

UNIVERSITY OF MINNESOTA

BULLETIN

1992-1994



**The Carlson School of
Management offers one of
the most well balanced and
stimulating learning
environments for business
students today.**

The Carlson School has:

- ◆ **a renowned faculty**
- ◆ **a curriculum
that keeps pace with
today's complex
business world**
- ◆ **professional develop-
ment opportunities**
- ◆ **an ideal setting in a
vibrant corporate
community**

Curtis L. Carlson School of Management

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Introduction

Department Directory

(area code 612)

Accounting and Business Law

645 Management and Economics
624-6506

Career Planning and Placement

190 Humphrey Center
624-0011

Carlson Executive M.B.A. Program

295 Humphrey Center
624-1385

Executive Development Center

320 Management and Economics
624-2545

Finance

735 Management and Economics
624-2888

Industrial Relations

537 Management and Economics
624-2500 (Graduate Programs, 624-5810)

Employer Education Service

423 Management and Economics
624-5525

Labor Education Service

437 Management and Economics
624-5020

I.R. Reference Room

365 Blegen Hall
624-7011

Information and Decision Sciences

395 Humphrey Center
624-8030

Management Information Systems

Research Center

395 Humphrey Center
624-6565

Mail and Duplicating Center

86 Management and Economics
625-1340

Managerial Communication Skills Center

280 Humphrey Center
624-1525

Marketing and Logistics Management

1235 Management and Economics
624-5055

Entrepreneurial Studies Center

1235 Management and Economics
624-5524

Logistics Management Research Center

1235 Management and Economics
625-0352

M.B.A. Program

295 Humphrey Center
624-0006

M.B.T. Program

645 Management and Economics
624-7511

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

107 Lind Hall
624-5747

Office of the Dean:

Alumni Relations

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Communications

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625-0843

Corporate Relations

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625-9538

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220 Management and Economics
626-7451

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205 Management and Economics
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218 Management and Economics
625-9361

Office of Information Technology

330 Management and Economics
625-5550

Operations and Management Sciences

332 Management and Economics
624-7010

Operations Management Center

332 Management and Economics
624-7010

Ph.D. Program

280 Humphrey Center
624-0875

Strategic Management and Organization

835 Management and Economics
624-5232

Strategic Management Research Center

822 Management and Economics
624-0226

Undergraduate Program

290 Humphrey Center
624-3313

Policies

Bulletin Use—The contents of this bulletin and other University bulletins, publications, or announcements are subject to change without notice. University offices can provide current information about possible changes.

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 assure that previously under-represented 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, 420 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 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 Patricia A. Mullen, 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, telephone number, dates of enrollment and enrollment termination, 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 the Office of the Registrar, 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.

Introduction

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.

Postal Statement

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General Information



General Information

Overview

History

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

Faculty and Staff

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

Research Centers

- Accounting
- Logistics Management
- Industrial Relations
- Financial Studies
- Strategic Management
- Operations Management
- MIS
- Entrepreneurial Studies
- Quality Management (in design stage)

Departments

- Accounting
- Finance
- Industrial Relations
- Information and Decision Sciences
- Marketing and Logistics Management
- Operations and Management Science
- Strategic Management and Organization

Rankings

- 4th among public business schools for faculty scholarship*
- 11th among all business schools for faculty scholarship*
- MIS area 1st in country for faculty scholarship*
- Included in *Business Week's* "hidden 20" list, 1990, 1991
- 15th in *Business Week's* most recent survey of M.B.A. employers
- Included in *U.S. News & World Report's* five "up and coming" business schools, 1990, 1991
- MIS area ranked 2nd best in country by *U.S. News & World Report*, 1990, 1991
- MIS area ranked 2nd best in country by *Computerworld*, 1990
- Industrial Relations program ranked 2nd best in country**

Degrees Awarded

- Bachelor of Science in Business (B.S.B.)
- Master of Business Administration (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.)
- Doctorate in Industrial Relations (Ph.D.-I.R.)

1991-92 Enrollments

- 897 undergraduate day students (558 B.S.B.-General; 339 B.S.B.-Accounting)
- 309 M.B.A. day students
- 1243 M.B.A. evening students
- 59 Carlson Executive M.B.A. students
- 129 M.A.I.R. day students
- 119 M.A.I.R. evening students
- 150 M.B.T. students
- 73 M.S.-M.O.T. students
- 128 Ph.D.-Business Administration students
- 22 Ph.D.-Industrial Relations students

Accreditation

- American Assembly of Collegiate Schools of Business

Professional Education

- Executive Development Center: Minnesota Management Academy
Minnesota Management Institute
Minnesota Executive Program
- Industrial Relations Center: Employer Education Service
Labor Education Service

International Programs

- M.B.A. student exchange with top business schools in Australia, Austria, Brazil, France, Italy, Japan, Spain, Sweden, and Switzerland
- Summer business program for graduate students with the Université Jean Moulin-Lyon III in France
- Undergraduate study abroad in Austria, Canada, Denmark, France, Japan, Singapore, and Spain
- Faculty exchange programs in China, France, and Japan

1990-91 Placement Statistics

- Average salaries:
B.S.B.-General—\$24,753
B.S.B.-Accounting—\$25,985
M.B.A.—\$40,103
M.A.I.R.—\$38,418
- 167 companies recruiting on campus

Alumni

- 28,500 alumni
- Located in 50 states, Washington D.C., and 61 foreign countries
- 41 Outstanding Achievement Awards

**University of Maryland study, 1989*

***Ohio State University study, 1991*

History

In 1899, William Folwell, then president of the University of Minnesota, told a bankers convention that it would be "just as logical" for the University to have a school of commerce as to have a professional school of law, medicine, or engineering. During the next 20 years, courses in business areas were taught in increasing numbers by the economics faculty. This continued until 1919, when, as a "logical" next step, the Board of Regents established the School of Business Administration. The following year the new school became one of the first in the nation to be accredited by the American Assembly of Collegiate Schools of Business (AACSB). Initially, a baccalaureate degree and a master of science (M.S.) degree, principally in economics, were offered. From the start, the undergraduate curriculum called for two years of liberal education followed by two years of professional education.

The master of business administration (M.B.A.) degree was first authorized in 1935 and the doctor of philosophy (Ph.D.) degree in 1948. These programs were both immediately accredited when the AACSB began evaluating graduate programs in 1963. A separate master's program in industrial relations was established in 1956 and was followed by a Ph.D. program in industrial relations less than 10 years later. In 1960, the evening M.B.A. program began, making it possible for business professionals to combine a full-time job with advanced study in the field. In 1978, the college established a master of business taxation (M.B.T.) program in conjunction with Continuing Education and Extension.

In 1961, the Board of Regents recognized the growth of graduate study in business by establishing the Graduate School of Business Administration. The College of Business Administration thus became the College and Graduate School of Business Administration. In 1971, the name was again changed to the College of Business Administration and, in May 1981, the University of Minnesota Board of Regents voted to change the name to the School of Management to better reflect the broader role this institution now has in the state and nation.

In 1986 the school was renamed the Curtis L. Carlson School of Management in honor of Curtis L. Carlson, a 1937 alumnus and one of the schools' major benefactors. Curt Carlson is a successful entrepreneur who founded the Carlson Companies, Inc., a \$4 billion-a-year international hotel, restaurant, and travel conglomerate. He headed a three-year fundraising campaign on behalf of the University of Minnesota that raised \$40 million for the Carlson School.

David Kidwell became the school's dean in September 1992. He is leading the development of a strategic plan that builds on the school's national leadership in applied research and its excellent teaching programs to make it one of the best business schools in the country. He is also committed to making the school a strong economic asset for Minnesota by fostering an intellectual partnership between the school and the business community.

As part of a large University located in a major metropolitan area, the school is well situated for teaching and research in business and management. The faculty and students have ready access to other University units, a progressive business community, and the state capital. Businesses and

General Information

other organizations in the area provide opportunities for students to gain practical business and research experience. Leaders of business and other organizations throughout the state are selected by the dean of the school to sit on the Board of Overseers and other advisory committees, thus making their expertise available to the school. The Carlson School continues to provide leaders trained in management to meet an increasingly complex, global business environment.

Objectives

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 recognized 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.

The bachelor of science in business, with both general management and accounting programs, is the first step in the continuum of business education offered by the school. The specific objectives of the undergraduate programs are to:

- provide a liberal education with a concentration in management;
- orient students to the functions and environment of business enterprise and equip them with basic managerial skills; and
- provide a foundation for students preparing for graduate professional degrees in areas such as business, law, and public policy.

The graduate programs offered for the master of business administration, master of science in the management of technology, master of arts in industrial relations, and master of business taxation degrees provide advanced professional training. The school also offers doctor of philosophy degrees in business administration and industrial relations as well as extensive noncredit programs for managers through its Executive Development Center.

Professional Education Programs

The Carlson School of Management offers a number of nondegree programs to keep practitioners abreast of new information and trends as well as to broaden their educational experience for assuming new responsibilities.

Employer Education Service (430 Management and Economics)—A division of the Industrial Relations Center, this unit provides professional education and resource center opportunities to employers, focusing on personnel administration, industrial relations, human resource management, and supervision topics at both line and staff levels. For more information, call 612/624-5525.

Labor Education Service (437 Management and Economics)—A division of the Industrial Relations Center, this unit conducts conferences, institutes, and short courses for labor union representatives; produces videotapes for documentary and classroom use; and publishes reports. For more information, call 612/624-5020.

Executive Development Center (280 Humphrey Center)—This center offers noncredit professional management programs for business people in both profit and nonprofit organizations.

—*Minnesota Executive Program*: A residential program for senior executives that focuses on corporate strategy.

—*Minnesota Management Institute*: A residential program for mid-management people that emphasizes operational, behavioral and functional management skills.

—*Minnesota Management Academy*: A residential program for newer managers that focuses on general management principles and interpersonal skills.

—*21st Century Program*: An exclusive development program that enhances the leadership skills of select executives from companies in our region.

—*Customized/In-House Programs*: Seminars designed, developed, and delivered in partnership with companies. Call 612/624-2545 for more information.

Research Centers

Accounting Research Center (645 Management and Economics)—This center was established in 1977 to coordinate the efforts of the Department of Accounting to contribute to accounting knowledge through research. It encourages significant research in accounting, acts as a vehicle for funding accounting research by members of the business community, and offers continuing professional education programs to practitioners.

Entrepreneurial Studies Center (1235 Management and Economics)—This center was founded in 1989 to look at the conception, birth, and growth of new ventures— independent start-ups, corporate ventures, takeovers, buyouts, and turnaround situations. Research, teaching, and outreach programs are coordinated to promote the study of various entrepreneurial activities.

Industrial Relations Center (537 Management and Economics)—This center, established in 1945, conducts research projects on such topics as human resources and labor markets, organized labor and collective bargaining, organization theory and behavior, and personnel administration. Reprint and working paper series, both available through the center, report on research projects and results. Service activities include providing speakers and consultants; organizing professional and public service meetings; and planning, participating in, and directing conferences. This center also offers full-time day and part-time evening M.A. and Ph.D. degree programs in industrial relations.

See also the Employer Education Center, the Labor Education Center, and the Industrial Relations Reference Room.

The Institute for Financial Studies (773 Management and Economics)—Established in 1987, this research center is a focal point for the intellectual interaction of the finance faculty and students with academic and industry finance professionals. Institute faculty conduct research in areas such as prices in financial markets, optimal financial contracts, inflation and stock returns, and financial intermediation. Recent research in financial economics is communicated to finance professionals through annual workshops. The institute also publishes a working paper series.

Logistics Management Research Center (1235 Management and Economics)—This center was founded in 1987 to sponsor research that will improve the management of logistics, distribution, and transportation. Important changes in how products are distributed have been occurring as a result of changing economics, technology, and the regulatory environment. The center encourages research on multidisciplinary issues that are driven by these changes.

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Management Information Systems Research Center (355 Humphrey Center)—This center, founded in 1968, is the focus of research efforts in management information systems (MIS). It is supported cooperatively by a number of large companies headquartered in Minneapolis/St. Paul, the University of Minnesota, and research funds from federal, state, and private contracts.

The center is committed to educating and developing MIS professionals and educators; conducting research addressing the managerial use of computers in organizations; and promoting interaction among professionals, academicians, and students.

Research is conducted in four major areas—experimental, organizational, applications, and technical. Information about research efforts, working papers, and technical reports is available upon request from the department.

The center also publishes the *MIS Quarterly*, which is distributed internationally.

Operations Management Center (332 Management and Economics)—This center was founded in 1983 to further accelerate the interaction between the Twin Cities business community and the operations management program. The center is one of the few in the country, bringing together senior executives from 10 service and manufacturing companies with faculty and students. The center sponsors research on leading-edge problems affecting the operations management profession, focusing on the management of technology and technical change in operations. The Operations and Management Center also sponsors roundtable discussions and speakers.

Strategic Management Research Center (822 Management and Economics)—The Strategic Management Research Center is a University-wide interdisciplinary center created as a joint venture of the Carlson

School of Management, the Humphrey Institute of Public Affairs, and the Department of Agricultural and Applied Economics. The purpose of the center is to address strategic managerial problems faced by the general manager in public and private organizations, domestically and internationally. Currently researchers from more than 12 University units are working on research areas of managing innovation and change, large-scale organizational transitions, new ventures, international management, business development, and strategic management of educational organizations. A new area of research, government-business relations and global competition, is currently being developed.

In addition to programmatic research in these areas, a major thrust of the center is to create an intellectually stimulating community that fosters learning and research among faculty, students, and managers. This is accomplished through (1) the Strategic Management Colloquium series in which leading national scholars as well as University faculty and students present cutting-edge research and thinking; (2) Executive Breakfast Roundtable Discussions in which small groups of executives and faculty meet to discuss problems of joint interest to practitioners and scholars; (3) three paper series in which new theories and research by faculty and associates of the center are disseminated to a network of other scholars and practitioners throughout the world for review and comment; and (4) conferences on key strategic management themes.

Service Centers

Career Planning and Placement Office (190 Humphrey Center)—The school maintains a Career Planning and Placement Office for its students and alumni. Career literature, information on many companies throughout the United States, and career

planning services are available at the office. As a senior or graduate student, you may interview with representatives of companies that come to the University during the recruiting season and also have access to job listings of hundreds of additional companies. You may seek part-time work, summer employment, and internships through the Career Planning and Placement Office.

Inquiries about employment should be addressed to the Director of Placement, Carlson School of Management, University of Minnesota, 271 19th Avenue South, Minneapolis, MN 55455.

Computer and Technical Services (West Bank Computing Services, 93 Blegen Hall)—Computers are available for use by students, staff, and faculty. Interactive mainframe computing is available through dial-up procedures or by using campus lab facilities. University mainframes include Cyber, VAX, IBM, UNIX, and CRAY machines. Microcomputer labs provide access to MS-DOS (IBM) and Apple Macintosh computers and printers, with a wide variety of available software. West Bank Computing Services also provides computer consulting, development, and related training.

Industrial Relations Reference Room (365 Blegen Hall)—A division of the Industrial Relations Center, this specialized library maintains a unique collection of resource materials covering all aspects of employment, with special emphasis on collective bargaining and human resource management. The library is open to business, government, and labor representatives as well as University students and faculty.

O. Meredith Wilson Library—Books added to the business collection are interfiled with books on other subjects in the main collection of Wilson Library. The database on the library's first floor can be consulted for a complete listing of University-owned books dealing with business subjects.

All periodicals are kept in the Periodicals Room in the basement. Some newspaper and periodical indexes of interest to business students can also be found in the Reference Room on the first floor.

Census publications and publications by government agencies (e.g., Small Business Administration, Department of Commerce, Federal Reserve Board, Securities and Exchange Commission) are kept in the Government Publications Library on the fourth floor. Indexes, bibliographies, and reference assistance are also available there.

Students beginning research on business subjects will want to start in the Business Reference Service on the second floor of Wilson Library. Its collection includes reference materials, tax and investment advisory services, periodical indexes, pamphlets, 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 on microfiche. Several microfiche readers are available. Reference help is available, and patrons will be referred to other collections if appropriate.

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.

Tours of the Business Reference Service or of Wilson Library are available upon request.

