

# 2010-2011 Course Catalog

The University Of Montana

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## School of Business Administration

\*See addendum for changes to this section of the catalog after it was published.

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Homepage: [www.business.umt.edu](http://www.business.umt.edu)

The School of Business Administration, founded in 1918, is the largest professional school at the University. All programs are accredited by AACSB International–The Association to Advance Collegiate Schools of Business.

### **Mission**

The University of Montana's School of Business Administration is a collegial learning community dedicated to the teaching, exploration, and application of the knowledge and skills necessary to succeed in a competitive marketplace.

The goal of the School of Business Administration is to provide a broad foundation in organizational administration and exposure to the basic principles of various business disciplines. The complexity of contemporary society has brought an increasing need for responsible leadership. A professional business education combined with solid grounding in the liberal arts and sciences prepares men and women to meet difficult challenges and to participate in the molding of the future.

Students may pursue a program of studies leading to the B.S. in Business Administration, with a major in any of the following areas: accounting, finance, international business, management, management information systems, and marketing.

### **High School Preparation:**

High school students who are planning to major in business administration at The University of Montana-Missoula should take their school's college preparatory curriculum. Additional courses to improve reading, writing, and computer skills will be beneficial. Students should take as much mathematics as possible including two years of algebra.

## **Credit/No Credit Option:**

Most business administration courses are offered for traditional letter grade only. Non-business majors may take business courses credit/no credit if the courses are not identified as traditional letter grade only.

**Business Majors:** All courses required for the major and all general education courses must be taken for a traditional letter grade. Business courses taken as electives maybe be taken on a credit/no credit basis if not identified as traditional letter grade only and if approved by the instructor and the department chair. For additional information see the General Education section of the catalog.

Opportunity for further study at the graduate level is offered through programs leading to the degrees of Master of Business Administration, Master of Accountancy, joint J.D./M.B.A., joint M.B.A./D.P.T. and joint M.B.A./Pharm.D. The M.B.A. and M.Acct. programs are suited to all students regardless of undergraduate training. Further details may be obtained from the Graduate Studies bulletin or by specific inquiries directed to: Director of M.B.A. Program, School of Business Administration or Director of M. Acct. Program, School of Business Administration.

**Foundation Program for Graduate Work in Business** The Master of Business Administration (M.B.A.) and Master of Accountancy (M.Acct.) at most universities are open to graduates of non-business undergraduate programs. Students in the arts and sciences or other professional schools who anticipate doing graduate work in business are encouraged to take as many of the foundation courses listed below as possible in their undergraduate programs. Completion of all of the foundation courses will reduce the time required for the M.B.A. or M.Acct at The University of Montana-Missoula by one year.

- ACTG 201 (ACCT) Principles of Financial Accounting
- ACTG 202 (ACCT 202) Principles of Managerial Accounting
- MIS 257 Business Law
- FIN 322 Business Finance
- MIS 270 Management Information Systems
- MIS 341 Operations Management
- MGMT 340S Management and Organizational Behavior
- MKTG 360 Marketing Principles
- ECNS 201S (ECON 111S) Principles of Microeconomics
- STAT 216 ( MATH 241) Introduction to Statistics

For more information, check the UM School of Business Administration Graduate School website at <http://www.mba-macct.umt.edu/default.asp>

## **Special Degree Requirements**

To earn the Bachelor of Science in Business Administration, students must complete the following:

1. Lower Core - Earn grades of C (2.0) or better in all of the following lower-core courses:
  - WRIT 101 (ENEX 101) College Writing I

