued by the state of Minnesota, the C.M.A. by the Institute of Management Accounting, and the C.I.A. by the Institute of Internal Auditors. Each requires practical experience and passing scores on extensive qualifying examinations. Completion of the accounting program serves as the basic preparation for these examinations and enables graduates to take the examinations in the area of their career interest immediately after graduation.

Courses offered develop students’ analytical abilities as well as present the usefulness and limitations of accounting procedures and reports. Students interested in becoming a professional accountant should refer to the B.S.B.-accounting program requirements described in this bulletin beginning on page 16.

Acct 3101 Pre-Test—If you take your lower division financial accounting course(s)—equivalent to Acct 1050—at an institution other than the University of Minnesota or you earned

Accounting (Acct)

645 Management & Economics

Accounting has been termed “the language of business.” It is an essential tool for planning and controlling both profit-seeking and nonprofit organizations. The growing complexity and internationalization of business and the need for more efficient and effective approaches to solving business problems increases the demand for professional accountants. Effective operations planning demands that relevant data be collected, analyzed, and reported systematically and coherently. Management needs assistance directing activities to meet objectives and adjust operations to fit new conditions.

COURSE DESCRIPTIONS

less than a B- in Acct 1050 and plan to take Acct 3101, you must pass a pre-test to register for Acct 3101. Contact the Undergraduate Studies Office in 290 Hubert H. Humphrey Center for details.

Note: In addition to prerequisites listed, for all 3xxx and 5xxx CSOM courses students must have 90 quarter credits and a 2.80 overall GPA or be admitted to a CSOM upper division major program.

Acct 1050. Introduction to Financial Reporting. (5 cr; prereq 40 cr; A-F only)

Basic concepts of measurement and valuation that underlie development of financial reports for external users. Financial statement preparation, analysis of alternative valuation approaches, interpretation of financial statement information.

Acct 3001. Introduction to Management Accounting. (4 cr; prereq 1050; A-F only)

Management accounting as the main information collection and analysis technology in an organization. Analysis of cost-volume-profit relationships, budgeting and analysis of variances from budgeted performance, issues relating to decentralized organizational design, activity-based costing.

Acct 3101. Intermediate Financial Reporting. (4 cr; prereq minimum grade of B- in 1050; A-F only)

Relationships between economic events and their representation in financial statements aimed at external users. Income determination, revenue recognition, asset valuation, capitalization of corporations, cash flow statements.

Acct 3199. Internship in Public Accounting. (3 cr; prereq 5125, #; S-N only)

Full-time work for a public accounting firm plus a written report on the work experience.

Acct 3201. Intermediate Management Accounting. (4 cr; prereq 3001; A-F only)

Incentives and management control in the presence of uncertainty and asymmetric information. Incentive properties of accounting measurements in large decentralized organizations. Moral hazard, adverse selection, informational rents. Accounting control mechanisms such as variance analysis, budgeting, standard setting, and transfer pricing developed for informationally complicated environments. Recent developments in accounting and economics literature.

Acct 3299. Internship in Management Accounting. (3 cr; prereq 3201, #; S-N only)

Full-time work in general accounting, cost accounting, or internal auditing in an industrial or governmental organization plus a written report analyzing the work experience.

Acct 5101. Corporate Financial Reporting.

(4 cr; prereq 1050 or MBA 8030, MBA student; A-F only; should not be taken by students who have completed 3101)

Preparing and interpreting corporate financial reports. Income determinations, revenue recognition, income tax allocation, inventories, fixed assets, long-term debt, leases.

Acct 5102. Advanced Financial Reporting I.

(4 cr; prereq 3101 or 5101; A-F only)

Valuation problems in financial reporting with emphasis on liabilities. Leases, deferred taxes, pensions, other post-retirement benefits, debt restructuring, earnings per share.

Acct 5125. Auditing Principles and

Procedures. (4 cr; prereq 3101 or 5101; A-F only)

Auditing financial information systems. Independent audits and internal auditing. Ethics. Legal responsibilities.

Acct 5126. Internal Auditing. (4 cr; prereq

5102, 3201 or 5201; A-F only)

Financial and operational auditing. Standards. Managing the function.

Acct 5135. Income Tax Accounting. (4 cr;

prereq 1050; A-F only)

Principles of federal income taxation of various taxpaying entities.

Acct 5160. Financial Statement Analysis.

(4 cr; prereq 1050 or MBA 8030; A-F only)

Interpreting and analyzing financial statements and schedules for investors and other users.

Acct 5180. Advanced Financial Reporting II.

(4 cr; prereq 5102; A-F only)

Partnerships, business combinations, consolidated financial statements, foreign currency transactions and translations, and reporting issues in governmental accounting.

Acct 5201. Advanced Management

Accounting. (4 cr; prereq 3201 or MBA 8035; A-F only)

Design of internal control systems in decentralized organizations, focusing on strategic interactions among the internal control system, market share, and pricing strategies. Performance evaluation, transfer pricing, cost allocations.

Acct 5230. Corporate Taxation. (4 cr; prereq

5135, MBT program approval; A-F only)

Tax consequences of forming, operating, and liquidating a business corporation.

Acct 5236. Taxation II. (4 cr; prereq 5135; A-F

only)

Corporate tax issues, partnership tax issues, estate and gift taxes, tax research.

Acct 5300. Current Topics in Managerial Accounting. (4 cr [may be repeated for cr]; prereq 3201 or 5201; A-F only)

Selected topic(s) in managerial accounting. Topics vary quarterly.

Acct 5310. International Accounting. (4 cr; prereq 3001)

Macroeconomic concepts of international economics. Accounting policies and approaches among nations.

Acct 5340. Partnership Taxation. (4 cr; prereq 5135, MBT program approval; A-F only)

Tax consequences of forming, operating, and dissolving a partnership.