Special Programs

Honors Program—Special opportunities for high ability students are available through research assistantships, independent study projects, and the school's Honors Association. In addition to merit scholarships available to students performing high ability work, the school recognizes superior

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achievement through awards and distinctions announced at commencement ceremonies each year. Students interested in honors opportunities should contact the Undergraduate Studies Office, 290 Humphrey Center.

Study Abroad—The Carlson School of Management encourages students to broaden their educational experience by participating in study abroad programs. Information about a variety of opportunities is available through the University's International Study and Travel Center, 102 Nicholson Hall (612/625-1150).

The Carlson School co-sponsors foreign studies programs in Japan, Spain, Denmark, Austria, France, Canada, and Singapore, for which students can receive pre-approved residence credit. These programs are sponsored by the Council on International Educational Exchange (CIEE), the Institute of European Studies (IES), and the Denmark International Study Program. More information is listed in this bulletin under Foreign Studies Management (FSMg). Transfer credit, credit by exam, or directed study credit can be obtained on a case-by-case basis for appropriate coursework in other University and non-University programs. Advance consultation concerning such credit is essential. Additional information can be obtained from the Undergraduate Studies Office, 290 Humphrey Center.

Professional Development Seminars—Recognizing that personal and career success often depends on skills and awareness not specifically covered in the academic curriculum, the Carlson School offers seminars for undergraduates on topics ranging from interpersonal communication to understanding corporate culture. The seminars are taught by staff and local business leaders.

Student Organizations

As a student in the Carlson School you may find opportunity for valuable experience and personal growth by participating in University activities outside the classroom. Within the school a variety of student groups may appeal to your professional interests. You are encouraged to take an active part in these group activities. Meeting times and contact information are available in the Undergraduate Studies Office, 290 Humphrey Center.

AIIESEC—The International Association of Students in Economics and Management is one of the largest nonprofit student organizations in the world. AIIESEC specializes in the international exchange of students for internships in business. Students develop their communication, marketing, and management skills while interacting with the business community and may be eligible for internships with corporations in foreign countries.

Alpha Kappa Psi—A national professional business fraternity, this coeducational group brings together students with a common interest in business for scholastic and social activities. This chapter has been active on campus since 1922. Prominent men and women in business are featured at the meetings throughout the year. Tours, seminars, and opportunities for participation in community service projects are available. Meetings are held on Sunday nights at the chapter house, 1116 5th Street S.E., Minneapolis. Visitors are always welcome.

Beta Alpha Psi—This national, professional, honorary organization is comprised of accounting majors with grade point averages (GPAs) of 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. Members tour CPA firms, industry, and government offices. In addition, Beta Alpha

Psi provides recreational sports teams and tutors for students in accounting and participates in a Volunteer Income Tax Assistance program.

Business Association of Minorities—This organization fosters a multi-ethnic sharing of ideas and concerns among people interested in business administration. It provides a diverse perspective on the corporate world. Members are actively involved in various campus and community activities.

Business Board—This group represents the undergraduate student body in the Carlson School of Management. The Business Board channels student opinion into administrative and faculty decisions. Its members serve on various school committees and plan activities to foster interaction between students and faculty.

Representatives from student organizations as well as "at large" representatives from the student body in general are elected each spring as representatives to the Business Board. Carlson student senate representatives serve as ad hoc members of the board. All interested students are urged to run as candidates for the Business Board.

Delta Sigma Pi—All students majoring in the fields of business administration and economics may share their similar interests by joining this professional coeducational business fraternity. The group sponsors professional dinners and tours, community service projects, and many athletic, scholastic, and social activities. Meetings are held on Monday nights in the Undergraduate Student Lounge, 110 Management and Economics building.

The Harbinger—This magazine is published by students in the Carlson School of Management. It serves as a source of information on the requirements, activities, and people in the school, and also provides perspectives on issues affecting business and nonprofit organizations. Students who participate gain practical experience that strengthens their communication, marketing, and organizational skills. *The Harbinger*

welcomes the involvement of students who wish to share their ideas and time.

Honors Association—Founded to provide recognition and opportunities for high-achieving students, the Honors Association sponsors programs and activities to foster the interaction of students with faculty, prominent community leaders, and fellow high-ability students. Students with GPAs of 3.50 and above are encouraged to apply for membership by contacting the Undergraduate Studies Office, 290 Humphrey Center.

Iota Rho Chi—Graduate students in industrial relations are represented by this professional organization. The purpose of the group is to promote advanced study, active research, and exchange of knowledge in the field. Regularly scheduled meetings are held at which various practitioners discuss industrial relations concerns. Iota Rho Chi also sponsors an active internship program for its members.

MBA Association—Serving primarily graduate students and graduate alumni, the MBA Association provides informal learning experiences for the developing business professional and promotes interaction on a regular basis between graduate students and faculty in the School of Management and the business community.

Phi Delta—Minnesota Women in Management—Carlson School students and students interested in business administration, business education, or economics are invited to join this professional business organization. Each quarter the group sponsors varied activities with a professional focus, and members also collaborate on service projects and social events.

Society for the Advancement of Management—A student chapter at the University is affiliated with this international professional management organization. The chapter brings together students with common broad-based interests in all phases of business. The chapter holds weekly meetings that include speakers on business and academic and self-development topics.

General Information

Student Accounting and Finance Association—This association provides an opportunity for students to become acquainted with accounting faculty and area business representatives. Speakers inform students of opportunities in public and private accounting and finance. Career fairs and tours of CPA firms give students the opportunity to meet professionals and ask questions on an informal basis.

University of Minnesota Marketing Association—This professional, coeducational organization caters to all business and pre-business students who have a special interest in marketing. The organization helps students increase their working knowledge of marketing through speakers, seminars, and corporate tours. Other benefits include interaction among fellow students, faculty, and local corporate leaders on social and professional levels.

Expenses

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

Financial Aid

Financial aid application forms are available from the Office of Student Financial Aid, 210 Fraser Hall, University of Minnesota, 106 Pleasant Street S.E., Minneapolis, MN 55455. Applications must be submitted early in the calendar year.

Loans—The loan funds described below are designed for Carlson School of Management students and the application process is initiated in the Office of Student Financial Aid.

Paul R. Doelz Emergency Loan Fund—A short-term loan for undergraduate and graduate Carlson School students with emergency needs.

F. D. Lindquist Loan Fund—For Carlson School students needing financial assistance.

J. Clyde Parker Accounting Student Loan Fund—For Carlson School undergraduate accounting students. Contact the department office for information.

Lucile Bennet Wynkoop Loan Fund—Loans for Carlson School students who have financial need and a 3.00+ GPA.

Undergraduate Scholarships—A variety of scholarships are available for current and prospective Carlson School students. Some are designated as need-based and are administered through the Office of Student Financial Aid; those designated as merit-based are available through the Undergraduate Studies Office, 290 Humphrey Center, or through various departments.

Advantage Scholarship Program—Scholarships are available for talented minority and disadvantaged students seeking baccalaureate degrees in business and accounting. The scholarships provide a stipend and merit awards for between one and six years, depending on whether a student is admitted to the program as a freshman, sophomore, junior, or senior. Students in the Advantage Scholarship Program receive quarterly awards based on credits and GPA earned. Finalists are interviewed by the scholarship committee.

Alpha Kappa Psi—Alpha Kappa Psi scholarship awards are available to students seeking careers in business. The scholarship is valued at \$4,000. Preference is given to students who are interested in living at the Alpha Kappa Psi House located at 1116 5th Street S.E., Minneapolis, Minnesota. Finalists are interviewed.

Carlson Companies Scholarship—Scholarships covering tuition, fees, and living expenses are available to employees of the Carlson Companies and their families. Information on these highly competitive awards can be requested from the Undergraduate Studies Office, 290 Humphrey Center.

Carl H. Fritze Transportation—Preference for this \$500 award is given to a Carlson School student interested in a career in transportation/transportation law. To be eligible the student must have an overall GPA of 3.00 or higher. Application deadline: May 22.

Frank B. Hall—Preference for this \$1,000 scholarship is given to students interested in financial services, insurance, or employee benefits management.

George Russell International Fund—Preference for this \$750 award is given to Carlson School students who plan to study abroad through one of the six foreign studies programs cosponsored by the Carlson School of Management. Application deadline: May 22.

Holden Graphic Arts—Preference for this \$500 award is given to Carlson School students who are interested in printing and graphic arts. The scholarship may be renewed for one additional year for a total possible scholarship of \$1,000 over two years. Application deadline: May 22.

Jack Collins Memorial Scholarship in Management—This \$500 scholarship is awarded to a full-time student in the Carlson School who, by choice or necessity, interrupted his or her traditional educational years with career, family, or military service. Application deadline: May 22.

Jeannette Winter Tilly Fund—This \$1,100 award is available to Carlson School students who have financial need and who have a competitive GPA. Preference is given to women candidates. Application deadline: May 22.

LaBissoniere—One or two \$1,000 scholarships are available to Carlson School students. Application deadline: May 22.

Maurice L. Rothschild—Several \$1,000 scholarships are available to new Preferred Admission freshmen each year. Preference is given to students entering the College of Liberal Arts Honors Program as full-time students. (Full-time status requires taking a minimum of 12 credits each quarter.)

Merrill and Donna Anderson—Preference for this \$500 award is given to Carlson School students who have had employment experience in the restaurant industry. This award is renewable for one additional year for a total possible scholarship of \$1,000 over two years. Application deadline: May 22.

The following scholarships are offered by academic departments in the Carlson School of Management:

Accounting Scholarships—The Department of Accounting, 645 Management and Economics, annually awards many scholarships to undergraduate accounting majors. Students are encouraged to contact the department office early each fall term to obtain application information. Awards are primarily based on scholarship. Scholarship sponsors include public accounting firms, corporations, and individuals. Recent sponsors include: *Arthur Andersen and Co.*; *Baune Dosen and Co.*; *Cargill, Inc.*; *Coopers and Lybrand*; *Deloitte and Touche*; *Ernst and Young*; *General Mills*; *Honeywell, Inc.*; *KPMG Peat Marwick*; *Larson, Allen, Weishair and Co.*; *McGladrey and Pullen*; *C.E. Tranter*; *Price Waterhouse and Co.*; *3M Company*.

In addition to the above scholarships, the Carlson School Undergraduate Studies Office occasionally announces one-time-only scholarships. These scholarships are advertised in 290 Humphrey Center, where information and application forms may be obtained.

Graduate Fellowships and Scholarships—The Application for Financial Aid for students in the Industrial Relations graduate programs may be obtained from the Graduate School, 307 Johnston Hall, University of Minnesota, 101 Pleasant Street S.E., Minneapolis, MN 55455. In the M.B.A. and Ph.D. programs, request for fellowships is made on the application forms available from the M.B.A. or Ph.D. program offices. Unless otherwise noted, the application deadline for the fellowships and scholarships listed below is February 15.

American Assembly of Collegiate Schools of Business Graduate Management Admission Council National Doctoral Fellowship Program in Business and Management (NDFP)—\$10,000 fellowship to be awarded to the applicant and \$5,000 grant to the school to cover the student's first-year tuition and fees.

Carlson School of Management Associates Fellowships—For new graduate students in Carlson School of Management. Amount varies.

Carlson School of Management Alumni Fellowships—For new graduate students in the Carlson School of Management. Funded by annual gifts from alumni and friends. Amount varies.

Chrysler Corporation Scholarship in Industrial Relations—Awarded to a master's student in industrial relations.

Elwell Foundation—Awarded to several Ph.D. students in finance. Amount varies.

Paul Goldsborough, Jr. Fellowship—Awarded to graduate students in the Carlson School of Management. Amount varies.

Ernest Heilman Award—An outstanding teacher award for a Ph.D. student in accounting. \$1,000.

Honeywell Scholarship—Awarded to an outstanding graduate student in accounting. Amount varies.

Minnesota Mining and Manufacturing Scholarship—Awarded to an outstanding graduate student in accounting. Amount varies.

Carl Nelson Doctoral Award—Awarded to a Ph.D. student in accounting. \$1,000.

General Information

Price Waterhouse Scholarship—Awarded to an outstanding graduate student in accounting. Amount varies.

Minority/Disadvantaged Fellowship—Awarded to two graduate minority/disadvantaged students annually. Variable up to \$5,000.

Rosenberg Real Estate Equity Funds (RREEF) Minority/Disadvantaged Fellowship—Awarded to new full-time minority/disadvantaged M.B.A. students pursuing a career in real estate. \$5,000.

C. E. Tranter Scholarship—Awarded to an outstanding graduate student in accounting. \$1,500.

Curtis L. Carlson School of Management

Degree Programs



Degree Programs

Baccalaureate Programs

The Carlson School of Management offers two programs of study leading to the bachelor of science in business (B.S.B.) degree: the General Management Program (with nine "areas of emphasis" described below) and the Accounting Program.

Note: The general management and accounting undergraduate programs have been revised. Students admitted to the Carlson School of Management before fall 1990 are responsible for the requirements published in the *Management Bulletin* current at the time of their admission. Students previously admitted to the degree program who have not taken courses for one year or longer should consult with a Carlson School adviser (290 Humphrey Center) before continuing with coursework. Contact the Undergraduate Studies Office, 290 Humphrey Center (612/624-3313) for updated degree planning sheets.

Carlson School of Management Preferred Admission Program

The Carlson School of Management at the University of Minnesota is one of the nation's top undergraduate business programs. Although students selected for admission to the school normally have completed their first two years of college, a limited number of new freshmen are accepted into the school's Preferred Admission Program each year.

Students beginning their college work in the University of Minnesota's College of Liberal Arts Honors Program are the primary group the Preferred Admissions Program seeks to serve. Interested students beginning coursework at other colleges or at other two- or four-year institutions, however, are also encouraged to apply for this status.

Selection for the Preferred Admission Program is based on high school academic performance, test scores, and extracurricular achievement.

Contact the Undergraduate Studies Office, 290 Humphrey Center (612/624-1517) for complete details.

Admission Requirements

Students are considered for admission to the undergraduate curricula of the Carlson School of Management after satisfactory completion of a premanagement program. Premanagement coursework (completed in the freshman and sophomore years) may be taken at the University of Minnesota, any state community college, or any accredited institution offering a comparable program.

Undergraduates are admitted to the Carlson School of Management twice each year. Application deadlines are June 1 for fall quarter and January 15 for spring quarter. Because of resource constraints, the Carlson School establishes enrollment limits. Although GPAs (as described below) are important determinants of admission, applicants are required to provide additional information about their background and achievements to allow a broader view of their qualifications for admission.

Admission to the Carlson School is competitive. Applicants are evaluated in three areas: overall academic record; performance in the specific management-related "tool" courses listed below; and accomplishments and achievement outside the classroom.

The first two areas are evaluated on the basis of academic transcripts. Most students admitted in recent years have had GPAs well above 3.00. The third area is assessed on the basis of information students provide in the Application Addendum. Prospective applicants are encouraged to pick up a copy of the Addendum early in their premanagement planning.

To be considered for admission, you must have met the following requirements:

1. Completed or have in progress coursework to total 90 transferable credits by the time of admission.

Note: If you have taken a course that you think may be equivalent to a "tool" course, inform a Carlson School adviser (290 Humphrey Center).

2. Completed the Carlson School major requirements, including the management-related "tool" courses on an A-F grading

basis by the time you enter the school (with no more than the final two "tool" courses in progress when you apply). The "tool" courses are: Introduction to Financial Reporting (Acct 1050 or 1024 and 1025); Principles of Microeconomics and Macroeconomics (Econ 1101 and 1102); Fundamentals of Information Development and Use (IDSc 1010); Data Analysis and Statistical Inference for Managers (OMS 1020); and Calculus (Math 1142 or 1211 or 1251). Although one or two "tool" courses may be in progress at the time of application, all else being equal, preference is given to students who have completed all the "tool" courses.

Note: Plus/minus grades earned in required lower division Carlson School courses (IDSc 1010, OMS 1020, and Acct 1050) will be included in calculation of admission GPAs.

3. Completed the *Premanagement Requirements* as listed below. Equivalent courses taken at other institutions upon evaluation may be substituted. You may apply lacking a total of five premanagement courses. "Tool" courses in progress at the time of application are included in this total.

Note: A course taken fall 1992 or later in which a grade of D+, D, or D- was earned may be repeated *once*. Although the credits will be counted only once, the original and second grades will be averaged in determining GPAs for the purpose of admission. The Carlson School counts all grades of N earned fall 1987 or later and all grades of "F" as zero grade points in the student's admission GPAs.