- M 115 (MATH 117) Probability and Linear Math or M 162 (MATH 150), Applied Calculus, for Finance majors
  - ECNS 201S (ECON 111S) Principles of Microeconomics
  - ECNS 202S (ECON 112S) Principles of Macroeconomics
  - COMM 111A Introduction to Public Speaking
  - CSCI 172 (CS 172) Intro to Computer Modeling
  - STAT 216 (MATH 241) Introduction to Statistics
  - ACTG 201 (ACCT 201) Principles of Financial Accounting
  - ACTG 202 (ACCT 202) Principles of Managerial Accounting
  - MIS 257 Business Law
  - MIS 270 Management Information Systems
2. Admission to the Major- In the semester when students will have completed at least 60 cumulative credits, attempted the university Writing Proficiency Assessment (WPA), and completed all requirements listed under number 1 above with grades of C (2.0) or better, students must apply for admission to one of the following business majors: accounting, finance, international business, management, management information systems, or marketing. (Students pursuing a major in international business must pair it with one of the other five business majors.) NOTE: In order to take 300 and 400 level courses in business, students must achieve junior standing in a business major. Junior standing in a business major is defined as admission to a business major after meeting the above requirements.
  3. Grade Requirements - Students must earn a C- or better in all upper-division business courses and in all upper-division prerequisites unless a higher grade requirement is specified.
  4. Upper Core- The four upper-core classes are prerequisites to a business capstone course (see number 5 below). Some of these courses are prerequisites to certain major courses (e.g., MKTG 360 is a prerequisite to marketing courses; FIN 322 is a prerequisite to 400-level finance courses, etc.).
    - FIN 322 Business Finance
    - MIS 341 Operations Management
    - MGMT 340S Management and Organizational Behavior
    - MKTG 360 Marketing Principles
  5. Major - Earn a cumulative grade point average of at least 2.0 and earn grades no lower than C- in each course required for the major in accounting, finance, management information systems, management, marketing, or international business. (Students pursuing a major in international business should review the parenthetical note in number 2 above.) *See the requirements for each major listed below under Accounting and Finance Department, Management Information Systems Department, or Management and Marketing Department. Apply to one of the following majors before beginning junior-level coursework in business.*
  6. Capstone Course - All business majors must complete one business capstone course chosen from the following:
    - MGMT 445 Small Business Management and Strategic Planning
    - MGMT 446 Strategic Management
    - MIS 448 Management Game

The capstone course is normally taken during the last semester of the student's senior year. All upper-core courses must be completed before students enroll in a capstone course.

7. Minimum Credits in Business - Earn at least a C (2.0) average and grades of no lower than C- in at least 52 credits taken in the School of Business Administration

(and in Economics if the student chooses to count Economics courses in the School of Business Administration). At least 50% of the required credits in business must be earned at the University of Montana. Business credits transferred in after matriculating to The University of Montana must be pre-approved by the department chair in your major.

8. Minimum Credits Outside of Business - At least 60 credits (exclusive of health and human performance activity credits) must be taken in departments and schools other than the School of Business Administration. If Economics classes are counted in business, they may not be counted outside of business.
9. Minimum Credits to Graduate - Students are required to successfully complete a minimum of 120 semester credits to graduate from The University of Montana with a bachelor's degree, 39 of the 120 credits must be earned at the upper-division level. Students who are earning more than one degree in business must earn a minimum of 150 credits.
10. Grade Point Average (GPA) - A minimum grade point average of 2.0 is required overall, in business, and in the business major.
11. Upper-division Writing Requirement - Earn a C- or better in the Upper-division Writing Expectation for the Major. This requirement is normally fulfilled with one of the three business capstone courses.
12. Experiential Requirement - A list of courses that meet this requirement is prepared annually by the UM School of Business Administration. The three capstone courses meet this requirement. Students who initially enrolled as freshmen at UM are required to complete three business-oriented experiential learning exposures (classes). Students who initially enrolled with more than 60 transfer credits must complete two experiential classes. Students who initially enrolled with more than 90 transfer credits must take one experiential class, normally a business capstone class. Experiential courses are offered in each of the business majors.
13. Examination - Pass the major field examination, administered in the semester students take the capstone course.

## Suggested Course of Study

### For all business majors:

First Year	A	S
MIS 100S Introduction to Business 3	-	
COMM 111A Introduction to Public Speaking -		3
CSCI 172 (CS 172) Intro to Computer Modeling -		3
ECNS 201S (ECON 111S) Principles of Microeconomics 3	-	
ECNS 202S (ECON 112S) Principles of Macroeconomics -		3

WRIT 101 (ENEX 101) College Writing I	3	-
M 115 (MATH 117) Probability and Linear Math	3	-
OR for Finance majors, M 162 (MATH 150), Applied Calculus	4	-
Electives or General Education	3	6
	15-16	15
Second Year		
ACTG 201 (ACCT 201) Principles of Financial Accounting	3	-
ACTG 202 (ACCT 202) Principles of Managerial Accounting	-	3
STAT 216 (MATH 241) Introduction to Statistics	4	-
MIS 257 Business Law	-	3
MIS 270 Management Information Systems	-	3
Electives and General Education	8	6
	15	15

Individual programs may differ from the suggested course of study to better accomplish the needs of the particular student.

#### Teacher Preparation in Business and Information Technology Education

Students who want to be licensed to teach business and information technology education at the middle and high school level must complete a B.S. in Business Administration with a major in one of the following: accounting, finance, management, management information systems, or marketing. They also must complete the business and information technology education course work and the professional licensure program in the College of Education. See the Department of Curriculum & Instruction for information about admission to the teacher Education Program and completion of this licensure program.

### Courses

U = for undergraduate credit only, UG = for undergraduate or graduate credit, G = for graduate credit. R after the credit indicates the course may be repeated for credit to the maximum indicated after the R. Credits beyond this maximum do not count toward a degree.