Acct 5390. Current Topics in Taxation. (Cr ar; prereq 5135 or equiv, MBT program approval; A-F only)

Selected topics in taxation. Topics vary quarterly.

Actuarial Science

See Risk Management and Insurance.

Business Administration (BA)

290 Hubert H. Humphrey Center

Note: In addition to prerequisites listed, for all 3xxx and 5xxx CSOM courses students must have 90 quarter credits and a 2.80 overall GPA or be admitted to a CSOM upper division major program.

BA 1001. Information Technology Skills. (2 cr; prereq CSOM student; S-N only)

Self-paced course to assess students' computing skills and identify resources to help them develop necessary skills in word processing, spreadsheets, presentation software, e-mail, LUMINA, remote access, and the World Wide Web.

BA 1350. Introduction to Business and Business Careers. (4 cr; prereq 45 cr, CSOM student; A-F only)

A contemporary introduction to issues related to the purpose of business; business career opportunities; basic skills for a successful business career.

BA 1550. Business Statistics: Data Sources, Presentation, and Analysis. (4 cr; prereq 30 cr, college algebra; A-F only)

Understanding and applying exploratory data analysis, basic inferential procedures, statistical sampling and design, and regression and time series analysis. Improving statistical thinking capabilities; how these abilities lead to better decision making.

BA 3000. Orientation for Managers. (2 cr; required of students planning to use the CSOM Career Services Center; S-N only)

Integrated approach to career exploration, values clarification, and self-development for students seeking management careers. Internal and external factors that shape personal life and professional careers.

BA 3040. International Environment of Business. (4 cr; prereq Mgmt 3001; A-F only)

Critical issues and concepts influencing the conduct of business in a global society. Should be completed before additional CSOM international business courses.

BA 3998. Independent Study. (Cr ar [may be repeated for cr]; prereq consent of faculty member willing to supervise study, □)

Student-initiated project and/or independent course of study.

Business, Government, and Society (BGS)

835 Management & Economics

The business, government, and society area examines the complex relationships between business and its economic, social, political-legal, and technological environments. With close intellectual ties with strategy formulation and implementation, the area focuses on interactions from the perspectives of both the practicing manager and public policy. It also emphasizes international aspects of business management.

Note: In addition to prerequisites listed, for all 3xxx and 5xxx CSOM courses students must have 90 quarter credits and a 2.80 overall GPA or be admitted to a CSOM upper division major program.

BGS 3002. Business and Society. (4 cr; UC only)

Basic economic and social goals and various attempts to meet them, with emphasis on American society. Business as an institution; its relationships to other institutions and society. Ethical and practical conflicts in the role of firm and manager examined in the context of the public policy process. Current social issues and their impact on business.

BGS 3004. International Business. (4 cr)

World business with emphasis on the global economy, international concepts, global business structures, comparative cultures and environments, global business strategies, multinational corporations and technology, and personnel and operations in host nations. Resource questions in their global contexts: quantities, demands, distribution.

BGS 3014. Topics in International Business, Government, and Society. (4 cr)

Selected topics and problems of current interest considered in depth. Class discussions and course projects. Topics vary quarterly depending on instructor.

BGS 3019. Topics in Business, Government, and Society. (4 cr)

Selected topics and problems of current interest considered in depth. Class discussions and course projects. Topics vary quarterly depending on instructor.

Business Law (BLaw)

645 Management & Economics

Courses in business law provide students with an understanding of legal processes and the principles of legal reasoning and decision-making techniques. They also aid students in recognizing legal pitfalls involved in the specific functions of business, such as finance, marketing, and personnel management. The American legal system is scrutinized within its historical, philosophical, and societal contexts via lectures, readings, analysis of judicial decisions, and class discussions.

Business law is not offered as a separate field of specialization in CSOM. Rather, the courses in this area provide a sequence of elective offerings for management students.

Note: In addition to prerequisites listed, for all 3xxx and 5xxx CSOM courses students must have 90 quarter credits and a 2.80 overall GPA or be admitted to a CSOM upper division major program.

BLaw 3058. Introduction to Law, the Law of Contracts and Sales Contracts. (4 cr, §8158; prereq Econ 1101 or equiv)

Origin of law, its place in and effect on society; history and development of law; system of courts; legal procedure. Law of contracts as the basic law affecting business transactions. Laws affecting the sale of goods and contracts.

BLaw 3078. Agency, Partnerships, Corporations, and Commercial Paper. (4 cr, §8278; prereq 3058)

Law affecting relationship between principal and agent, master and servant, employer and employee. Partnership and corporate forms of business entities, including methods of creating the relationships. Law developed to regulate and control these organizations and their members and contracts referred to as commercial papers (negotiable instruments), with emphasis on effect of the Uniform Commercial Code.

BLaw 3088. Law of Personal Property, Real Property, Wills, and Estates. (4 cr, §8288; prereq 3058)

Basic concepts of personal property, including rights of possessors, bailees, and finders and holders of security interests. Real property law. Transfers of ownership, control of and encumbering such interests. The law of wills and estates in passing rights to property in event of death.

Finance (BFin)

735 Management & Economics

Principles of finance are critical to making the right financial decisions and all finance courses acquaint students with these principles.

Finance majors may have an emphasis in one of two areas. For students who want positions in treasury or controller offices, Track 1 is recommended: BFin 3000 (core), BFin 3100, BFin 3200, BFin 3300, BFin 3400, BFin 3500, and any two from Acct 3101, Acct 3201, Acct 5135, Acct 5160, and BFin 3504.

For students who want money management positions, Track 2 is recommended: Acct 5160, BFin 3000 (core), BFin 3100, BFin 3200, BFin 3300, and any three from BFin 3400, BFin 3501, BFin 3502, BFin 3503, and BFin 3504.

Note: In addition to prerequisites listed, for all 3xxx and 5xxx CSOM courses students must have 90 quarter credits and a 2.80 overall GPA or be admitted to a CSOM upper division major program.