The premanagement program includes prerequisites for Carlson School courses as well as coursework required to fulfill the liberal education distribution requirements established by the University. Generally, all credits earned in liberal education courses may be applied toward the B.S.B. degree, except that the Carlson School accepts a maximum of 6 credits of physical education activities courses toward the degree. Consult the Undergraduate Studies Office, 290 Humphrey Center, about acceptance of such courses.

Beginning fall quarter 1993, transfer students are expected to have completed the minimum high school preparation requirements (or equivalent college coursework), as follows:

- *four years of English*, with emphasis on writing, including instruction in reading and speaking skills and in literary understanding and appreciation;
- *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 second language*; and
- *two years of social studies*, including U.S. history.

Students who graduated from high school before 1987 do not have to meet the high school preparation requirements.

Premanagement Requirements

The Carlson School of Management has adopted the following second language requirement for students pursuing a B.S.B.:

1. A second language is *not* required for students who graduated from high school June 1986 or earlier.

2. A second language (i.e., three college quarters or two high school years of the same second language) *is* required for students who graduated from high school July 1986 or later and are admitted to the Carlson School fall 1993 or later.

Note: The following course titles and numbers represent specific University courses, but equivalent courses taken at other institutions (upon evaluation) may be substituted. Please refer to the current *CLA Bulletin* for further information. *One course cannot be used to fulfill more than one requirement.*

Lower Division Major Requirements

"Tool" Courses (A-F only)

Principles of Accounting (Acct 1050 or equivalent)

Microeconomics (Econ 1101 or equivalent)

Macroeconomics (Econ 1102 or equivalent)

Information and Decision Sciences (IDSc 1010 or equivalent)

Operations and Management Sciences (OMS 1020 or equivalent statistics course)

Calculus (Math 1142 or 1251 or 1211)

Other Lower Division Major Requirements

General Psychology (4 credits minimum) (A-F only)

One class from the following: (A-F only)

Degree Programs

CSci 3101, 3102, 3104, 3113; Engl 3851; Ling 3001, 3111, Math 1131, 1252 or 1221; Phil 1001

One international/global social science course

General Education Requirements

Group A: Language, Logic, Mathematics, and the Study of Argument

Freshman composition (A-F)

Symbolic systems (met by major requirements)

Group B: The Physical and Biological Universe
Two science courses (one must be a lab science)

Group C: The Individual and Society

Two courses (beyond those noted in the major requirements)

Group D: Literary and Artistic Expression

Any two courses

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

Additional transferable credits to total 90 are required by the time you enter the Carlson School of Management. In general, credits from The College of Liberal Arts (CLA), the Institute of Technology (IT), and the College of Agriculture are acceptable for credit in the Carlson School with the exception of statistics coursework equivalent to OMS 1020 and personal skills/self development courses such as efficient reading and how to study.

Application Procedures

Each student receives an acceptance notice when admitted to the Carlson School of Management which indicates terms of admission and credits accepted. If you apply for admission and are not accepted, you will receive a notice explaining the reasons.

When applying to the General Management program, you should indicate your intended area of emphasis: actuarial science, banking, finance, logistics management, marketing, operations management, small business management and entrepreneurship, general management studies, or self-designed. If you wish to apply to both the Accounting Program and the General Management Program, please indicate on your application your first and second choice.

If you wish to change programs after admission, you must file a petition. Petitions must be filed in 290 Humphrey Center by the application deadlines for fall and spring quarters. Students must meet the minimum overall and total admission GPAs in place at the time of their petition. If your petition to switch majors is approved, you must meet the program requirements in place at the time of your change.

Change of College Within the University—If you are currently enrolled in another unit of the University of Minnesota, you must apply to transfer to the Carlson School of Management by June 1 for fall quarter admission and by January 15 for spring quarter admission. An “Application for Change of College or Status” form and the Application Addendum are available for this purpose at the Office of the Registrar, 150 Williamson Hall, University of Minnesota, 231 Pillsbury Drive S.E., Minneapolis, MN 55455 (612/625-5333).

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 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 admissions criteria and on materials required for admission (e.g., portfolio, transcripts, test scores). Note that some majors have limited enrollments or their own special requirements such as a higher grade point average.
 - 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/counselor 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.

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.

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 of 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. If not satisfied, you can appeal. See “Your Rights as a Transfer Student” below.

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.
- Usual appeals steps are: 1) Student fills out an appeals form. Supplemental information you provide to reviewers—a syllabus, course description, or reading list—can help. 2) Department or committee will review. 3) Student receives, in writing, the outcome of the appeal. 4) Student can appeal decision to the Undergraduate Studies Office, 290 Humphrey center, 612/624-3313.
- 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.

Transfer From Other Institutions to the Carlson School—If you are transferring from outside the University to the Carlson School of Management, you must submit an Application for Admission and an Application Addendum, available at the Office of Admissions, 240 Williamson Hall. You must request that an official transcript from each college you have attended be sent directly from the college to the Admissions office. In addition, a \$25 nonrefundable application fee must accompany your application. Please note that 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 the Carlson School.

Credits completed at other institutions that are acceptable for transfer to the Carlson School of Management may be used to meet admission requirements. Credits in business courses at the lower division level are

Degree Programs

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 completed at other institutions (1) are usually accepted for general elective credit and (2) must be evaluated by an appropriate faculty member to be used in lieu of upper division course requirements. You need to petition for acceptance of these courses after admission to the Carlson School through the Undergraduate Studies Office, 290 Humphrey Center. Please note that the Carlson School of Management does not normally accept lower division transfer coursework in lieu of its upper division course requirements.

Foreign Study Credits—Credits earned at recognized institutions of learning abroad may be transferred to the Carlson School of Management if such work meets specific lower division distribution requirements or upper division elective requirements, as determined by the coordinator of admissions. Credits from foreign institutions completed before admission to the Carlson School are accepted on the S-N grading system only. Credits for other study abroad experiences may be earned only through special examinations authorized by the Undergraduate Studies Office.

Adult Special Status—If you wish to take courses to meet special needs, you may be admitted under adult special status. If you want admission in this category, you must formally apply at the Office of Admissions, 240 Williamson Hall. Adult special students are not considered candidates for degrees. If you are admitted under adult special status and later decide to become a degree candidate, you must satisfy the admission requirements and apply for transfer to the degree program of your choice.

Generally, adult special students admitted to the Carlson School of Management must have a bachelor's degree or business experience and a strong undergraduate academic record. After admission as an adult special, you will be allowed to continue on a quarter-by-quarter basis for a maximum of

three quarters and must have written approval from the Undergraduate Studies Office, 290 Humphrey Center, for each quarter of registration. Continued registration will not be approved if you do not maintain a satisfactory grade record.

Application deadlines for adult special students in the Carlson School are July 15 for fall quarter and February 15 for spring quarter.

Continuing Education and Extension (CEE)—Generally, undergraduate degree courses offered in the evening through the Continuing Education and Extension division of the University are accepted for full credit and grade value by the Carlson School of Management. The school offers an extensive selection of credit and noncredit undergraduate courses in the evening. You must be formally admitted to the Carlson School if you plan to complete requirements for the baccalaureate degree in business administration through evening classes. As an Extension student, you should complete the premanagement requirements early in your program and apply to the school after fulfilling the 90 credits required for admission. Carlson School CEE applications are available in the Extension Counseling Office, 314 Nolte Center, University of Minnesota, 315 Pillsbury Drive S.E., Minneapolis, MN 55455 (612/625-2500) and must be completed if you plan to take all courses through CEE during your first quarter in the Carlson School, or if you wish to complete all of the B.S.B. course requirements through extension classes. If you have already been admitted to the Carlson School as a day school student and wish to complete the degree program requirements in evening classes, you must notify the Undergraduate Studies Office.

Continuing Education and Extension offers a number of noncredit certificate programs in various business fields. These programs are described in the *Extension Classes Bulletin*. Certificate credits earned through evening classes may not be applied toward degree programs.

Extension Independent Study Credits—

University of Minnesota independent study (correspondence) courses carrying degree credit may be applied toward course, credit, and grade requirements in the Carlson School of Management. The school accepts a maximum of 17 credits of upper division Carlson School coursework completed through correspondence study toward the B.S.B. degree.

Failure to complete your independent study within the allotted time period (without filing for an extension) will result in the appropriate failing grade (F or N) being posted on your transcript.

Plus/minus grading will be in effect for independent study courses that students registered for in September 1991 or later.

Bachelor of Science in Business

Degree Requirements

To graduate from the Carlson School of Management you are required to:

1. Complete a minimum of 180 credits. These credits include the required premanagement coursework and the specific degree requirements listed below.
2. Complete a minimum of 72 credits in business/economics coursework and 72 credits non-business/economics coursework. This includes coursework taken before and after admission to the Carlson School of Management.
3. Complete a minimum of 40 credits of upper division courses taught by departments in the Carlson School *after* official admission to the school.
4. Complete the final 45 credits of the degree program at the University of Minnesota. (With prior approval, students 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% of their total number of accounting classes at the University of Minnesota.
5. Be in good academic standing with a minimum GPA of 2.00 in all work taken after admission to the Carlson School and in

all upper division courses offered by departments in the Carlson School as well as in the first course of Econ 3101, 3102, 3105, or 3701.

Second Language Requirement—Students who graduate from high school after June 1986 and graduate with their B.S.B. from the University after June 1991 will be required to have two years of high school or three quarters of college work in a single foreign language. Refer to page 19 for detailed layout of second language requirement.

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

Noncredit seminars for your personal and professional development are strongly recommended. Refer to the quarterly Undergraduate Update for further information.

Core Requirements for General Management and Accounting Students

Note: Students admitted to the Carlson School of Management before fall 1990 are responsible for the requirements published in the *Management Bulletin* current at the time of their admission. Contact the Undergraduate Studies Office for more information.

*Core—*28 credits (A-F required):

- Acct 3001—Introduction to Management Accounting
- BFin 3000—Finance Fundamentals
- IR 3002—Personnel and Industrial Relations
- Mgmt 3001—Fundamentals of Management
- IDSc 3030 (formerly MSci 3300)—Information Systems and Information Management
- Mktg 3000—Principles of Marketing
- OMS 3000—Introduction to Operations Management

*Senior Policy Course—*5 credits (A-F required)
Mgmt 3004

*Economics—*4 credit course selected from the following (A-F required):

- Econ 3101
- Econ 3102
- Econ 3105
- Econ 3701

*International—*4 credits (A-F required) selected from the following:

- AgEc 3070, 5720, 5750, 5790
- BGS 3004
- BGS 3019 (depending on the topic offered, this course may fulfill the requirement; consult the Undergraduate Studies Office for further information)
- Econ 3041, 3315, 5041, 5301 or 5331, 5307 or 5337, 5313, 5315, 5401, 5431

Degree Programs

FSMg 3460, 3490, 3620, 3680, 3820
Geog 3321, 3331, 3341, 3351, 3378, 5145, 5181,
5191
IntR 5145, 5831
PolS 3477, 3810, 5889
PA 5820

Communications—12 credits (A-F required)

Comp 3022—Critical Reading and Writing for
Management (or Comp 1027 if taken fall 1989
or earlier)
Comp 3032—Pre-professional Writing for Business
One course from the following (*Note*: Students are
encouraged to complete any introductory speech
or rhetoric prerequisites for the following
courses; the prerequisite work, however, is not
required for the CSOM degree program):
Rhet 3254—Advanced Public Speaking
Rhet 3266—Discussion Methods
Spch 1101—Fundamentals of Speech Communica-
tions: Oral Communication
Spch 3111—Leadership Communication
Spch 3411—Small Group Communication Processes
Spch 3605—Public Speaking (instructor approval
required)
Spch 5422—Interviewing and Communication
Th 3803—Topics: Platform Performance

Additional General Management Program Requirements

Emphasis—20-24 credits in one of the following areas of
emphasis (A-F required).

Note: Students pursuing more than one area of emphasis
should expect to spend more than two years completing
their degrees in the Carlson School.

Actuarial Science (20 credits)

Ins 5100—Risk Management and Insurance
Ins 5230/Math 5057—Actuarial Math I
Ins 5231/Math 5058—Actuarial Math II
Math 5473—Analysis of Numerical Methods
Math 5056—Theory of Interest

Banking (20 credits)

BFin 3601—Bank Financial Management
BFin 3602—Regulation of Depository Institutions
BFin 3603—Selected Problems in Bank Manage-
ment

Two of the following:

Acct 3101—Intermediate Financial Reporting
BFin 3100—Financial Management
BFin 3300—Investment Management and
Financial Markets

Finance (20 credits)

BFin 3100—Financial Management
BFin 3300—Investment Management and Financial
Markets
Ins 5100—Risk Management and Insurance
Acct 3101—Intermediate Financial Reporting
Acct 3201—Intermediate Management Accounting

Small Business Management and Entrepreneurship (20 credits)

Mgmt 3002—Psychology and Management
Mgmt 3008—Entrepreneurship and the Smaller
Enterprise

One of the following:

Mgmt 5101—Advanced Topics: Entrepreneurship
Project

Mgmt 5101—Advanced Topics: Small Business
Management

Two of the following:

Acct 3101—Intermediate Financial Reporting
BFin 3100—Financial Management
Mktg 3010—Buyer Behavior and Marketing
Analysis
OMS 3041—Project Management

Marketing (20 credits)

Mktg 3010—Buyer Behavior and Marketing
Analysis
Mktg 3020—Marketing Operations Management
One of the following:
Mktg 3030—Sales and Distribution Management
Mktg 3050—Marketing Communications
Mktg 3065—Retail Management
Mktg 3090—Marketing Topics

Two additional upper division Carlson School of
Management courses other than additional marketing
courses.

Logistics Management (24 credits)

LM 3000—Introduction to Logistics Management
LM 5010—Topics in Logistics Management
LM 5020—Advanced Logistics Management
LM 5030—Principles of Transportation

Two advanced courses (8 credits) selected from Finance,
Marketing, Operations and Management Sciences, or
Information and Decision Sciences.

Operations Management (20 credits)

OMS 3056—Production and Inventory Management
OMS 3059—Quality Management

One of the following:

OMS 3041—Project Management
OMS 5155—Methods for Quality Improvement

Two additional upper division courses within the
Carlson School.

The OMS Department recommends that you choose
these from the following list: LM 3000, LM 5020, Mgmt
3002, Mgmt 3008, IDSc 5102, IDSc 5103, IR 3007, Acct
3101, Acct 3201.

General Management Studies (20 credits)

At least two of the following:

BGS 3004 BLaw 3058
Ins 5100 OMS 5060
LM 3000 Mgmt 3002

Three additional courses within the Carlson School.
These may be selected from the list above. No more than
two of these courses may be taken from the same
department or functional area.

Self-Designed Emphasis

20 credits of upper division courses with no more than
12 credits in one designator area. Credits may be from
other University units. Approval of the director of
undergraduate studies is required. At least 12 of the 20
credits must be completed after approval.

Note: Not all of the courses for the emphasis areas will
be available every year in Extension. Also, students
wishing to have a second official emphasis may not use
one course to count in both emphases.

Additional Electives

Additional transferable electives (upper or lower
division) from the Carlson School, College of Liberal
Arts, Institute of Technology, or College of Agriculture

to complete the 180 credits needed for graduation. Consult an adviser in the Undergraduate Studies Office before taking courses in colleges other than those listed above.

Additional Accounting Program Requirements

To earn a B.S.B. in accounting, 50% of all accounting courses must be taken from the Carlson School. This is generally equivalent to 5 courses.

Core—24 credits (A-F required)

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

Accounting Electives—8 credits of Accounting electives (A-F required; Acct 3199 and 3299 do not apply.) Acct 5180 is recommended for students planning to take the CPA examination.

Additional Electives—Additional transferable electives (upper or lower division) from the Carlson School, College of Liberal Arts, Institute of Technology, or College of Agriculture to complete the 180 credits required for graduation. Consult an adviser in the Undergraduate Studies Office before taking courses in colleges other than those listed above.

Seek advice from accounting faculty on upper division electives. It is recommended, but not required, that you choose one of the following options:

1. Economics: Econ 3102 and one additional Economics course
2. Legal and Political Environment: BLaw 3078 and BLaw 3088
3. Information and Decision Sciences: IDSc 5102 and IDSc 5103

An accounting major may also earn a general management "area of emphasis" by completing at least 5 additional courses in the appropriate emphasis. See a Carlson School adviser for details.

Accounting Internships—Two internship opportunities are available in the accounting program: Acct 3199—Internship in Public Accounting and Acct 3299—Internship in Management Accounting. These courses require full-time work for one quarter and give students an opportunity to apply accounting concepts and methods and to obtain experience that is helpful in making career decisions. The public accounting internship, usually taken during winter quarter, emphasizes auditing and taxation. The industrial accounting internship, usually taken during the summer, involves such areas as development of cost data for specific projects, accounting procedures

review, and evaluation and operation of some phase of an accounting system.

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

Academic Advising

Academic advising is a crucial component of the University's educational mission.

Although the approach to advising varies among the different colleges and departments, these general principles apply:

- Academic advising is available to prospective and currently enrolled students.
- Academic advising addresses students' needs in coursework, program planning, career options, and development issues.
- Faculty, professional advisers, and peers are involved in academic advising.

University academic advisers participate in an Academic Advising Network—a forum for sharing information and expertise across colleges and departments. Expect academic advisers at all levels to assist you in designing and implementing a program of study and related activities that will allow you to achieve your educational goals. Advisers expect you to prepare for program planning sessions by giving careful thought to possible course selections, program schedules, and short- and long-term education and career goals, and to come to appointments with pertinent academic records and materials.

The Carlson School of Management offers centralized advising services for undergraduate students currently enrolled in or interested in its day school or evening programs. In addition, the school works closely with the College of Liberal Arts' premanagement advisers in B-18 Johnston Hall. CLA premanagement majors may schedule appointments in B-18 Johnston Hall (612/624-9585) or in 290 Humphrey Center (612/624-3313). Other students can call 612/624-3313 or go to the Undergraduate Studies Office located in 290 Humphrey Center to schedule appointments.

Degree Programs

Scholastic Standards and Policies

Grading Options—University regulations allow students the choice of two grading system options: A-F or S-N. You indicate the option you have chosen at the time of registration. Changes in a course registration from A-F to S-N grading or vice versa are not allowed after the second week of a quarter (first week of a summer term).

There are twelve permanent grades that are acceptable for the completion of a course: A (highest), A-, B+, B, B-, C+, C, C-, D+, D, D- (lowest). The grade of N (no credit) is assigned when a student does not successfully complete the work of a course. F represents performance that fails to meet basic course requirements and is unworthy of credit. In calculating GPAs, F and N are assigned zero points.

The following rules and policies govern grading in the Carlson School of Management:

1. Carlson School department faculty designate courses in which students may register for S-N grading. A list of these courses is available in 290 Humphrey Center.

2. Non-Carlson School students may register for S-N grading in any Carlson School course that offers S-N grading.

3. Carlson School students must earn a minimum of 135 credits of their total program requirements on A-F grading.

4. Students must complete all upper division degree requirements on A-F grading.

5. The following premanagement courses must be taken on A-F grading: all "tool" courses, other lower division major requirements (other than international/global social science), and freshman composition. High academic performance in these areas may enhance chances for admission to the school.

Dean's List Policy—The Dean's List is a method by which the Carlson School recognizes superior academic performance. A notation appears on the records of Carlson School of Management students who complete 12 or more credits on an A-F basis

during a quarter and earn a 3.50 or greater GPA. Students may need to submit documentation of credits completed through extension or independent study to be considered.

Transcript Symbols—The following grade or symbol may be assigned in lieu of a permanent grade:

The temporary grade of I (incomplete) indicates that the instructor did not have sufficient information immediately available to assign a permanent grade. An incomplete is awarded at the instructor's discretion. *In all cases, the incomplete must be made up during the next quarter of registration* (summer session is not considered a regular quarter). The instructor decides whether or not sufficient work has been completed to warrant the assignment of an I. To simply stop attending class does not guarantee you will be assigned an I. Incompletes which are not changed to a permanent grade will lapse to the appropriate failing grade (F or N).

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. Cancellation must be official; you will not be assigned a W if you simply stop attending a class. Withdrawal from a class after the sixth week of a quarter is not allowed without scholastic committee approval.

GPA—Your GPA is defined as the sum of your grade points divided by the sum of credits for which you have earned grades of A, B, C, D, F, or N. For purposes of defining academic achievement, grade points are assigned to the 11 permanent grades as follows:

Grade	Grade Point
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

Each credit of F, 0 grade points; each credit of N earned after admission to the Carlson School of Management (effective fall quarter 1982) 0 grade points. Credits of S are not computed in the GPA.

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

Repeating Courses—A course taken fall 1992 or later in which a grade of D+, D, or D- was earned may be repeated *once*. Although the credits will be counted only once, the original and second grades will be averaged in determining the GPA. The only exception to this policy is when a student earns an F in the repeated course, in which case *both* grades are counted in the 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 an F or N was received unless it is required for graduation.

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—All students are expected to make satisfactory progress toward the bachelor's degree. Academic standing is defined by honor point accumulation which is calculated as follows:

Grade	Per credit
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	-2.0
N	-2.0

To remain in good academic standing, students must accumulate positive honor points in each of two areas: (1) all courses taken after admission to the Carlson School and (2) all upper division courses offered by Carlson School departments, plus the first course of Econ 3101, 3102, 3105, 3701. An accumulation of Ds, Fs, and Ns without offsetting As and Bs in either of these two areas will result in a grade point deficiency.

Students are placed on probation when their accumulated honor points are from -1 to -10. Students are placed on "Final Quarter Notice" when their accumulated grade points fall below -10. Failure to meet the terms of the "Final Quarter Notice" can result in suspension from the school according to terms set by the Undergraduate Studies Office.

Probationary action is based on University coursework only. Thus, grade point deficiencies accumulated at the University of Minnesota cannot be offset by high grades earned at other academic institutions.

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

Cancel-Adding—Cancellations are allowed through the sixth week of the quarter (third week of summer terms). No signature or approvals are required. Instructor permission is required to add all courses after the first week of the quarter. After the second week, Scholastic Committee approval is required to add any class (regardless of instructor approval).

Scholastic Committee cancellation approval after the sixth week of the term is rare and given only in cases of extenuating circumstances, usually those beyond students' control. Therefore, before the sixth week of the quarter, students are strongly encouraged to consider financial, academic, work-related, and personal circumstances that affect their classes.

Degree Programs

Proficiency Examinations—There are proficiency examinations available to students who have taken other upper division coursework and believe they have sufficient background and knowledge in Marketing 3000 and Information and Decision Sciences 3030. (Please refer to the Accounting section for information regarding the Accounting 3101 Pre-Test.) Contact the Undergraduate Studies Office, 290 Humphrey Center (612/624-3313) for complete details.

Petitions—Petition forms, available in the Undergraduate Studies Office, are required for the following: 1) to change from the B.S.B.-General Management to B.S.B.-Accounting program or vice versa; 2) to evaluate whether certain courses completed at other institutions are equivalent to University of Minnesota courses for transfer purposes; and 3) to request exceptions to rules and requirements.

Petition forms may require the written recommendation of the department or instructors involved. Completed forms should be turned in to the Undergraduate Studies Office. After official action has been taken on the petition, a copy of the form, indicating the decision made, will be available in 290 Humphrey Center.

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 Carlson School

of Management 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.

Carlson School of Management faculty may act on cases involving Carlson School students in their classes, 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.

Disciplinary or conduct cases non-academic in nature or involving two or more colleges are referred to the Campus Committee on Student Behavior (612/624-6073).

Attendance—Each Carlson School of Management student is 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. Carlson School faculty are required to allow make-up of missed examinations or other required coursework only under the following circumstances:

1. 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.
2. Performance of military or civil duty (such as jury duty) that could not be scheduled at another time.
3. Having three or more examinations scheduled in one calendar day.
4. Having an illness or a 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.

Students with complaints should first bring their concern to the person in question. If the concern is not resolved at this level, the student should bring the complaint to the department chair, who may confer with the appropriate program director. If the concern is not resolved at the department level, the student should contact the appropriate program director to obtain information regarding formally bringing the complaint to the school's grievance review officer. The bylaws of the Carlson School constitution provide procedures for the grievance review process.

If you have a complaint against a staff member, you should first attempt to resolve the difference with that staff member. If this meeting proves unproductive, you may 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 your intended quarter of graduation you must complete an Application for Degree in 150 Williamson Hall. Before you file the Application for Degree you are strongly encouraged to schedule an appointment to verify your degree progress with an adviser in the Undergraduate Studies Office. You must notify the Undergraduate Studies Office of any independent study classes in which you are enrolled (including quarter or semester, course number, and section number); *your graduation may be delayed if such notification is not received.* A final check of graduation requirements is made by an adviser after you have completed all coursework. If you do not meet the graduation requirements at that time, you will be notified by the Undergraduate Studies Office.

Graduation With Honors—The B.S.B. degree may be awarded “with distinction” or “with high distinction” upon final review of coursework. Honors listed in the commencement program are not final until all grades have been received. To be eligible to graduate with honors, you must:

1. Complete a minimum of 44 upper division Carlson School of Management credits on an A-F grading basis after admission; *and*
2. Meet the following specific requirement for one of the two honors:

With Distinction—Rank in the upper 4% to 10% percent of graduates based on all coursework completed while enrolled in the Carlson School of Management.

With High Distinction—Rank in the upper 3% percent of graduates based on all coursework completed while enrolled in the Carlson School of Management.

Graduation honors are calculated using the Carlson School of Management GPAs of the students who have graduated the two quarters before the quarter in which the student is graduating.

Honors and Awards—The following honors and awards are presented annually and are announced at the Carlson School of Management spring commencement.

Alpha Kappa Psi Scholarship Medal—Awarded by Alpha Kappa Psi to the graduating senior in the school who has maintained the highest GPA in the upper division Carlson School of Management courses. In the case of a tie, the student who has completed the most upper division Carlson School credits on an A-F grading basis will be awarded the medal.

Alpha Kappa Psi Tablet—Awarded to the four seniors in the school “who in scholarship and service to the school have been most outstanding.” The first tablet was presented by Alpha Kappa Psi in 1926. The Student Awards Committee, composed of representatives from the Business Board, recommends the recipients to the Coordinator of Student Development who, in consultation with the Director of Undergraduate Studies, makes the final decision.

Degree Programs

Beta Alpha Psi—Membership in this national honorary accounting society is awarded to accounting majors on the basis of performance in specific accounting courses and overall GPA.

Beta Gamma Sigma—This national honorary society is recognized by the American Assembly of Collegiate Schools of Business as the official honorary society in business. Membership is offered to the upper 7% of the juniors and upper 10% of the seniors enrolled in the school, and to the upper 20% of those receiving master's degrees during the year.

Business Association of Minorities Outstanding Achievement Award—Awarded by the Business Association of Minorities to one or two multi-ethnic (Hispanic, Asian American, Native American, or African American) graduating business seniors who have contributed to the political, social, and academic development of multi-ethnic students, and who have worked in developing and implementing minority programs within the Carlson School of Management.

Delta Sigma Pi Scholarship Key—Awarded by Delta Sigma Pi to the graduating senior in the school who has the highest GPA for work completed in the prescribed premanagement areas and in the Carlson School of Management. In the case of a tie, more than one key may be awarded.

Phi Delta Junior Scholarship Award—Awarded by Phi Delta to the junior in the school who has maintained the highest GPA during the first two quarters (24 credits minimum) of her or his junior year.

The Pillsbury Scholastic Achievement Award—The Pillsbury Scholastic Achievement Award is sponsored by the Pillsbury Company to recognize the senior who ranks highest academically among those students who have pursued advanced marketing coursework.

The 3M Marketing Leadership Award—The 3M Marketing Leadership Award recognizes a graduating senior who has demonstrated leadership, service, and scholastic achieve-

ment while pursuing the study of marketing. The award is sponsored by the 3M Company and is presented to the outstanding senior as selected by the marketing faculty.

Tomato Can Loving Cup Award—Awarded annually since 1929 to the undergraduate the dean deems to have performed the most distinctive service to the school. A plaque donated by the local chapter of Delta Sigma Pi makes possible a permanent record of this distinctive and highly valued award.

Wall Street Journal Achievement Award—Awarded annually to one graduating undergraduate and to a graduating graduate student. This award is sponsored by the *Wall Street Journal*. The finance faculty selects students who rank highest scholastically among those who have expressed a special interest in finance and have pursued advanced coursework in that area.

Graduate Programs

The Carlson School of Management, 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 of graduate-level courses in these areas are presented in the *Graduate School Bulletin*.

Eligibility Examination—All applicants seeking admission to graduate programs in business administration, except those interested in industrial relations, are required to present a report of their performance on the Graduate Management Admission Test (GMAT), as part of their application for admission. A report of performance on the Law School Admission Test (LSAT) may be submitted in lieu of the GMAT score for M.B.T. program applicants. Test scores within the last five years on the Graduate

Record Examination (GRE) may be submitted in lieu of the GMAT score for Ph.D. in business administration applicants. All applicants seeking admission to graduate programs in Industrial Relations must present a report of their performance on the GRE as part of their application for admission. Applications cannot be processed without the reports. Since the GMAT and GRE are given at limited times and places during the year, you are advised to register early to take the examinations.

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

Two programs are offered for the M.B.A. The Carlson M.B.A., consisting of 78 credits, is for students without prior education in business administration. The Advanced Placement M.B.A. option, consisting of 54 credits, is for students with an undergraduate degree in business administration. These programs are offered through both full-time day and part-time evening study.

To be admitted to the M.B.A. program, you must have completed an undergraduate degree in any field plus introductory courses in microeconomics and calculus or finite mathematics. You must take the Graduate Management Admission Test (GMAT). If your native language is not English, you are required to score 580 or higher on the Test of English as a Foreign Language (TOEFL).

Selection for admission is based primarily on five factors: the applicant's aptitude for graduate work in business administration, the quality of the applicant's prior academic experience, a statement of the applicant's career goals, managerial or administrative work experience, and two letters of recommendation.

Full-time day students may enter the regular program in the fall; Advanced Placement students start in the summer. Part-time evening students in either program may begin fall, winter, or spring.

You are encouraged to apply six months in advance of the quarter you wish to enter.

The Carlson M.B.A. Program—(two-year program) consists of a carefully structured group of core courses to be completed in the first year followed by coursework in an area of concentration, a sequence of four required courses, and three elective courses. Included in the second year is a field project in which students work with Twin Cities business firms and other organizations to solve current problems. The program requires completion of the following courses:

- MBA 8005—Computer Access
 - MBA 8010—Management and Organizational Behavior
 - MBA 8015—Human Resources Management
 - MBA 8020—Business Statistics: Sources, Presentation, and Analysis
 - MBA 8025—Decision Sciences and Information Systems
 - MBA 8030—Financial Accounting
 - MBA 8035—Managerial Accounting
 - MBA 8040—Financial Management
 - MBA 8045—Marketing Management
 - MBA 8050—Operations Management
 - MBA 8055—Business, Government, and Macroeconomics
 - MBA 8060—Strategy and Policy
 - MBA 8065—Field Project
- Plus four concentration and three elective courses

In the full-time day school program, these courses will take two years to complete. The core courses must be taken in sequence with at least three courses each quarter and must be completed in three quarters.

Part-time evening students must complete a minimum of 12 credits per year in a recommended sequence. In the evening program MBA 8070—Problem Formulation and Decision Making, is taken instead of MBA 8065—Field Project. If you take two courses per quarter, the program may be completed in approximately ten quarters.

Master of Science in the 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, co-sponsored by the Carlson Schools 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

Degree Programs

information, contact M.S.-M.O.T. Program, Center for the Development of Technological Leadership, 107 Lind Hall, 207 Church Street, University of Minnesota, Minneapolis, MN 55455 (612/624-5747).

The Advanced Placement M.B.A.