BFin 3000. Finance Fundamentals. (4 cr, §MBA 8040; prereq Acct 1050)

Survey of financial markets and comprehensive introduction to finance, including valuation theory and management decision making with respect to sources and uses of funds.

BFin 3100. Financial Management. (4 cr; prereq 3000)

Continuation of BFin 3000. Corporate financing and dividend policies, cost of capital estimation, leasing, financial planning. Viewpoint of a corporation's chief financial officer used. Lectures, balanced by case discussions and readings, prepare students to apply finance principles to actual business situations.

BFin 3200. Financial Markets and Interest Rates. (4 cr; prereq 3000 or #)

Survey of financial markets in developed economies. Emphasis on fixed-income markets. Term structure of interest rates. Inflation rate and interest rates. Exchange rates and interest rates. Introduction to interest rate futures.

BFin 3300. Securities Analysis and Portfolio Management. (4 cr, \$8300; prereq 3000)

Decision procedures in a variety of financial markets. Banking system and other financial intermediaries, risk-return relationships of various marketable securities, analytical techniques of portfolio management in the context of the nation's changing financial markets.

BFin 3400. International Financial Management. (4 cr; prereq 3000 or #; BFin 3100 recommended)

Implications of modern finance theory for multinational corporations. Alternative exchange rate regimes. Risks to which each regime subjects any multinational corporation and how different risks influence basic financial decisions.

BFin 3500. Advanced Corporate Finance. (4 cr; prereq 3000, 3100 or #)

Use of corporate finance theory to decide courses of action for a variety of case companies, each with its own problem and setting. Investment and the cost of capital. Capital structure. Dividend policy. Financing decisions. Corporate restructuring.

BFin 3501. Futures: Markets and Uses. (4 cr; prereq 3300 or #)

Markets for financial futures. Rational pricing of futures. Uses of futures by corporations and portfolio managers.

BFin 3502. Options: Markets and Uses. (4 cr; prereq 3300 or #)

Markets for financial options. Rational pricing of options. Uses of stock, stock index, bond, currency, and futures options in managing portfolio, interest rate, and currency risks.

BFin 3504. Investment Banking. (4 cr; prereq 3000, 3100 or #)

How investment bankers serve their clients. Legal framework of investment banking. Underwriting. Mergers and acquisitions. Motives and tactics of take-over companies and target companies. Management buyouts.

BFin 3601. Financial Management of Depository Institutions. (4 cr; prereq 3000 or #)

Comprehensive introduction to principles of bank financial management. Bank risk analysis, lending, investments, liquidity, asset-liability management. Lectures, case discussions.

Foreign Studies (FoSt)

290 Hubert H. Humphrey Center

Through foreign studies management courses, students can receive residence credit for a number of study abroad programs sponsored by the Council on International Educational Exchange (CIEE), the Institute of European Studies (IES), and the Denmark International Study Program. Inquiries concerning these

programs should be directed to the study abroad adviser in the Undergraduate Studies Office, 290 Hubert H. Humphrey Center (612/624-3313).

Industrial Relations (IR)

537 Management & Economics

Industrial relations is an interdisciplinary field that uses the specialized knowledge and methods of various disciplines for an integrated approach to problems of employment relationships, employment and unemployment, wage levels, collective bargaining, and the recruitment and maintenance of employee work teams in industry. These problems are diverse and many disciplines contribute to their understanding and solution.

Professional training in industrial relations is offered in graduate programs leading to M.A. and Ph.D. degrees in industrial relations.

No undergraduate degree major or specialization is offered. However, various industrial relations courses may be taken as electives and included in programs for undergraduate degrees in business administration, engineering, and the liberal arts.

Note: In addition to prerequisites listed, for all 3xxx and 5xxx CSOM courses students must have 90 quarter credits and a 2.80 overall GPA or be admitted to a CSOM upper division major program.

IR 3002. Personnel and Industrial Relations. (4 cr, \$8002; prereq Econ 1101, Econ 1102, Psy 1001)

Human resource management function in organizations. Labor market, recruitment, selection, training, compensation, labor relations. Changing nature of the world of work, emerging legal issues, discrimination in pay and employment, work performance and its assessment, effects of technological change on jobs and employment. Lecture presentations, discussion, case studies, simulation exercises.

IR 3007. Collective Bargaining and Labor Relations. (4 cr)

Analysis of roles of unions and collective bargaining in contemporary American society. Negotiations and related policies and practices of employers, employees, unions, legislative bodies, and the public in dealing with questions of worker representation in the private and public sectors. Impact and transference of collective bargaining principles from the union sector to the non-union sector. Lecture presentations, discussion, case studies, bargaining simulations.

IR 3010. The Individual and the Organization. (4 cr)

The human side of organizations, focusing on workers and how they enter and succeed in the work setting. Theories and techniques of employment interviewing; training needs analysis; career planning; management development; turnover, outplacement, and retirement; understanding leadership roles and styles; work motivation; organization culture and job design; planning for change. Lecture presentations, discussion, case studies, simulation exercises.

IR 3032. Governing the Workplace: Comparative Perspectives. (4 cr)

Workplace governance: Who should be allowed to make the rules governing the employment relationship. Alternative systems (e.g., business, government, employees, unions, market forces, mixed models). U.S. and international experiences. Models for the future.

IR 5000. Topics in Personnel and Industrial Relations. (Cr ar [may be repeated for cr])

Selected topics of current relevance to human resource management.

IR 5002. Systems of Conflict and Dispute Resolution. (4 cr)

Theoretical and practical treatment of resolving conflict in interpersonal, work-related, community, business, and international settings. Lecture presentations, discussion, observation of actual dispute resolution sessions, and lab exercises, with participation in various dispute resolution simulations applied to real-world conflicts.

IR 5006. Labor Policy. (3 cr, §PA 5430)

Analysis of public policies regarding employment, unions, and labor markets. Public programs affecting wages, unemployment, training, worker mobility, security, and quality of work life. Policy implications of changing nature of work.