Option—(one-year program) consists of an introductory quarter of coursework that complements the student's background followed by coursework in an area of concentration, a sequence of four required courses, and one elective course. The program requires completion of the following 14 courses:

Four assigned of the following eight:

MBA 8015—Human Resources Management

MBA 8020—Business Statistics

MBA 8025—Decision Sciences and Information Systems

MBA 8030—Financial Accounting

MBA 8035—Managerial Accounting

MBA 8040—Financial Management

MBA 8045—Marketing Management

MBA 8050—Operations Management

Plus:

MBA 8005—Computer Access

MBA 8010—Management and Organizational Behavior

MBA 8055—Business, Government, and Macroeconomics

MBA 8060—Strategy and Policy

MBA 8065—Field Project

Plus four concentration and one elective courses

In the full-time day school program, this program requires four quarters to complete (summer-fall-winter-spring).

Part-time evening students must complete a minimum of 12 credits per year in a recommended sequence. In the evening program MBA 8070—Problem Formulation and Decision Making is taken instead of MBA 8065—Field Project. If you take two courses per quarter, the program may be completed in approximately seven quarters.

Additional Requirements—Each day and part-time evening M.B.A. student must select a tentative area of concentration, at the time of application for admission. The available concentrations are:

Accounting

Finance

Strategic Management

Information and Decision Sciences (M.I.S.)

Marketing

Operations and Management Sciences

Industrial Relations courses can be used as electives or to self-design an Industrial Relations emphasis.

Graduation Requirements—A minimum GPA of 2.80 must be earned in the M.B.A. coursework. The degree must be completed within seven years of initial registration in the program.

Further information about the M.B.A. day and evening programs is available from the M.B.A. Program, Carlson School of Management, 295 Humphrey Center, University of Minnesota, 271 19th Avenue South, Minneapolis, MN 55455 (612/625-5555).

The Carlson Executive M.B.A. (CEMBA) Program—(74 credits) is for individuals with eight to ten years of full-time professional or managerial experience and an undergraduate degree in any field. The curriculum has a strategic management focus, a heavy emphasis on interactive learning, and two week-long residencies each year at a conference center location. CEMBA is a two-year program that meets all day (on campus) Friday and Saturday, every other week. The program provides a full range of customer services such as book purchases and registration. For more information about the CEMBA program, call or write to: Carlson Executive M.B.A. (CEMBA) Program, Carlson School of Management, 295 Humphrey Center, University of Minnesota, 271 19th Avenue South, 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 the practical application of the rules of taxation in business and personal decision making.

The program is offered only in the evening through Continuing Education and Extension. It accommodates nontraditional students who are employed during the day and enrolled in the program on a part-time basis during the evening. Students enrolled

on a part-time basis can expect to complete the program in approximately two to three years. Students who choose to enroll in the program on a full-time basis can complete the program in a shorter period of time.

Application forms for and additional information about the M.B.T. program may be obtained from the Director of Graduate Studies in Taxation, 645 Management and Economics, University of Minnesota, 271 19th Avenue South, Minneapolis, MN 55455 (612/624-7511).

Common Body of Knowledge—All students are required to possess a common body of knowledge in the business areas listed below. This requirement may be met through appropriate courses completed in your undergraduate program. If you are lacking courses in any of these areas, you must make up the deficiencies. Any deficiencies may be completed while enrolled in the M.B.T. program. The common body of knowledge requirement can be met by completing introductory courses in the areas listed below. These courses may be taken on either an S-N or A-F basis and do not need to be taken for graduate credit.

- Finance
- Marketing
- Macroeconomics
- Microeconomics
- Managerial Statistics
- Management Information Systems
- Financial Accounting
- Managerial Accounting
- Management
- Law of Contracts and Sales Contracts
- Operations Management

Graduation Requirements—All students must complete 46 graduate credits. A 3.00 GPA must be maintained in these credits. The following courses must be completed:

- Required Courses—General* (16 credits)
 Acct 8150—Financial Accounting, Issues (or equivalent)
 Econ 5821—Principles of Public Finance (or equivalent)
 MBA 8055—Business, Government, and Macroeconomics
 MBA 8060—Strategy and Policy

- Required Courses—Taxation* (14 credits)
 Acct 5135—Income Tax Accounting (or equivalent)
 Acct 8220—Tax Research
 Acct 8225—Tax Procedure and Practice
 Acct 8230—Taxation of Corporations I

- Elective Courses—Taxation* (16 credits from the following courses)
 Acct 8330—Taxation of Corporations II
 Acct 8340—Taxation of Partners and Partnerships
 Acct 8350—Taxation of Estates, Gifts, and Trusts
 Acct 8356—Taxation of Deferred Compensation and Fringe Benefits
 Acct 8360—State and Local Taxation
 Acct 8370—Taxation of Property Transactions
 Acct 8380—Tax Aspects of International Business
 Acct 8390—Current Topics in Taxation

Plan B Project—Credits must be earned in courses providing the opportunity to prepare written reports of the quality, but not the range, of a master's thesis.

Examination—All candidates are required to take a final oral or written examination, or both, at the discretion of the faculty examining committee.

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 295 Humphrey Center, University of Minnesota, 271 19th Avenue South, Minneapolis, MN 55455 (612/624-0875); fax: (612/626-7785).

Master of Arts in Industrial Relations

The M.A. degree program prepares students for professional employment in industrial relations 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 for students seeking admission to graduate work in industrial relations. You will be expected to have completed, or to subsequently complete, coursework prerequisite to courses selected for your graduate program.

Degree Programs

Completion of the full-time day master's program normally requires six quarters in residence or its equivalent in summer terms. Evening program students usually take one or two courses per quarter and finish within eight quarters. Most students, however, can expect that three to three and one-half years are necessary when work schedules must be balanced. If you are adequately prepared and devote full time to graduate study, you can complete the program in less than two years. If you are less prepared or a part-time student, you should anticipate a longer period of study.

Application forms for and additional information about the M.A. degree program in industrial relations can be obtained from the Director of Graduate Study in Industrial Relations, 537 Management and Economics, University of Minnesota, 271 19th Avenue South, Minneapolis, MN 55455 (612/624-5810).

Plan A: Thesis Program—a thesis and 64 quarter credit hours: 48 course credits (12 courses) and 16 thesis credits. Of the 48 course credit hours, 36-40 are taken in industrial relations and 8-12 in fields relevant to a student's degree program.

A Plan A student's program must include IR 8001, 8002, 8011; three out of the following five courses: IR 8003, 8004, 8005, 8006, and 8007; three additional IR courses; two related field courses; one additional course in IR or a related field; and 16 credits of thesis research. Additional coursework may be required by your adviser to ensure adequate preparation in the major field. Commonly selected related fields are business administration, psychology, sociology, or economics.

A thesis dealing with a specialized topic in the major field must be approved for the degree.

There is no language requirement.

A final oral examination is required of all M.A. students. Candidates will be admitted to the examination only after they have completed all course requirements and their Plan A thesis has been approved.

Plan B: Nonthesis Program—A minimum of 64 credits and completion of three Plan B projects are required. The major coursework consists of a minimum of 52 credits that include IR 8001, 8002, 8003, 8004, 8005, 8006, 8007, 8011, 8012, and four additional industrial relations courses.

The remaining coursework consists of a minimum of 12 credits earned in related fields. A minimum of 8 credits must be earned in one related field. Commonly selected fields are business administration, psychology, sociology, or economics. A 12-credit core of management courses is recommended for students with limited or no business administration background. The core consists of MBA 8030, MBA 8025 *or* MBA 8035, and MBA 8040 *or* MBA 8050.

Three papers of the quality, but not the scope, of a master's thesis must be prepared involving independent work under faculty supervision. Two papers will be written in conjunction with IR 8011 and IR 8012 and are expected to require individual research roughly equivalent to 40 hours beyond normal requirements for a 4-credit course. The third paper can be written in conjunction with any course appearing on the approved program.

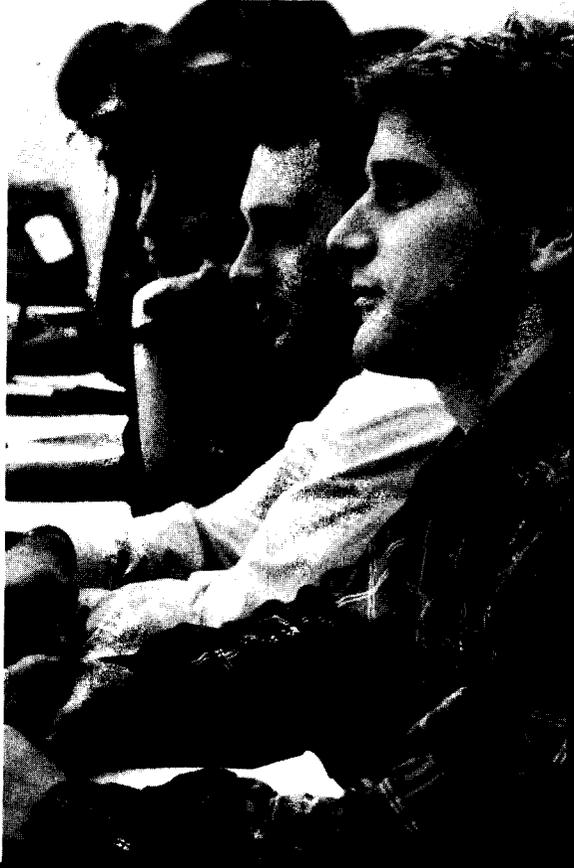
There is no language requirement.

A final oral examination is required of all M.A. students. Candidates will be admitted to the examination only after they have completed all course requirements and their thesis or Plan B projects have been approved.

Doctor of Philosophy in Industrial Relations

Details about admission and degree requirements and application forms for the Ph.D. program in industrial relations can be obtained from the Director of Graduate Study in Industrial Relations, 537 Management and Economics, University of Minnesota, 271 19th Avenue South, Minneapolis, MN 55455 (612/624-5810).

Course Descriptions



Course Descriptions

Symbols—The following symbols are used throughout the course descriptions in lieu of page footnotes:

- § Credit will not be granted if credit has been received for the course listed after this symbol.
- ¶ Concurrent registration is allowed in the course listed after this symbol.
- # Consent of instructor and a Registration Override Permit, completed and signed by the college office, is required before registration.
- Δ Registration Override Permit, completed and signed by the college office is required before registration.
- In prerequisite listings, comma means “and” (e.g., “prereq 1101, 1102 or 1103” means the prerequisites are 1101 and either 1102 or 1103).

Accounting (Acct)

645 Management and 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 business and the need for more efficient and effective approaches to 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 in directing activities to meet objectives and adjust operations to fit new conditions. Providing information for planning and control is the function of the controller, the chief accounting officer of the firm.

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

Certified public accountant (C.P.A.) is the professional designation of those who analyze operations and financial position in order to provide an independent opinion on

the financial statements of an organization. Certified management accountant (C.M.A.) is the professional designation of 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 on 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 before or after graduation.

Courses offered develop the analytical abilities of students as well as present the usefulness and limitations of accounting procedures. Students interested in becoming a professional accountant should refer to the B.S.B.—Accounting program requirements described in this bulletin beginning on page 25.

If you take your lower division financial accounting course(s)—the course equivalent to Acct 1050—at a school other than the University of Minnesota and you plan to take Acct 3101, you will need to take a pre-test in order to determine your preparation for Acct 3101. Contact the Carlson School of Management Undergraduate Studies Office in 290 Humphrey Center for details.

1050. INTRODUCTION TO FINANCIAL REPORTING. (5 cr; prereq 40 cr; A-F only)

Introduction to basic concepts of measurement and valuation which underlie the development of financial reports for external users. Financial statement preparation, analysis of alternative valuation approaches, and interpretation of financial statement information are the focal points of the course.

3001. INTRODUCTION TO MANAGEMENT ACCOUNTING. (4 cr; prereq 1050; A-F only)

Broad overview of management accounting as the main information collection and analysis technology in an organization. Topics include analysis of cost-volume-profit relationships, budgeting and analysis of variances from budgeted performance, and issues relating to decentralized organizational design.

3101. INTERMEDIATE FINANCIAL REPORTING.

(4 cr; prereq A or B in 1050; A-F only)

Relationships between economic events and their representation in financial statements aimed at external users. Income determination, asset valuation, and capitalization of corporations are covered.

3199. INTERNSHIP IN PUBLIC ACCOUNTING.

(3 cr; S-N only; prereq 5125, #)

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

3201. INTERMEDIATE MANAGEMENT ACCOUNTING. (4 cr; prereq 3001; A-F only)

Examines multiproduct, multiperiod decision contexts emphasizing net present value including statistical and other data collection and analysis techniques, analysis of performance evaluation stemming from development in the theory of contracting; and richer development of coordination problems in decentralized organizations.

3299. INTERNSHIP IN MANAGEMENT ACCOUNTING.

(3 cr; S-N only; prereq 3201, #)

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.

5101. CORPORATE FINANCIAL REPORTING.

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

Preparation and interpretation of corporate financial reports. Covers income determinations, revenue recognition, income tax allocation, inventories, fixed assets, long-term debt, and leases.

5102. ADVANCED FINANCIAL REPORTING I.

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

Development of an understanding of the relationship between complex events such as defined benefit pension plans, leases, and intercorporate investments and the reflection of these events in financial statements. Includes an introduction to business combinations and consolidated reporting.

5125. AUDITING PRINCIPLES AND PROCEDURES. (4 cr; prereq 3101 or 5101; A-F only)

Auditor's role and function. Includes audit standards, ethics, procedures, legal responsibilities.

5126. INTERNAL AUDITING. (4 cr; prereq 5102, 3201 or 5201; A-F only)

Financial and operational auditing. Standards. Management of the function.

5135. INCOME TAX ACCOUNTING. (4 cr; prereq 1025 or 1050; A-F only)

Introduction to principles of federal income taxation of various taxpaying entities.

5160. FINANCIAL STATEMENT ANALYSIS. (4 cr; prereq 1050 or MBA 8030; A-F only)

Interpretation and analysis of financial statements and schedules for investors and other users.

5180. ADVANCED FINANCIAL REPORTING II.

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

Consolidated financial reporting with a particular focus on international business organizations. An introduction to reporting issues in government and not-for-profit entities is also presented.

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 between the internal control system, market share, and pricing strategies. Highlights performance evaluation, transfer pricing, and cost allocations.

5230. CORPORATE TAXATION. (4 cr; prereq 5135;

MBT program approval required; A-F only)

Tax consequences of the formation, operation, and liquidation of a business corporation.

5236. TAXATION II. (4 cr; prereq 5135; A-F only)

Income taxation of corporations. Partnerships. Tax research.

5271. ACCOUNTING SYSTEMS. (4 cr; prereq 5102,

3201 or 5201; A-F only)

Applications of electronic data processing systems in accounting, including modeling, financial planning, auditing, and data security. Analysis and design of accounting information systems.

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.

5310. CURRENT TOPICS IN FINANCIAL ACCOUNTING.

(4 cr [may be repeated for cr]; prereq 5102; A-F only)

Current topic(s) in financial accounting. Topics vary quarterly.

5340. PARTNERSHIP TAXATION. (4 cr; prereq

5135; MBT program approval required; A-F only)

Tax consequences of the formation, operation, and dissolution of a partnership.

5390. CURRENT TOPICS IN TAXATION. (Cr ar;

prereq 5135 or equiv; MBT program approval required; A-F only)

Current tax legislation problems. Topics vary quarterly.

For Graduate Students Only(For descriptions, see the *Graduate School Bulletin*)**8150. FINANCIAL ACCOUNTING ISSUES****8220. TAX RESEARCH****8225. TAX PROCEDURE AND PRACTICE****8230. TAXATION OF CORPORATIONS I****8330. TAXATION OF CORPORATIONS II****8340. TAXATION OF PARTNERS AND PARTNERSHIPS**

Course Descriptions

8350. TAXATION OF ESTATES, GIFTS, AND TRUSTS

8356. TAXATION OF DEFERRED COMPENSATION AND FRINGE BENEFITS

8360. STATE AND LOCAL TAXATION

8370. TAXATION OF PROPERTY TRANSACTIONS

8380. TAX ASPECTS OF INTERNATIONAL BUSINESS

8390. CURRENT TOPICS IN TAXATION

8805. SEMINAR I

8810. SEMINAR II

8820. SEMINAR III

8990. READINGS IN ACCOUNTING

8995. RESEARCH IN ACCOUNTING

Business Administration (BA)

290 Humphrey Center

3000. ORIENTATION FOR MANAGERS. (2 cr; S-N only)

Integrated approach to career exploration, values clarification, and self-development for students seeking management careers. Focus on developing student awareness of internal and external factors that shape personal life and professional careers.