IR 5990. Independent Study in Personnel and Industrial Relations. (Cr ar [may be repeated for cr])

Individual readings or research topics in human resource management.

Information and Decision Sciences (IDSc)

395 Hubert H. Humphrey Center

Information systems, according to Nobel Laureate Herbert Simon, are “the infrastructure of the global economy.” The management information systems (MIS) program at the Carlson School was the first in the nation and is currently rated as one of the top programs of its kind.

Management information systems focuses on problems and activities associated with the use of information systems and information and

communication technology resources. Information and decision sciences includes methods, tools, and approaches used for acquiring, storing, manipulating, retrieving, and presenting information to support individual, group, and organizational communication and decision making. The MIS undergraduate major prepares students to be leaders in conceptualizing, prescribing, developing, and delivering information systems applications that support business processes and management decision making. Students learn the design, operation, management, and functions of information systems in organizations. The curriculum enables students to understand various MIS methods, including systems analysis and design, database systems, telecommunications, and decision support. MIS graduates are often employed as business application programmers and information systems consultants.

Several IDSc courses may be of interest to non-MIS majors. IDSc 3110 and 3120 provide students with an in-depth knowledge and understanding of a specific information systems environment. IDSc 3420 focuses on information technology in the financial function and IDSc 5410 focuses on the use of information technology to support decision making across all functions.

The MIS major consists of the following coursework: IDSc 3110*, IDSc 3120, IDSc 3130, IDSc 3140, IDSc 3150, IDSc 3160, and one of the following: IDSc 3420, IDSc 3430, IDSc 3450, IDSc 3990**, or IDSc 5410. Students *must* take these courses in the sequence in which they are offered.

* *The prerequisite for this course is IDSc 3030, which must be completed no later than fall quarter of your junior year.*

** *An optional internship is available. Internship credits vary from one to four and a grade is assigned using A-F grading. Generally, the internship requires part-time work during one or more quarters. Students must have completed or be registered in IDSc 3120 to apply for an internship through IDSc 3990. The internship usually begins spring quarter and ends during fall quarter and is custom-designed to meet established learning objectives. A “work practice” plan is required and must be approved by the sponsoring organization and the Department of Information and Decision Sciences. Contact the department for more information.*

Note: In addition to prerequisites listed, for all 3xxx and 5xxx CSOM courses students must have 90 quarter credits and a 2.80 overall GPA or be admitted to a CSOM upper division major program.

IDSc 3030. Information Systems and Information Management. (4 cr; prereq CSOM computer skill module or equiv exper; A-F only)
Concepts and approaches for developing and using information systems in support of business processes. Basic technology components of modern information systems (hardware, software, databases, and telecommunications), the impact of information systems and organizations, the processes by which they are created and changed, and selected managerial issues. Business management understanding of the techniques for designing systems, including several techniques for documenting business processes, designing databases to support those processes, and using those databases to satisfy business information needs. Issues in managing information technology, including systems development alternatives, business process redesign, appropriate use of technology standards, security, ethical considerations, and societal impacts.

IDSc 3110. Information Systems Application Development I. (4 cr; prereq 3030; A-F only)
User interface design and development, database design and querying, distributed computing networks, operating environments. Hands-on experience with selected application systems development tools.

IDSc 3120. Information Systems Application Development II. (4 cr; prereq 3110; A-F only)
Continuation of IDSc 3110. Follow a systems development life cycle through technical design and construction to testing and quality assurance.

IDSc 3130. Business Process Analysis and Design. (4 cr; prereq 3110 or #; A-F only)
Concepts and methods of information requirements determination, systems analysis, and business process design. Hands-on experience developing information systems (IS) specifications. Enterprise analysis (IS strategic planning, IS architectures, enterprise modeling), operational process modeling (business process, entity relationship, and object modeling), and managerial information requirements determination.

IDSc 3140. Management of Business Application Development Projects. (4 cr; prereq 3120, 3130, MIS major; A-F only)
Concepts, techniques, activities, and issues for systems development projects. Held almost entirely off-site with assistance of corporate sponsors. Student teams carry out structured projects for software cost estimation, project scheduling, and quality assurance. Use of tools and managerial techniques in support of these activities.

IDSc 3150. Information Technology Infrastructure. (4 cr; prereq 3120; A-F only)
Information technology (IT) including networks, computing hardware and operating systems, database systems, and application development systems. Tools to analyze, design, build, operate, and maintain these elements. Processes to identify, evaluate, and select appropriate platforms and tools. Role of the information systems specialist and the organization in developing, deploying, and managing the IT infrastructure. CASE and other analytic and descriptive tools for data, process, platform, and network modeling.

IDSc 3160. Information Systems Management. (4 cr; prereq 3140, 3150; A-F only)
Roles, organizational structures, relationships with functional units of business, information systems planning, and business strategy. Developing skills and career paths. Systems development management: acquisition, subcontracting, outsourcing, systems construction. Project management: project staffing and leadership, cost and effort estimation, project tracking and reporting, configuration and change management.

IDSc 3420. Financial Information Systems and Technologies. (4 cr; prereq 3030 or Acct 1050 or BFin 3000; A-F only)
Information systems in financial services and corporate financial operations, financial markets, managerial accounting, and auditing. Traditional versus electronic financial markets, domestic and international markets, computerized trading, financial and managerial accounting; electronic corporate financial reporting, electronic financial commerce, and personal investing and money fund management.

IDSc 3430. Advanced Database Development and Management. (4 cr; prereq 3120; A-F only)
Developing, using, and managing information resources in an organization. Advanced topics in database design and management systems. Data planning and information architectures. Data modeling methodologies and computerized database design support tools (CASE). Advanced data manipulation languages, comprehensive DBMS facilities, and Object-Oriented DBMS. Data warehousing and OLAP tools. Deploying and managing databases in a distributed environment. Issues of data integrity, security, and privacy. Role, organization, functions, and tools of the database administrator.

IDSc 3450. Telecommunications. (4 cr; prereq 3120; A-F only)

Telecommunications media, signaling, data linking and networking concepts and protocols. Telecommunications technology, including fiber optics, satellites, and radio. Structure of Wide Area Networks (WAN)—public, private, circuit, packet. Local Area Network (LAN) architecture and protocols, including interLAN technology such as bridges, routers, and WAN interconnections via frame relay and ATM. LAN software, including client and server operation. Common LAN operating systems structure and operation. Network protocols. Internet and Internet tools, including Telnet, File Transfer Protocol (FTP), e-mail, X.400, X.500, Gopher, and World Wide Web (WWW). Internet information access and retrieval. Client/server computing. Telecommunications environment, including history, legislation, regulation, standards, and globalization.

IDSc 3460. Information Systems Special Topics. (4 cr; prereq 3120; A-F only; offered when feasible)

Current topics and developments in information systems.

IDSc 3990. Information Systems Industry Internship. (1-4 cr; prereq 3120 or ¶3120, Δ; A-F only)

Learning by participating in information systems activities and receiving appropriate training from the sponsoring organization. Custom-designed to meet pre-established learning objectives. “Work practice” plan is required and must be approved by the sponsoring organization and the Department of Information and Decision Sciences undergraduate director before registering.

IDSc 3995. Independent Study in Information Systems. (Cr ar; prereq #)

IDSc 5410. Decision Support and Expert Systems. (4 cr; prereq 3030 or MBA 8225 or equiv; open to nondegree students with equiv exper; A-F only)

Modern decision technologies, including artificial intelligence, expert systems, genetic algorithms, neural networks, electronic meeting systems, and group decision support. How highly effective decision support systems can be developed using traditional approaches and tools (e.g., specialized extensions to popular spreadsheet packages or using standard software development approaches). Software demonstrations and applications of decision technologies to problems in finance, marketing, manufacturing, services and healthcare management, and information systems consulting. Individual or group projects based on interests and career goals.

Logistics Management (LM)

1235 Management & Economics

Logistics management deals with managing the flow of physical goods in a business firm or other organization. Logistics activities are vital in controlling costs and providing appropriate service to customers and include transportation, warehouse operation, inventory management, production scheduling, materials handling, packaging, order processing, plant and warehouse location, and customer service.

Logistics activities cut across several management areas in a business firm or other organization, which results in unique coordination, jurisdictional, and management problems. Logistics management is often referred to as an “interdisciplinary” activity or field. Its closest relationships are with operations management, marketing, and finance, although there are logistics relationships with accounting, information systems management, personnel management, and other areas of an organization.

Increasing recognition given to the logistics function in American business firms and other organizations over the past 25 years has led to increasing job opportunities and rising incomes for those engaged in logistics management.

Courses offered in logistics management provide a useful background and preparation for a variety of careers with business firms, government agencies, and other organizations that have logistics systems, and also with transportation companies and consulting firms. Research and teaching opportunities in logistics management are available.

The logistics management track within the marketing and logistics management major prepares students for entry-level positions in logistics and distribution. Students in this track must take LM 3000, LM 5020, Mktg 3000, Mktg 3010, Mktg 3040, Mktg 3060, and Mktg 3080.

Note: In addition to prerequisites listed, for all 3xxx and 5xxx CSOM courses students must have 90 quarter credits and a 2.80 overall GPA or be admitted to a CSOM upper division major program.

LM 3000. Introduction to Logistics

Management. (4 cr; prereq Econ 1101 or equiv)
Managing the flow of an organization’s physical products (physical supply and distribution) and the linkages between the process of controlling the physical flow of products and the organization’s major functions, i.e., finance, marketing, and operations management. Logistics topics and analysis of the impact of logistics topics on other functional areas. Simulation exercise.

LM 5010. Topics in Logistics Management.

(4 cr [may be repeated for cr]; prereq 3000 or 5020 or 5030, #)
Specialized topics in logistics management; topics vary quarterly. Simulation exercises.

LM 5020. Advanced Logistics Management.

(4 cr; prereq 3000 or 5030 or equiv)
Managing the flow of an organization’s physical products (physical supply and distribution). Transportation alternatives, customer service, inventory management, location decisions, warehousing, logistics information systems, international logistics, logistics system design. Case problems.

LM 5030. Principles of Transportation. (4 cr; prereq Econ 1101 or equiv)

Organizational, economic, and service aspects of the U.S. transportation system, including rail, highway, water, pipeline, and air transportation. Decision making in transportation companies. Government promotional and regulatory policy regarding transportation.

Management (Mgmt)

835 Management & Economics

Management and organizational principles are involved whenever people work toward a common objective. Management functions are analyzed using case examples of organizational situations and research evidence and theory to develop insights, skill in knowledge applications, and professional attitudes that enhance management and leadership performance. Most of the course content is applicable to administrative situations in either business or nonbusiness environments.

Mgmt 3001 is an introductory course and may be followed by more specialized and advanced courses. Mgmt 3004 is a general policy course that helps students develop skills in identifying, analyzing, and solving problems, strategic planning, and direction setting. These skills require students to apply knowledge of frameworks developed in Mgmt 3001 and knowledge acquired in other subject areas such as accounting, economics, finance, and marketing. Mgmt 3001 is recommended for

students who have completed or are completing the last of the other “functional core” courses.

Note: In addition to prerequisites listed, for all 3xxx and 5xxx CSOM courses students must have 90 quarter credits and a 2.80 overall GPA or be admitted to a CSOM upper division major program.

Mgmt 3001. Fundamentals of Management. (4 cr, §8001)

Leadership and management functions required to establish goals, policies, procedures, and plans. Motivation, planning and control systems, concepts of organizational structure and behavior.