3998. INDEPENDENT STUDY. (Cr ar [may be repeated for cr]; prereq consent of faculty member willing to supervise study, college office approval) Student-initiated project and/or independent course of study.

3998H. HONORS COURSE: INDEPENDENT STUDY. (Cr ar [may be repeated for cr]; prereq consent of faculty member willing to supervise study; School of Management honors student or #, Δ) See BA 3998.

Business, Government, and Society (BGS)

835 Management and Economics

The Business, Government, and Society (BGS) 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 BGS area focuses on interactions from both the perspectives of the practicing

manager and public policy. The BGS area also emphasizes the international aspects of business management.

3002. BUSINESS AND SOCIETY. (4 cr; prereq jr or sr; offered through CEE)

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.

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, personnel and operations in the host nations. Resource (including energy) questions in their global contexts: quantities, demands, distribution of resources.

3019. TOPICS IN BUSINESS, GOVERNMENT, AND SOCIETY. (4 cr; prereq 3002 or #)

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

For Graduate Students Only

(For descriptions, see the *Graduate School Bulletin*)

8017. ORGANIZATIONAL POLITICS AND MANAGEMENT

8019. TOPICS IN BUSINESS, GOVERNMENT, AND SOCIETY

Business Law (BLaw)

645 Management and 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 the Carlson School of Management. Rather, the courses in this area provide a sequence of elective offerings for management students. The first course, BLaw 3058, is a prerequisite for the other business law courses.

3058. INTRODUCTION TO LAW, THE LAW OF CONTRACTS AND SALES CONTRACTS. (4 cr, §8158; prereq Econ 1002 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 contracts.

3078. AGENCY, PARTNERSHIPS, CORPORATIONS, AND COMMERCIAL PAPER. (4 cr, §8278; prereq 3058)

Study of law affecting the relationship between principal and agent, master and servant, and 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.

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, 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.

For Graduate Students Only

(For descriptions, see the *Graduate School Bulletin*)

8158. INTRODUCTION TO LAW, AND THE LAW OF CONTRACTS AND SALES CONTRACTS**Finance (BFin)**

735 *Management and Economics*

Finance principles are crucial to financial decision making. Should an investment in real capital be made, and if so, how should the purchase be financed? Applying certain finance principles answers these questions. Even in a risky world, finance offers guidance on how accumulated wealth and savings from the past should be managed. Finance principles are crucial not only to the financial decision making of business enterprises, but also to government and private nonprofit organizations, and individuals and families.

Because financial decision making is so common, students trained in the application of the principles and techniques of finance to such decision making have career opportunities in many different kinds of companies—

manufacturing companies; insurance and trust companies and others which manage accumulated wealth; and banks and other types of financial institutions that borrow from and lend to the public. Because there are many different financial decisions to be made, students trained in finance can participate in various activities such as capital budgeting, security analysis, and commercial lending.

Finance courses are intended to acquaint students with the principles and techniques that guide financial decision making. In BFin 3000, students are introduced to many of these principles and techniques. In BFin 3100, students increase their understanding of the principles and techniques of BFin 3000 by applying them to actual problems in financial decision making faced by business enterprises. This course makes significant use of cases and computer-based financial modeling. In BFin 3300, students learn the particular principles and techniques applicable to portfolio management or, in other words, to the management of accumulated wealth.

If you choose a finance emphasis, the course requirements are: BFin 3100—Financial Management, BFin 3300—Investment Management, Ins 5100—Risk Management and Insurance, Acct 3101—Intermediate Financial Reporting, and Acct 3201—Intermediate Management Accounting.

If you choose a banking emphasis, the finance course requirements are: BFin 3601—Bank Financial Management, BFin 3602—Regulation of Depository Institutions, BFin 3603—Selected Problems in Banking Management.

3000. FINANCE FUNDAMENTALS. (4 cr, §MBA 8040; prereq Acct 1050 or 1025)

Comprehensive, analytical introduction to the principal concepts in finance. The general business environment, valuation theory, financial management decisions concerning uses and sources of funds (capital budgeting), survey of the nation's financial markets.

Course Descriptions

3100. FINANCIAL MANAGEMENT. (4 cr; prereq 3000)

Broad, case-oriented course building on concepts introduced in 3000. The viewpoint of a corporation's principal financial officer is generally used. Case discussions, augmented by lectures and readings, prepare students to apply finance principles in actual business situations. Experience in problem definition, specification of alternatives, analysis, and decisions. Effective verbal and written communication emphasized.

3300. INVESTMENT MANAGEMENT AND FINANCIAL MARKETS. (4 cr, \$8300; prereq 3000)

Introduces 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.

3500. REAL ESTATE INVESTMENT ANALYSIS. (4 cr; prereq 3000, Econ 1101 or equiv)

Analysis and economic aspects of investments in real property including cash flows; accounting depreciation vs. market value depreciation or appreciation; financing methods and cost; sources of funds; measures of return on investment.

3601. BANK FINANCIAL MANAGEMENT. (4 cr; prereq 3000 or #)

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

3602. REGULATION OF DEPOSITORY INSTITUTIONS. (4 cr; prereq 3000 or #)

Overview of federal regulation of commercial banks and thrift institutions. Rationale for and history of regulation, current regulatory structure and environment, principles guiding future evolution. Heavy emphasis on student involvement through discussions and group presentations.

3603. SELECTED PROBLEMS IN BANKING MANAGEMENT. (4 cr; prereq 3000 or #)

Close-up view of bank management issues through lectures by guest speakers drawn from the banking community. Bank strategic planning, lending issues, innovative financial instruments, bank risk management, new bank powers.

For Graduate Students Only

(For descriptions, see the *Graduate School Bulletin*)

8100. CASES IN FINANCIAL MANAGEMENT

8150. THEORY OF FINANCE

8200. FINANCIAL MARKETS AND INTEREST RATES

8300. INVESTMENTS AND PORTFOLIO MANAGEMENT

8400. INTERNATIONAL FINANCIAL MANAGEMENT

8601. CORPORATE INVESTMENT AND FINANCIAL STRATEGY

8602. FINANCIAL MANAGEMENT OF FINANCIAL INSTITUTIONS

8603. FUTURES MARKETS

8604. OPTIONS MARKETS

8605. INVESTMENT BANKING

8801. INTRODUCTION TO FINANCE

8802. MATHEMATICAL METHODS IN FINANCE

8821. CORPORATE FINANCE

8831. ECONOMETRIC METHODS IN FINANCE

8850. INDEPENDENT STUDY IN FINANCE

8900. DIRECTED RESEARCH IN FINANCE

Foreign Studies Management (FSMg)

290 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 Undergraduate Studies Office, 290 Humphrey Center (612/624-3313).

3460. IES BUSINESS PROGRAM IN VIENNA, AUSTRIA. (Cr ar)

Semester, summer, or year study in English at Vienna Center of Institute of European Studies. Courses on business (FSMg), economics, East-West studies, humanities, and required intensive German language instruction. Advanced students of German may take University of Vienna courses. Internships available.

3490. IES BUSINESS PROGRAM AT THE UNIVERSITY OF SINGAPORE. (Cr ar)

Academic year or fall semester study in regular courses at the National University of Singapore under auspices of Institute of Asian Studies. Instruction in English. Courses on business (FSMg), economics, English literature, geography, history, math, philosophy, political science, sociology, and statistics.

3590. IES BUSINESS PROGRAM IN DIJON, FRANCE. (Cr ar)

Semester study at the École Supérieure de Commerce de Dijon through the Institute of European Studies. Requires a minimum of two semesters of college-level French and some business/economics coursework. Courses are available in economics, finance, management, marketing, history, and French. Instruction is in English. Selected internships are available for students with advanced French.

3620. CIEE JAPANESE BUSINESS AND SOCIETY PROGRAM. (Cr ar)

Summer or semester study near Tokyo under supervision of an on-site CIEE director, with instruction in English. Courses on Japanese business (FSMg), society, economy, politics, language, and extensive field study. Students may live with Japanese families.

3680. CIEE BUSINESS/SOCIETY PROGRAM, SEVILLE, SPAIN. (Cr ar)

Semester or year study in off-campus facilities of University of Seville's business college. Courses taught in Spanish by Seville faculty. Courses on Spanish business, (FSMg), economy, society, language, plus field visits. Prerequisites include two years of Spanish and some business/economics. Internships available on a competitive basis.

3820. DENMARK'S INTERNATIONAL STUDY PROGRAM IN COPENHAGEN. (Cr ar)

Semester or year study in Copenhagen. Courses on international business (FSMg), economics, liberal arts, and language. Courses taught in English by Danish faculty, mostly from the University of Copenhagen. Students encouraged to study Danish language and live with Danish families.

Industrial Relations (IR)

537 Management and 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.

3002. PERSONNEL AND INDUSTRIAL RELATIONS. (4 cr, §8002; prereq Econ 1101, Econ 1102, Psy 1001)

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

3007. COLLECTIVE BARGAINING AND LABOR RELATIONS. (4 cr)

Analysis of the 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, and bargaining simulations.

3010. THE INDIVIDUAL AND THE ORGANIZATION. (4 cr)

Introduction to 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, and simulation exercises.

5000. TOPICS IN PERSONNEL AND INDUSTRIAL RELATIONS. (Cr ar [may be repeated for cr])

Selected topics of current relevance to human resource management.

5002. SYSTEMS OF CONFLICT AND DISPUTE RESOLUTION. (4 cr)

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

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.

5990. INDEPENDENT STUDY IN PERSONNEL AND INDUSTRIAL RELATIONS. (Cr ar [may be repeated for cr])

Individual readings or research topics in human resource management.

Course Descriptions

For Graduate Students Only

(For descriptions, see the *Graduate School Bulletin*)

- 8000. GRADUATE TOPICS IN INDUSTRIAL RELATIONS
- 8001. INTRODUCTION TO QUANTITATIVE METHODS AND TECHNIQUES FOR INDUSTRIAL RELATIONS
- 8002. INTRODUCTION TO INDUSTRIAL RELATIONS
- 8003. STAFFING, TRAINING, AND DEVELOPMENT
- 8004. ORGANIZATIONAL THEORY AND ANALYSIS
- 8005. EMPLOYEE COMPENSATION AND REWARD
- 8006. LABOR MARKET ANALYSIS
- 8007. COLLECTIVE BARGAINING IN THE PUBLIC AND PRIVATE SECTORS
- 8011. INTERMEDIATE QUANTITATIVE METHODS AND TECHNIQUES FOR INDUSTRIAL RELATIONS
- 8012. INDUSTRIAL RELATIONS SYSTEMS
- 8013. ORGANIZATION AND STAFFING
- 8014. ORGANIZATION DESIGN AND ADMINISTRATION
- 8015. COMPENSATION, REWARD, MOTIVATION, AND PERFORMANCE
- 8016. MICRO LABOR MARKET ANALYSIS
- 8017. THEORIES OF LABOR-MANAGEMENT RELATIONSHIPS AND NEGOTIATIONS
- 8022. INTERNATIONAL HUMAN RESOURCE MANAGEMENT
- 8023. TRAINING AND DEVELOPMENT
- 8024. ORGANIZATION ANALYSIS AND ENVIRONMENTAL SYSTEMS
- 8025. EMPLOYEE BENEFITS AND ADMINISTRATION
- 8026. MACRO LABOR MARKET ANALYSIS
- 8027. METHODS FOR DISPUTE RESOLUTION
- 8032. COMPARATIVE AND INTERNATIONAL LABOR MOVEMENTS
- 8033. MANAGEMENT DEVELOPMENT
- 8035. MOTIVATION AND WORK BEHAVIOR
- 8036. HUMAN RESOURCE PLANNING
- 8037. THE LABOR MOVEMENT IN THE UNITED STATES

8801. SEMINAR: INDUSTRIAL RELATIONS RESEARCH METHODOLOGY

8802. SEMINAR: INDUSTRIAL RELATIONS SYSTEMS

8803. SEMINAR: STAFFING, TRAINING, AND DEVELOPMENT

8804. SEMINAR: ORGANIZATION THEORY

8805. SEMINAR: COMPENSATION AND REWARD

8806. SEMINAR: LABOR MARKET THEORY AND RESEARCH

8807. SEMINAR: COLLECTIVE BARGAINING AND LABOR RELATIONS

8990. INDEPENDENT STUDY IN INDUSTRIAL RELATIONS

Information and Decision Sciences (IDSc)

395 *Humphrey Center*

Continued advances in computing and communication capabilities, as well as rapid improvements in general purpose and special applications software, combine to create a quickly changing information environment for management. The increased ability to acquire, store, retrieve, manipulate, and present data to support an organization's decision making and operations is profoundly changing the concept of management.

Students learn the intellectual frameworks and methodologies for data acquisition and analysis and formal decision making structures and models, as well as how to design, implement, and manage computer-based information decision systems. These topics are covered in three undergraduate courses: IDSc 1010—Fundamentals of Information Development and Use, OMS 1020—Data Analysis and Statistical Inference for Managers, and IDSc 3030—Information Systems and Information Management.

Students wanting additional coursework in information systems should contact the Undergraduate Studies Office for recommendations and information regarding the Proposal for the Self-Designed Program.

1010. FUNDAMENTALS OF INFORMATION DEVELOPMENT AND USE. (4 cr, §MSci 1010; prereq 30 cr, Math 1111 or ¶Math 1111)

Meeting information needs of managers. Sources of data, data collection methods, data organization and presentation. Descriptive statistical analysis methods for populations and processes. Introduction to probability and random variables. Lab instruction to provide intermediate-level skill in word processing and spreadsheet analysis on personal computers. *Students are expected to have a basic understanding of word processing (WordPerfect) and spreadsheet analysis (Lotus) before registering for this course.*

1075. ELEMENTARY COBOL. (2 cr, §MIS 1075, §MIS 3098; S-N only; offered through CEE only) Introduction to programming in COBOL, a widely used business data processing language. Through lecture, in-class exercises, assignments and exams, students learn the basics of COBOL program design, coding, testing, and debugging.

1080. BUSINESS COMPUTING LITERACY. (4 cr; prereq 1070 or 1010 or equivalent experience; offered through CEE only) Business use of database, spreadsheet, word processing, graphics, desktop publishing, desktop organizer, and data access. Meaningful functional area applications used as problems to solve with these tools. Model validation, data security, viruses, and backup also included. (Students concerned with the level of experience required for this course should consult with the instructor.)

3030. INFORMATION SYSTEMS AND INFORMATION MANAGEMENT. (4 cr, §MIS 3300, §MSci 3030; prereq OMS 1020; Mgmt 3001 recommended) Defining information requirements. Developing information system applications. Using information systems. Defining data structures and building and using databases. Formulating database retrievals. Building and using models and expert systems to support decision making. Obtaining external data to support model building and decision making. Evaluating information. Skill development in database software.

3132. DATA COMMUNICATIONS SYSTEMS. (4 cr, §MIS 3132; prereq 5102 or MIS 5102, at least 90 cr completed or in progress; offered through CEE only) Characteristics of transmission facilities and networks, concentrators and multiplexors, terminals, modems and front end processors. Control hardware and software systems. The role of data communications in management information systems.

3990. TOPICS IN INFORMATION AND DECISION SCIENCES. (Cr ar; prereq #) Discussion and analysis of current topics and developments in information and decision sciences.

5102. INTRODUCTION TO INFORMATION SYSTEMS ANALYSIS. (4 cr, §MIS 5102; prereq 3030 or 3001 or 3002 or MIS 3001 or MIS 3002) Developing an information system application. Standards, tools, and techniques required for analyzing information requirements and logical information systems design. Processing alternatives and alternative approaches to systems design.

5103. DATABASE DESIGN, MANIPULATION, AND MANAGEMENT. (4 cr, §MIS 5103; prereq IDS 3030 or 3001 or 3002)

Use of computer technology and software to represent, manipulate, and manage data. For users of databases and database management system (DBMS). Facilities for ad hoc interactive use and system development. Principles and techniques of logical database design. Introduction to physical representation and storage of data in a computer system. DBMS tools to manage data and high-level languages to retrieve and manipulate data.