Mgmt 3002. Psychology in Management. (4 cr, §8006)

Behavior principles, methods, and skills fundamental to managerial competence in preventing and solving problems within and between individuals and groups and aiding in effective use of human resources. Various lab procedures used to study these principles, methods, and skills and furnish practice in applying them to management problems.

Mgmt 3004. Business Policy: Strategy Formulation and Implementation. (5 cr; prereq sr, completion of or concurrent regis in other functional core courses)

Identifying and analyzing strategic issues and problems, establishing corporate or divisional goals, and designing realistic programs of action. Case analysis and discussion. Students meet in small groups to prepare cases and presentations. Concepts and concepts, tools, and theories previously presented in other courses applied to solve goal selection and strategy implementation problems. Viewpoint of the general line manager (department, division, or executive level) used.

Mgmt 3006. Small Business Management.

(4 cr, §5101 if topic was small business mgmt)
Role of small business, alternative entry strategies, functional expertise required as the firm competes in its environment.

Mgmt 3008. Entrepreneurship and the Smaller Enterprise. (4 cr; prereq completion of functional core courses or #)

Assessing opportunities and constraints in establishing and managing one’s own firm; structuring a new venture, buying into an existing enterprise, owning an enterprise vs. becoming a principal employee in a new venture. Case method.

Mgmt 5050. Management of Innovation and Change. (4 cr)

Application of theories and research on how new organizational programs, products, and technologies are developed and implemented and what paths in these journeys lead to success and failure. Readings, cases, lectures, and projects used to build diagnostic skills and principles for managing organizational innovation and change. Offered concurrently with Mgmt 8050.

Mgmt 5101. Advanced Topics in Management. (Cr ar [may be repeated for cr]; prereq sr or grad, #)
Specialized topics in management; topics vary quarterly.

Marketing (Mktg)

1235 Management & Economics

Marketing is concerned with the flow of goods and services through the economy and the distribution of both industrial and consumer goods. Because more than half the consumer's dollar goes to pay for marketing services, marketing is a very significant part of the economy and the efficiency with which marketing activities are carried out has major social implications.

Manufacturers, wholesalers, retailers, and other business firms are faced with the need to formulate and implement marketing policies by developing and executing marketing strategies and programs. Among the major marketing decision areas are product development and product line expansion, selection of distribution channels, maintenance and control of a sales organization, development of a promotional program, and establishment of service policies and pricing policies and methods.

Marketing offers a wide range of employment opportunities in sales, advertising, retailing, sales promotion, brand management, international marketing, and marketing research. If you are interested in a career in marketing research or brand management, consider completing an M.B.A. degree.

The marketing and logistics management major (MLM) provides a coherent, broad-based study leading to job market and professional opportunities. Within the MLM major, students choose one of the following career tracks.

- Advertising management
- Logistics management
- Marketing management
- Retail sales/buying
- Sales management

MLM majors must take Mktg 3000, Mktg 3010, Mktg 3040, and Mktg 3080. Students must select three more courses from an approved list to provide specialization needed for specific job opportunities. These courses

include those offered by the Department of Marketing and Logistics Management, as well as several courses outside the department and/or school. (See descriptions of career tracks and approved courses earlier in this bulletin.)

You may also take electives outside of CSOM to complete a program that best meets your needs. Agricultural economics, economics, geography, home economics, journalism, psychology, sociology, and speech-communication may be of interest. Consult an Undergraduate Studies Office adviser in 290 Hubert H. Humphrey Center for assistance in choosing these electives.

Note: In addition to prerequisites listed, for all 3xxx and 5xxx CSOM courses students must have 90 quarter credits and a 2.80 overall GPA or be admitted to a CSOM upper division major program.

Mktg 3000. Principles of Marketing. (4 cr; prereq Econ 1101 or equiv)
Terms, concepts, and skills used in analyzing marketing problems. Legal, behavioral, ethical, competitive, economic, technological, and international factors affecting product, pricing, promotion, and marketing channel decisions.

Mktg 3010. Marketing Research. (4 cr; prereq 3000, BA 1550 or OMS 1020 or equiv)
Methods for collecting and analyzing data to solve marketing problems. Emphasis on survey research techniques. Research design, secondary and primary data collection, sample design, data analysis, and marketing management applications.

Mktg 3030. Sales Management. (4 cr; prereq 3000)
Managing sales as an integral part of an organization's overall marketing program, with emphasis on sales force organization, selection, training, motivation, compensation, forecasting, budgeting, and control.

Mktg 3040. Buyer Behavior. (4 cr; prereq 3000)
Using behavioral sciences to understand customer behavior in the marketplace. Perception, learning, persuasion, motivation, consumer and organizational decision-making models, social and cultural influences. Managerial implications and applications.

Mktg 3050. Marketing Communications. (4 cr; prereq 3000)
Managing the communication aspect of marketing strategy. Emphasis on advertising and sales promotion. Setting advertising objectives and budgets, media selection, creative strategy, sales promotion techniques.

Mktg 3060. Marketing Channels and**Distribution.** (4 cr; prereq 3000)

Designing and managing channels of distribution in both consumer and industrial settings. Analysis of the interrelationships between marketing institutions in channels of distribution.

Mktg 3065. Retail Management. (4 cr; prereq 3000)

Principles, problems, and trends as they relate to various types of retail institutions. Merchandise, inventory, financial planning, pricing, retail location and layout, vendor relationships.

Mktg 3080. Marketing Strategy. (4 cr, \$3020; prereq 3000; sr status recommended)

Determining product-markets where organization should compete and developing sustainable competitive advantages. Matching marketing strategy with the environment and firm's capabilities.

Mktg 3090. Marketing Topics. (4 cr [may be repeated for cr]; prereq 3000, #)

Selected topics and problems of current interest considered in depth. Class discussion and course projects. Topics vary quarterly depending on instructor.