5410. DECISION SUPPORT SYSTEMS. (4 cr; prereq 3030 or MBA 8025 or equiv or #) Overview of technical and organizational aspects of decision support systems, including individual and group decision support systems, expert systems, and executive information systems. Management of DSS within the end-user computing environment. Conceptual foundations of DSS, DSS software reviews, and case examples.

5430. ADVANCED DATABASE DESIGN AND ADMINISTRATION. (4 cr, §3131, §8430; prereq 5103; offered through CEE only) Role, organization, functions, and tools of data administration. Data planning and information architectures. Advanced logical database design. Advanced database manipulation with high-level and natural languages. Object-oriented DBMS and support for graphics and CAD/CAM applications. Data security, maintaining database integrity, and managing data in a shared, networked, or distributed environment. Strategies for using advanced DBMS tools and CASE tools in systems development and operations. (Open to non-degree students with equivalent experience. Credits may not be applied to the Carlson School of Management MBA program.)

5998. SPECIAL RESEARCH TOPICS. (Cr ar; prereq #)

For Graduate Students Only

(For descriptions, see the *Graduate School Bulletin*)

8101. THE MANAGEMENT OF INFORMATION TECHNOLOGY IN ORGANIZATIONS

8102. MANAGEMENT OF THE INFORMATION SERVICES FUNCTION

8103. INFORMATION SYSTEMS ANALYSIS, DESIGN, AND DEVELOPMENT

8104. SOFTWARE DESIGN AND PROGRAMMING

8430. ADVANCED DATABASE DESIGN AND ADMINISTRATION

8440. ADVANCED INFORMATION SYSTEMS DEVELOPMENT

8450. TELECOMMUNICATIONS

8460. ADVANCED TOPICS IN MANAGEMENT OF INFORMATION SYSTEMS

Course Descriptions

8480. EXPERT SYSTEMS

8501. PHILOSOPHY OF SCIENCE AND SURVEY OF RESEARCH METHODOLOGIES

8502. ORGANIZATION THEORY AND RESEARCH

8503. COGNITIVE SCIENCE RESEARCH AND THEORY

8601. SYSTEM DEVELOPMENT SEMINAR

8602. MANAGEMENT OF INFORMATION SYSTEMS SEMINAR

8603. ARTIFICIAL INTELLIGENCE AND EXPERT SYSTEMS

8604. SEMINAR ON EXPERIMENTAL RESEARCH IN INFORMATION SYSTEMS

8699. SEMINAR IN MIS TOPICS

8701. DECISION ANALYSIS

8702. BEHAVIORAL DECISION THEORY

8703. MANAGERIAL PROBLEM SOLVING

8704. KNOWLEDGE ENGINEERING

8799. SEMINAR IN DECISION SCIENCES TOPICS

8990. READINGS IN INFORMATION AND DECISION SCIENCES

8995. GRADUATE RESEARCH IN INFORMATION AND DECISION SCIENCES

Logistics Management (LM)

1235 Management and Economics

Logistics management deals with managing the flow of physical goods in a business firm or other organization. Logistics activities are of vital importance in controlling costs and providing appropriate service to customers. Logistics activities include transportation, warehouse operation, inventory management, production scheduling, materials handling, packaging, order processing, plant and warehouse location, and customer service. Together, the cost of these activities represent 20% to 25% of the cost of doing business for many firms in the United States. The cost of freight transportation alone is about 8% of the nation's annual gross national product.

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 wide 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 requirements for an undergraduate emphasis in logistics management consist of four courses in logistics management plus a total of two advanced courses selected from finance, management information systems, marketing, or operations management. The requirements are intended to provide you with a basic knowledge of and skills in logistics management, and an awareness of its interrelatedness with other areas of an organization.

3000. INTRODUCTION TO LOGISTICS MANAGEMENT. (4 cr [replaces Tran 3054] §Tran 3064, §Tran 8264; 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 exercises.

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.

5020. ADVANCED LOGISTICS MANAGEMENT. (4 cr, §3020/8020, §Tran 3064, §Tran 8264; 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. Usually includes logistics simulation exercise.

5030. PRINCIPLES OF TRANSPORTATION. (4 cr, §3010/8010, §Tran 3054, §Tran 8154; 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.

For Graduate Students Only

(For descriptions, see the *Graduate School Bulletin*)

8030. SEMINAR IN LOGISTICS MANAGEMENT

8990. READINGS IN LOGISTICS MANAGEMENT

8995. GRADUATE RESEARCH IN LOGISTICS MANAGEMENT

Management (Mgmt)

835 *Management and Economics*

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

Courses such as Mgmt 3001, Mgmt 8001, and MBA 8010 are introductory; they may be followed by more specialized and advanced courses. Mgmt 3004 and MBA 8060 are general policy courses that help students develop skills in problem identification, analysis, and solution at the general policy level, and skills in strategic planning and direction setting. These skills require students to apply knowledge of frameworks developed in the Mgmt 3004 course as well

as skills that require students to draw on knowledge acquired in other subject areas such as accounting, economics, finance, and marketing. These integrating courses are recommended only for students who are about to graduate and are already acquainted with the various business areas.

The undergraduate emphasis in small business management and entrepreneurship includes the following requirements: Mgmt 3002, Mgmt 3008, and Mgmt 5101; and two of the following: Acct 3101, BFin 3100, Mktg 3010, OMS 3041.

3001. FUNDAMENTALS OF MANAGEMENT. (4 cr, §8001)

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

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 aid in effective use of human resources. Various laboratory procedures used to study these concepts, methods, and skills and furnish practice in applying them to management problems.

3004. BUSINESS POLICY: STRATEGY FORMULATION AND IMPLEMENTATION. (5 cr; prereq sr, completion of business core courses or ¶final core course)

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. These concepts and concepts, tools, and theories previously presented in other courses are applied to solve goal selection and strategy implementation problems. Usually the viewpoint of the general line manager (department, division, or executive level) is taken.

3008. ENTREPRENEURSHIP AND THE SMALLER ENTERPRISE. (4 cr; prereq completion of business core courses or #)

Assessment of 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.

5101. ADVANCED TOPICS IN MANAGEMENT.

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

Course Descriptions

For Graduate Students Only

(For descriptions, see the *Graduate School Bulletin*)

- 8006. PSYCHOLOGY IN MANAGEMENT
- 8012. ORGANIZATIONAL BEHAVIOR AND MANAGEMENT ANALYSIS
- 8021. ORGANIZATIONAL DESIGN AND DEVELOPMENT
- 8031. INDUSTRY ANALYSIS AND COMPETITIVE STRATEGY
- 8032. INTERNATIONAL AND COOPERATIVE STRATEGIES
- 8033. MANAGING THE STRATEGY PROCESS
- 8040. INTERNATIONAL BUSINESS
- 8101. SEMINAR IN STRATEGIC MANAGEMENT
- 8102. HISTORY OF MANAGEMENT THOUGHT
- 8201. FOUNDATIONS OF BUSINESS-GOVERNMENT-SOCIETY
- 8202. EXTERNAL AFFAIRS MANAGEMENT
- 8203. RESEARCH TOPICS AND METHODS IN BUSINESS-GOVERNMENT-SOCIETY
- 8301. SEMINAR IN ORGANIZATIONAL BEHAVIOR
- 8302. SEMINAR IN ORGANIZATION THEORY
- 8303. ORGANIZATIONAL RESEARCH SEMINAR
- 8401. SEMINAR IN STRATEGY FORMULATION
- 8402. SEMINAR IN STRATEGY IMPLEMENTATION
- 8403. STRATEGIC MANAGEMENT RESEARCH SEMINAR
- 8990. READINGS IN MANAGEMENT THEORY AND ADMINISTRATION
- 8995. GRADUATE RESEARCH IN MANAGEMENT THEORY AND ADMINISTRATION

Marketing (Mktg)

1235 Management and 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 of 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, you should consider completing an M.B.A. degree.

The undergraduate emphasis in marketing includes the following requirements: Mktg 3010, Mktg 3020; one of the following courses—Mktg 3030, Mktg 3050, Mktg 3065, Mktg 3090; and two advanced courses from any other Carlson School of Management department.

You may also complete electives in fields outside of the Carlson School in order to form a program that best meets your needs. Such areas as agricultural economics, economics, geography, home economics, journalism, psychology, sociology, and speech-communication may be of interest. Please see an adviser in the Undergraduate Studies Office, 290 Humphrey Center, for assistance in choosing these elective credits.

3000. PRINCIPLES OF MARKETING. (4 cr, \$8000; prereq Econ 1101 or equiv)

Basic policy and strategy issues in marketing and the environmental factors affecting these issues. Legal, behavioral, ethical, competitive, economic, and technological factors affecting product, pricing, promotion, and marketing-channel decisions.

3010. BUYER BEHAVIOR AND MARKETING ANALYSIS. (4 cr; prereq 3000, OMS 1020 or equiv) Identifying and applying secondary and primary data to solve marketing problems. Consideration of consumer and organizational buyer behavior. Survey and experimental research techniques, market segmentation, data analysis, behavior concepts and processes, consumer and organizational decision-making models, and managerial applications of these models.

3020. MARKETING OPERATIONS MANAGEMENT. (4 cr; prereq 3010)

Developing marketing plans, primarily for manufacturing organizations. Analytical methods for developing and appraising marketing programs, factors important in shaping marketing plans. Planning for selling, communication, distribution, pricing, product development, and marketing research activities.

3030. SALES AND DISTRIBUTION MANAGEMENT. (4 cr; prereq 3020)

Design and management of marketing systems for distributing goods and services to industrial users and ultimate consumers. Institutional, functional, and social aspects of distribution channels, with emphasis on managerial problems of channel design, integration, and control. Managing the personal selling function as an integral part of the overall distribution system, with emphasis on sales force organization, selection, training, motivation, compensation, forecasting, budgeting, and control.

3050. MARKETING COMMUNICATIONS. (4 cr; prereq 3020)

Communications aspect of the marketing mix and the communications process. Emphasis on advertising, media alternatives, and research. Integration of the sales force in communications strategy.

3065. RETAIL MANAGEMENT. (4 cr, §8065; prereq 3010)

Retailing principles, problems, and trends as they relate to various types of retailing institutions. Assignment of trade journal and supplementary readings for in-store study (buying and pricing) with a local retailer.

3090. MARKETING TOPICS. (4 cr [may be repeated for cr]; prereq 3010, #)

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

For Graduate Students Only

(For descriptions, see the *Graduate School Bulletin*)

8051. MARKETING RESEARCH

8053. MARKETING RESEARCH: ADVANCED ANALYSIS AND FIELDWORK

8055. INTRODUCTION TO CONSUMER BEHAVIOR

8060. MARKETING SYSTEMS

8072. INTERNATIONAL MARKETING

8074. PRODUCT AND PRICE POLICY

8076. SALES MANAGEMENT

8078. MARKETING COMMUNICATIONS

8080. INDUSTRIAL MARKETING

8082. ENTREPRENEURSHIP

8084. BUSINESS PLANS FOR NEW PRODUCTS

8088. STRATEGIC MARKETING

8090. MARKETING TOPICS

8800. SEMINAR: MARKETING THEORY

8810. SEMINAR: CONSUMER BEHAVIOR

8990. READINGS IN MARKETING

8995. GRADUATE RESEARCH IN MARKETING

Operations and Management Science (OMS)

332 Management and Economics

The Operations and Management Science Department 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 to students 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 for graduates. For example, there is a 20% unmet demand, according to the Minnesota Department of Labor Statistics, and diversity of industry and opportunity is substantial. Substantial opportunities exist in service industries as well as manufacturing.

Course Descriptions

Because operations is basic to all enterprises and interfaces 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 further graduate education.

1020. DATA ANALYSIS AND STATISTICAL INFERENCE FOR MANAGERS. (4 cr, §DSci 1050, §MSci 1020; prereq IDSc 1010, Math 1111; Math 1131 recommended)

Introduction to 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. Introduction to modeling and linear programming.

3000. INTRODUCTION TO OPERATIONS MANAGEMENT. (4 cr, §OM 3000)

Concepts and principles related to the management of 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.

3041. PROJECT MANAGEMENT. (4 cr, §OM 3041; prereq OMS 3000 or #)

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.

3056. PRODUCTION AND INVENTORY MANAGEMENT. (4 cr, §OM 3056; prereq OMS 3000 or #)

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.

3059. QUALITY MANAGEMENT. (4 cr, §OM 3059; prereq OMS 3000 or #)

Key issues of quality management, including planning and organizing for quality improvement, cost of quality, customer and vendor relation, process control, quality control, management of the improvement process. Introduces concepts and principles relevant to both service and manufacturing environments. Lecture and case instruction.

5100. MANUFACTURING FOR COMPETITIVE ADVANTAGE. (4 cr; prereq IEOR 3000 or OMS 3000 or MBA 8050 or instructor consent)

Overview of the manufacturing function, particularly as manufacturing can contribute to the competitiveness of the firm. Intended primarily for students in engineering disciplines. Manufacturing strategy, technology issues, quality issues, and integration of the work force into the manufacturing effort.

5150. MANAGERIAL STATISTICS. (4 cr, §DSci 5050; prereq OMS 1020 or MBA 8020 or #)

Simple linear and multiple regression analysis; residual analysis, model building, and the use of transformations; time series forecasting, exponential smoothing and autoregressive models; the use of factorial and response surface designs in product development and testing; business applications.

5155. METHODS FOR QUALITY AND PRODUCTIVITY IMPROVEMENT. (4 cr, §DSci 5055; prereq OMS 1020 or MBA 8020 or #)

Statistical methods for on-line and off-line quality control. Quality management philosophy, Pareto analysis, control charts, experimental design, sampling inspection. Applications to administrative, service, and production operations.

5160. DETERMINISTIC MODELING AND OPTIMIZATION. (4 cr, §DSci 5060; prereq IDSc 3030 or MBA 8025 or #)

Survey of deterministic optimization problems, techniques, and applications. Classical optimization, linear programming, transportation and assignment problems, integer programming, networks, PERT/CPM, dynamic programming. Applications in pricing, vehicle routing, capital budgeting, portfolio selection, production scheduling, and marketing strategy. Computer packages for solving optimization problems.

5170. SIMULATION MODELING. (4 cr, §DSci 5070)

Survey of probabilistic modeling, with emphasis on computer simulation of complex systems. Event-scheduling simulation models, process-interaction simulations using a high-level simulation language, structural and quantitative simulation modeling, overview of simulation methodological issues, animation. Use of computers and various languages to carry out actual simulation studies. Business applications.

5180. RELIABILITY DESIGN AND ANALYSIS. (4 cr)

Fundamental aspects of reliability theory and practice. Course covers designing reliability into products or systems via probabilistic modeling and analysis and development of cost-efficient, life-testing procedures for analysis of lifetime data.

5850. TOPICS IN OPERATIONS AND MANAGEMENT SCIENCE. (4 cr [may be repeated for credit]; prereq 1020, 3000 or #)

Topics in the field of Operations Management and Management Science. Topics may vary.

For Graduate Students Only

(For descriptions, see the *Graduate School Bulletin*)

- 8041. PROJECT MANAGEMENT
- 8051. MANAGEMENT AND SERVICE OPERATIONS
- 8056. PRODUCTION AND INVENTORY MANAGEMENT
- 8057. PROCESS, TECHNOLOGY AND INNOVATION IN THE OPERATIONS FUNCTION
- 8058. OPERATIONS STRATEGY
- 8059. QUALITY MANAGEMENT
- 8610. DECISION ANALYSIS
- 8650. REGRESSION ANALYSIS
- 8651. EXPERIMENTAL DESIGN
- 8652. MULTIVARIATE METHODS
- 8660. LINEAR PROGRAMMING
- 8661. NONLINEAR PROGRAMMING
- 8662. COMBINATORIAL OPTIMIZATION
- 8670. STOCHASTIC MODELING AND ANALYSIS
- 8671. SIMULATION ANALYSIS
- 8680. QUEUEING THEORY
- 8710. RESEARCH IN OPERATIONS STRATEGY
- 8720. MANAGEMENT OF TECHNOLOGICAL OPERATIONS
- 8730. RESEARCH ON SCHEDULING
- 8735. OPERATIONS FORECASTING AND INVENTORY RESEARCH
- 8745. RESEARCH ON QUALITY MANAGEMENT
- 8799. SEMINAR OPERATIONS AND MANAGEMENT SCIENCE
- 8850. TOPICS IN OPERATIONS AND MANAGEMENT SCIENCE
- 8990. READINGS IN OPERATIONS AND MANAGEMENT SCIENCE
- 8995. GRADUATE RESEARCH IN OPERATIONS AND MANAGEMENT SCIENCE

Risk Management and Insurance (Ins)

537 Management and Economics

Risk management deals with the identification, measurement, and treatment of the property, liability, and personnel risks facing businesses, nonprofit organizations, federal, state, and local governments, and individuals or families. Insurance is the most important and most complex tool used to handle this class of risks.

Career opportunities in risk management and insurance include the following occupations: (1) underwriters, claims adjusters, actuaries, investment analysts, accountants, office managers, pension consultants, agents, brokers, and other positions in the private insurance industry; (2) risk managers for large firms, nonprofit organizations, and government units that are becoming more aware of the need for a rational risk management program; (3) consultants, including consulting actuaries, employee benefits specialists, and risk management consultants; (4) employees of government organizations that regulate the private insurance industry or administer social insurance programs; and (5) educators and research personnel.

Many professionals in areas other than risk management and insurance may find that handling insurance matters for their firm will become a part of their responsibility or that their activities affect the operations of the risk manager and vice versa. In their personal lives all individuals will be risk managers. Finally, as evidenced by the extent of government regulation and social insurance programs, all citizens have reason to be interested in the public policy aspects of risk management and insurance. For these reasons, risk management and insurance courses can also be useful to students who do not intend to specialize in this area.

Course Descriptions

The school no longer offers an area of emphasis in risk management and insurance. However, students may prepare for careers in this area by taking Ins 5100 and Ins 5210 as electives under other areas. Finance majors are required to take Ins 5100.

If you choose an actuarial science emphasis, you must take the following courses: Ins 5100—Risk Management and Insurance, Ins 5230/Math 5051—Actuarial Mathematics I, Ins 5231/Math 5058—Actuarial Mathematics II, Math 5473—Analysis of Numerical Methods, and Math 5056—Theory of Interest.

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. The tools of risk management—mainly retention, loss control, and insurance—and the 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.

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 public programs such as Old Age, Survivors, Disability and Health Insurance (Social Security), workers' compensation insurance, and unemployment insurance.

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.

5231. ACTUARIAL MATHEMATICS II. (4 cr, §Math 5058; prereq 5230 or #)

Advanced topics such as the economics of insurance, the measurement of mortality, life insurance and annuity premiums and reserves. Multilife functions. Population problems and multiple-decrement theory.

For Graduate Students Only

(For descriptions, see the *Graduate School Bulletin*)

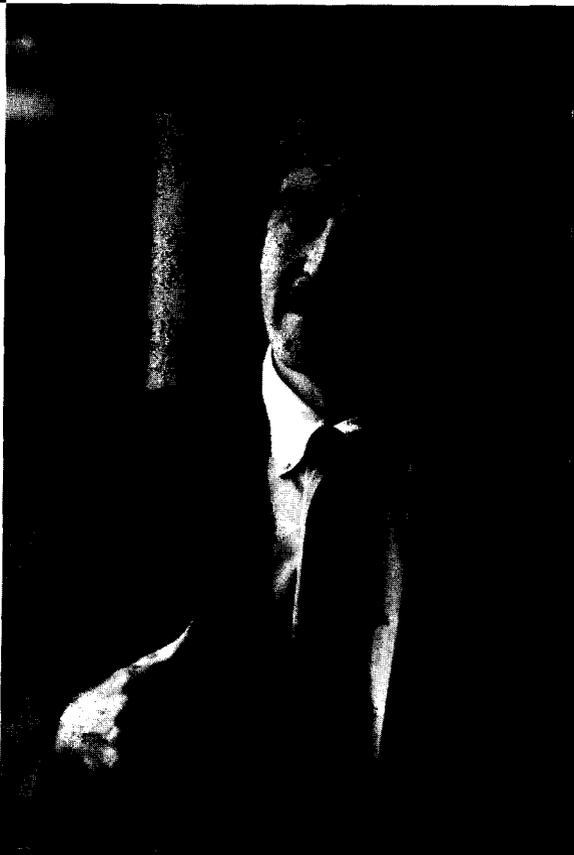
8990. READINGS IN RISK MANAGEMENT AND INSURANCE

8995. GRADUATE RESEARCH IN RISK MANAGEMENT AND INSURANCE

See **IR 8025. EMPLOYEE BENEFITS AND ADMINISTRATION**

Curtis L. Carlson School of Management

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Administration and Faculty

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- Robert Schmidt, Ph.D.,
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- Kingshuk K. Sinha, Ph.D.,
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Elmer L. Andersen Chair in Corporate Responsibility
- Balaji S. Chakravarthy, D.B.A.,
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- Raymond E. Willis, Ph.D.,
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Harvard University; Management
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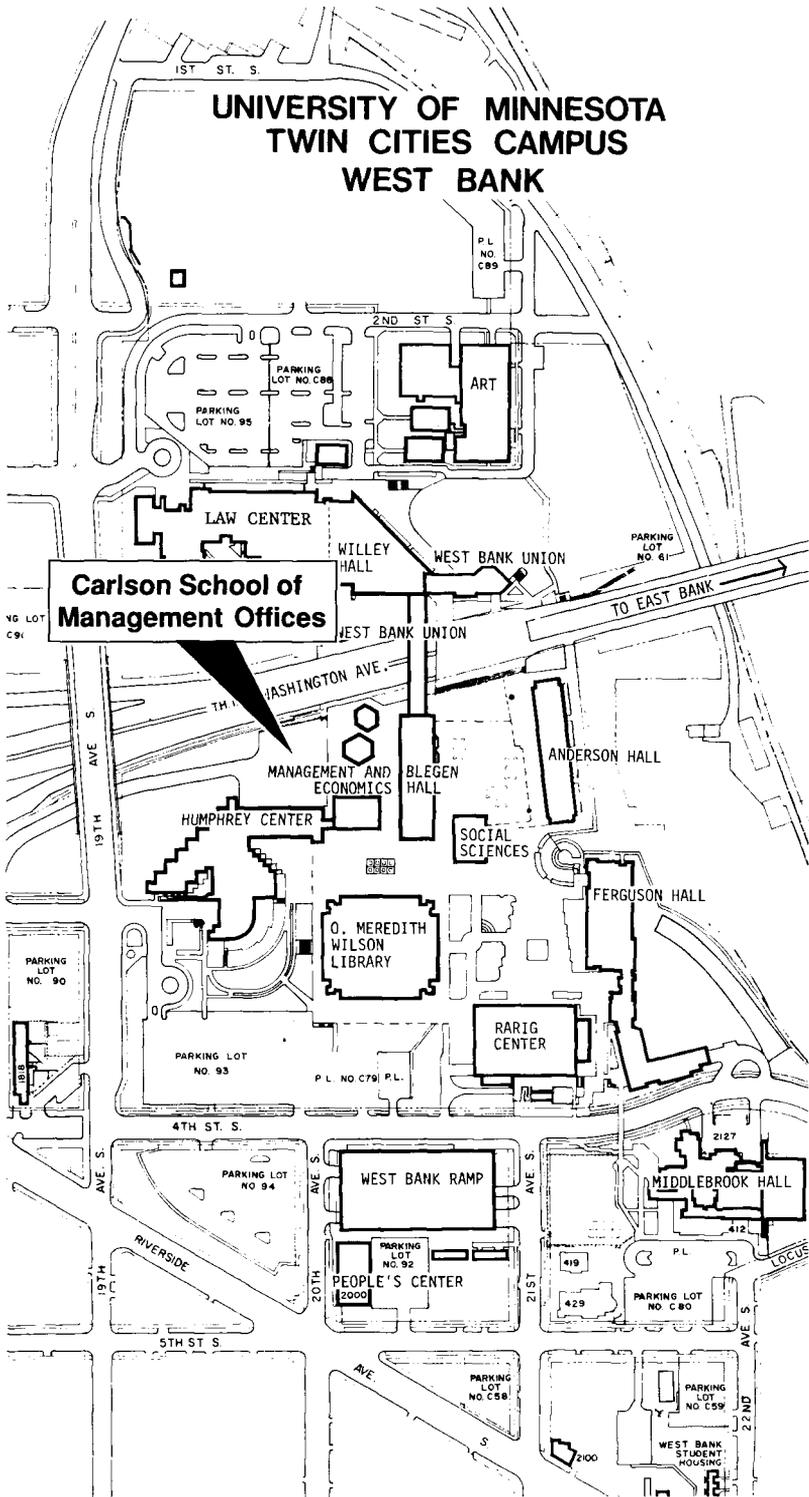
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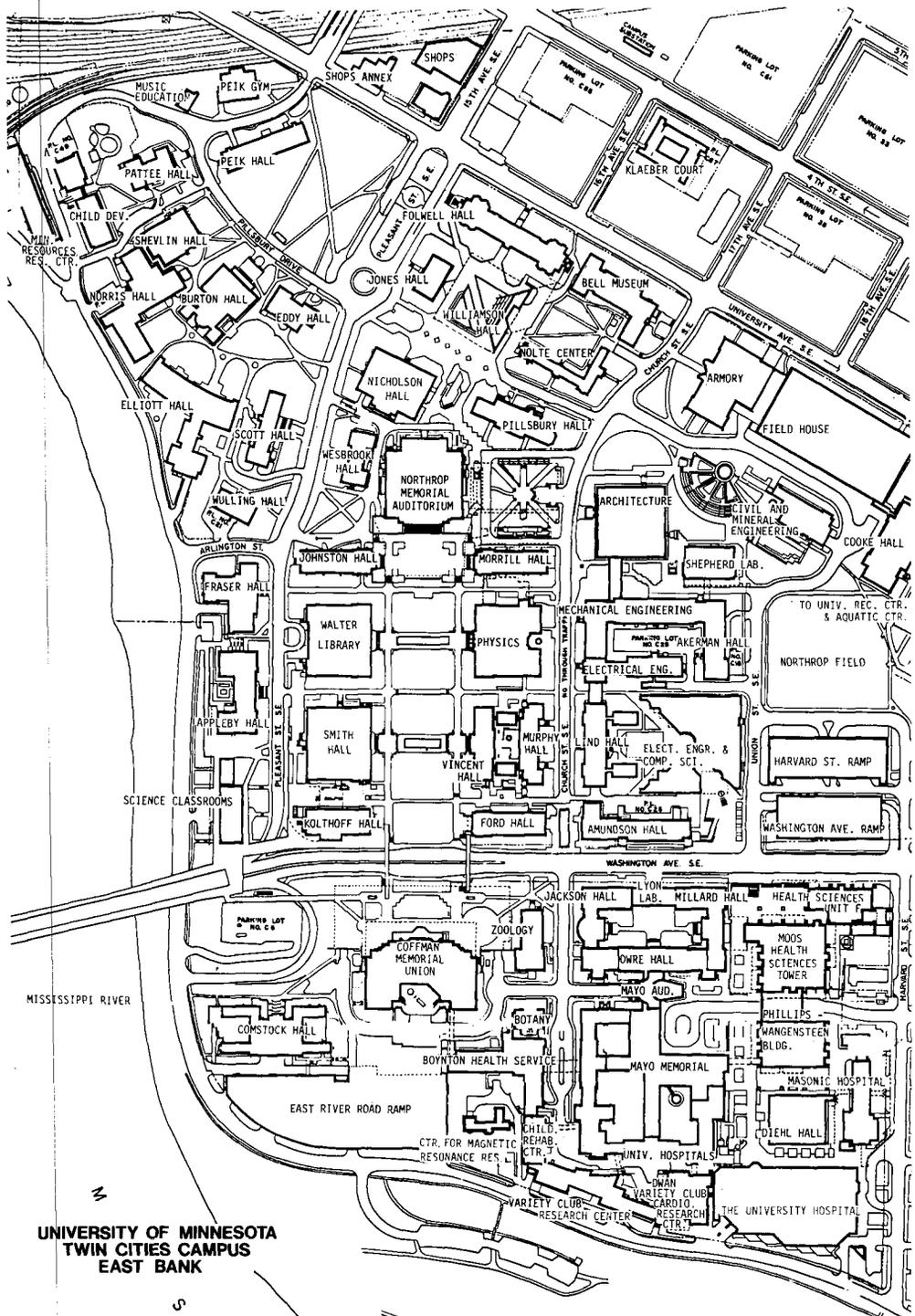
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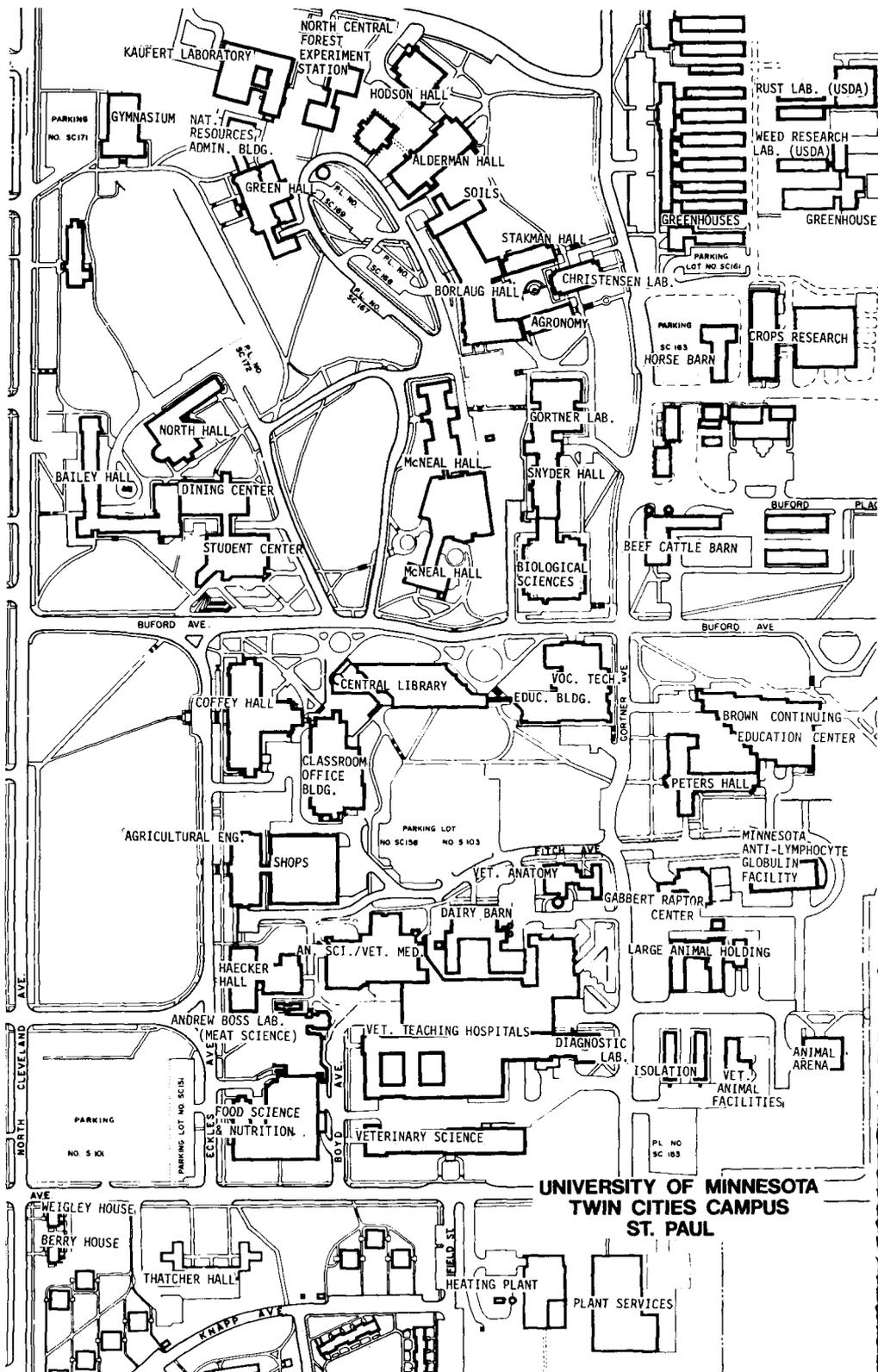
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