Operations and Management Science (OMS)

332 Management & Economics

Operations and management science deals with the production of goods and services and the associated methods used to analyze and improve operations. Operations, which exist in all organizations, create value by converting economic inputs into products or services. Managing operations is becoming increasingly important in society as global competition increases, productivity lags, and resources become more scarce. The operations function in the firm manages the majority of the physical and human resources and is therefore a critical organizational function. Operations functions exist in both manufacturing and service firms.

The OMS department focuses on decision-making activities in operations and supporting analytical methods. Course topics include strategic management of operations, capacity planning, quality improvement, process design, inventory control, project management, statistical analysis, and analytical methods.

Operations careers are available in all types of organizations, public and private. Typical operations positions include inventory control,

operations scheduling, quality manager, project manager, operations manager, and operations analyst. The operations job market is very solid and there are many opportunities in service industries as well as manufacturing.

Because operations are basic to all enterprises and interface with all other business functions, students expecting to pursue any type of business career will benefit from OMS courses as electives. These courses are also a good base for students planning to pursue graduate study.

Note: In addition to prerequisites listed, for all 3xxx and 5xxx CSOM courses students must have 90 quarter credits and a 2.80 overall GPA or be admitted to a CSOM upper division major program.

OMS 1020. Data Analysis and Statistical Inference for Managers. (4 cr, \$MSci 1020;

prereq IDSc 1010; Math 1131 recommended; BA 1550 will replace OMS 1020 after wtr qtr 1997)

Probabilistic and statistical techniques for decision making, including data analysis, sampling, estimation, and hypothesis testing and regression. User computer software and computer-stored data in statistical analysis. Modeling and linear programming.

OMS 3000. Introduction to Operations Management. (4 cr, \$OM 3000)

Concepts and principles related to the managing operations functions, including operations strategy, process design, just-in-time, forecasting, inventory management, principles of scheduling, and quality improvement. Examples from service industries, nonprofit organizations, and manufacturing. Relationships between operations and environment taught from a managerial perspective.

OMS 3041. Project Management. (4 cr, \$OM 3041; prereq 3000 or #; generally UC only)

Principles and methods useful for planning and controlling a project, including project plan development, resource planning and scheduling, and project monitoring and control. Selected computerized packages, including PERT and CPM, and examples of different types of projects from manufacturing and service industries.

OMS 3056. Production and Inventory Management. (4 cr, \$OM 3056; prereq 3000 or #; generally UC only)

Inventory planning, production planning, Materials Requirements Planning (MRP), just-in-time concepts, finite loading systems, distribution systems, forecasting, master scheduling, capacity management, production activity control and purchasing. Taught from a planning and control systems point of view with managerial orientation.

OMS 3059. Quality Management. (4 cr, §OM 3059; prereq 3000 or #; generally UC only)
Key issues of quality management, including planning and organizing for quality improvement, cost of quality, customer and vendor relation, process control, quality control, managing the improvement process. Concepts and principles relevant to both service and manufacturing environments. Lecture and case instruction.

OMS 5100. Manufacturing for Competitive Advantage. (4 cr; prereq 3000 or IEOB 3000 or MBA 8050 or #; generally UC only)
The manufacturing function, particularly as it contributes to the firm's competitiveness. Manufacturing strategy, technology issues, quality issues, and integration of the work force into the manufacturing effort. Primarily for students in engineering disciplines.

OMS 5155. Methods for Quality and Productivity Improvement. (4 cr, §DSci 5055; prereq 1020 or BA 1550 or MBA 8020 or #)
Statistical methods for on- and off-line quality control. Quality management philosophy, Pareto analysis, control charts, experimental design, sampling inspection. Applications to administrative, service, and production operations.

OMS 5850. Topics in Operations and Management Science. (4 cr [may be repeated for cr]; prereq 1020 or BA 1550, 3000 or #)
Topics vary.

Risk Management and Insurance (Ins)

537 Management & Economics

The school offers a risk management and insurance major and minor. Risk management identifies, assesses, and addresses asset and human resource loss, legal liability, applying risk control, and risk transfer and risk financing techniques. Insurance services and risk transfer are important risk management tools.

Career opportunities in risk management and insurance include 1) underwriters, claims adjusters, actuaries, investment analysts, accountants, office managers, pension consultants, agents, brokers, and other positions in the private insurance industry; 2) corporate risk managers for large private and public organizations; 3) consultants, including consulting actuaries, employee benefits specialists, risk management consultants, and personal financial planners; 4) employees of state and federal government agencies that regulate the private insurance industry or administer social insurance programs; and 5) educators and research personnel.

Majors should begin one of the following professional designation tracks after graduation: Certified Financial Planner (CFP), Chartered Financial Consultant (ChFC), Chartered Life Underwriter (CLU), Chartered Property and Casualty Underwriter (CPCU), Fellow, Life Insurance Management Institute (FLMI) for people entering management positions in life insurance companies, Associate in Risk Management (ARM) for corporate risk managers. Attending the following professional organization meetings and seminars is recommended: Minnesota Chapter of the Risk and Insurance Management Society (RIMS), and local chapters of CLU, CPCU, or the International Association of Financial Planners (IAFP).

The risk management and insurance major applies theory to practice using principles of finance, law, and mathematics in the transfer and reduction of risk for individuals, corporations, and government. Students must take BFin 3100 or BFin 3200, BLaw 3058, Ins 5100, and Ins 5200.

Other courses may be taken to enhance the major, such as BA 3998, Ins 5990, or Math 5056.

CSOM students may also earn a minor in risk management and insurance by completing the following 12 credits: Ins 5100, Ins 5200, and one from BLaw 3058, BFin 3100, BFin 3200, and Math 5056.

Actuarial Science Major and Minor

Actuarial science applies mathematics to insurance problems. Practicing actuaries calculate insurance premiums, policy and loss reserves (liabilities), and estimate costs of future losses.

There are many career opportunities in life, health, pension, and property/casualty insurance, including pension systems, group life insurance, group health benefits, property risks, liability risks, and workers' compensation.

Students typically take at least two professional actuarial examinations before graduation and start internships that frequently result in job placement after graduation.

Students are introduced to professional designation tracks, including The Society of Actuaries, American Academy of Actuaries, Casualty Actuarial Society, Conference of Consulting Actuaries, and American Society of Pension Actuaries.

Prerequisite courses include Math 1251, 1252, and 3252. Major courses include Ins 5100 or Ins 5200, Math 5056, Ins 5230/Math 5057, Ins 5231/Math 5058, Math 5473 or 5059, Math 5679 or Stat 5131, and Stat 5121-5122 or Stat 5132-5133.

Similar/comparable math and statistics may be substituted by petition.

Actuarial students may also earn a minor by taking Ins 5100 or Ins 5200, Math 5056, Ins 5230/Math 5057 or Ins 5231/Math 5058, and Math 5473 or 5059.

Note: In addition to prerequisites listed, for all 3xxx and 5xxx CSOM courses students must have 90 quarter credits and a 2.80 overall GPA or be admitted to a CSOM upper division major program.

Ins 5100. Risk Management and Insurance. (4 cr, \$8100)

How to recognize and evaluate the property, liability, and personnel risks facing a business, nonprofit organization, government unit, or individual or family. Tools of risk management—mainly retention, loss control, and insurance—and conditions under which they should be used. How to select and deal with an insurer. Public policy issues such as availability of insurance, insurance pricing, and social insurance.

Ins 5210. Economic and Social Security. (4 cr, \$8210, \$Econ 5534)

Nature and causes of economic insecurity and poverty. Details and economic and social implications of private employee benefits and public programs, with emphasis on Old Age, Survivors, Disability and Health Insurance (Social Security), workers' compensation insurance, and unemployment insurance.

Ins 5230. Actuarial Mathematics I. (4 cr, \$Math 5057; prereq Math 1252 or #, one probability or statistics course)

How to calculate net premiums, gross premiums, reserves, and nonforfeiture values for major life insurance contracts. Impact of assumed mortality, interest, and expense assumptions on these items.

Ins 5231. Actuarial Mathematics II. (4 cr, \$Math 5058; prereq 5230 or #)

Economics of insurance, measurement of mortality, life insurance, annuity premiums and reserves. Multilife functions. Population problems and multiple-decrement theory.



A Carlson School of Management alumna, now a General Mills Inc. marketing representative, works with a current Carlson School student in the Undergraduate Mentorship Program.

A d m i n i s t r a t i o n a n d F a c u l t y

**This is the Administration and Faculty section of the 1996-1999
University of Minnesota Carlson School of Management Bulletin.**

University Regents

Thomas R. Reagan, Gilbert, Chair
H. Bryan Neel III, Rochester, Vice Chair
Wendell R. Anderson, Wayzata
Julie A. Bleyhl, Madison
William E. Hogan II, Minnetonka
Jean B. Keffeler, Minneapolis
Hyon T. Kim, St. Anthony
Warren C. Larson, Bagley
William R. Peterson, Eagan
Jessica J. Phillips, Morris
Stanley D. Sahlstrom, St. Cloud
Patricia B. Spence, Rice

University Administrators

Nils Hasselmo, President
JoAnne G. Jackson, Senior Vice President for Finance and Operations
Marvin L. Marshak, Senior Vice President for Academic Affairs
C. Eugene Allen, Provost for Professional Studies
Frank B. Cerra, Provost for the Academic Health Center
W. Phillips Shively, Provost for Arts, Sciences, and Engineering
McKinley Boston, Jr., Vice President for Student Development & Athletics
Mark L. Brenner, Vice President for Research and Dean of the Graduate School
Thomas H. Swain, Acting Vice President for Institutional Relations
Mark B. Rotenberg, General Counsel

Carlson School Administrators

David S. Kidwell, Dean
Christopher J. Nachtsheim, Associate Dean of Faculty
Mary L. Nichols, Associate Dean of Academic Programs
To be named, Associate Dean of External Affairs
Don Bell, Assistant Dean of M.B.A. Programs
John Remington, Director of Labor Education Service
Thomas Donaldson, Director of Employer Education Service
Frederick R. Jacobs, Director of Graduate Studies, M.B.T. Program
Paul E. Johnson, Director of Graduate Studies, Ph.D. Program in Business Administration
Gerald Rinehart, Director of Undergraduate Studies
William T. Scheurer, Director of Executive Development Center
James G. Scoville, Director of Graduate Studies, M.A. and Ph.D. Programs in Industrial Relations
Mahmood Zaidi, Director of International Program Development

Carlson School Faculty

** Recipient of the Horace T. Morse-Minnesota Alumni Association Award for Outstanding Contributions to Undergraduate Education.*

Department of Accounting

John Dickhaut, *chair*

Professor

Amin H. Amershi, Ph.D.,
University of British Columbia
Rajiv Banker, Ph.D.,
Harvard University
Anderson/Kullberg Land Grant Chair in Accounting and Information Systems
John W. Dickhaut, Ph.D.,
Ohio State University
Honeywell Professor in Accounting
Edward J. Joyce, Ph.D.,
University of Illinois
Chandra Kanodia, Ph.D.,
Carnegie-Mellon University

Associate Professor

Gordon L. Duke, Ph.D.,
University of Georgia; C.P.A.
Murugappa Krishnan, Ph.D.,
University of Pennsylvania
Kevin McCabe, Ph.D.,
University of Pennsylvania
Judy D. Rayburn, Ph.D.,
University of Iowa; C.P.A.

Assistant Professor

Arijit Mukherji, Ph.D.,
University of Pittsburgh
Balkrishna Radhakrishna, ABD
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IDS Professor in Finance
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First Bank System Professor of Finance
- John H. Boyd, Ph.D.,
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Relations
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- Ellie Glennon Harris, Ph.D.,
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