Prerequisite courses generally must be completed with a grade of C- or better for the prerequisite to be satisfied (some prerequisites, however, require a grade of C or better).

Generally, courses at the 600 levels are open only to graduate students who are admitted to a business graduate program. Students who are designated pre-M.B.A. or pre-M.Acct or graduate non-degree extern may take select courses (foundation courses at the 500 level and select 600 level only upon pre-approval of a graduate program director). Students must be admitted to a degree program in order to take the required course in either program.

## **Accounting (ACTG)**

U 195 Special Topics Variable cr. (R-6)

U TR1 Lower-Division Elective Variable cr.

U 201 Principles of Financial Accounting 3 cr. Offered every term. Coreq., M 115 (MATH 117) or M 162 (MATH 150) . Introduction to financial accounting concepts, including transactions analysis, financial statement analysis, and corporate financial reporting practices.

U 202 Principles of Managerial Accounting 3 cr. Offered every term. Prereq., ACTG 201 (ACCT 201) with a grade of C or better, M 115 (MATH 117) or M 162 (MATH 150) with a grade of C or better. Continuation of ACTG 201 with a focus on managerial accounting topics.

U 203 Accounting Lab 1 cr. Offered every term. Prereq., ACTG 201 (ACCT 201) with a grade of C or better. Applying accounting cycle concepts to comprehensive hands-on financial statement cases and/or a practice set and exploring career options.

U 298 Internship Variable cr. (R-3) Offered every term. Extended classroom experience which provides practical application of classroom learning during placements within the business community. The student must complete a learning agreement with a faculty member, relating the placement opportunity to his or her field of study. A maximum of 6 credits of Internship (198, 298, 398, 498) may count toward graduation.

U 305 (ACCT 311) Corporate Reporting I 3 cr. Offered every term. Prereq., junior standing in Business, ACTG 201 (ACCT 201) and 202 (ACCT 202) with grades of C or better or consent of instr. Coreq., ACTG 203. Topics include concepts in financial accounting, assets and related income statement accounts.

U 306 (ACCT 312) Corporate Reporting II 3 cr. Offered every term. Prereq., junior standing in Business, ACTG 203, ACTG 305 (ACCT 311) with grades of C or better, or consent of instr. Continuation of ACTG 305 (ACCT 311). Topics include concepts in financial accounting, coverage of the liability and equity side of the balance sheet, the cash flow statement, and several special financial accounting topics.

U 307 (ACCT 313) Corporate Reporting III 3 cr. Offered spring. Prereq., junior standing in Business; Coreq., ACTG 306 (ACCT 312) with grades or consent of instr. Application of accounting principles to partnerships, foreign currency transactions and translations, accounting for income taxes, post-retirement benefits, accounting changes and other accounting topics.

U 321 (ACCT 310) Accounting Information Systems I 3 cr. Offered autumn and spring. Prereq., Junior standing in Business. Coreq., ACTG 203. Provides thorough

understanding of business processes, risks, and internal controls. Computer applications may be used to demonstrate concepts.

U 391 (ACCT 395) Special Topics Variable cr. (R-9) Offered intermittently. Prereq., junior standing in Business and consent of instr. Experimental offerings of visiting professors, experimental offerings of new courses, or one-time offerings of current topics.

U 392 (ACCT 396) Independent Study Variable cr. (R-6) Offered every term. Prereq., junior standing in Business and consent of instr.

U 394 Undergraduate Seminar Variable cr. (R-6) Offered intermittently. Prereq., junior standing in Business and consent of instr.

U TR3 upper -Division Elective Variable cr.

UG 401 (ACCT 431) Principle of Federal Taxation-Individuals 3 cr. Offered autumn. Prereq., Junior standing in Business or consent of instructor . Coreq., ACTG 306 (ACCT 312). The application of the federal income tax law to determine income, deductions and losses. Special topics include property transactions.

UG 410 (ACCT 421) Cost Management Accounting I 3 cr. Offered autumn. Prereq., senior standing in Business or consent of instr. The study of cost management for business and other organizations. Emphasis on how information about costs helps managers make better decisions.

UG 411 (ACCT 441) Auditing I 3 cr. Offered spring. Prereq., junior standing in Business, ACTG 321 (ACCT 310) and ACTG 306 (ACCT 312), or consent of instr. Introduction to auditing with emphasis on the independent audit of financial statements. Coverage includes professional standards, ethics, audit risk, evidence, internal controls, procedures, opinions, operational and compliance auditing.

UG 415 (ACCT 451) Government/Nonprofit Accounting I 3 cr. Offered spring. Prereq., junior standing in Business or consent of instr. Coreq., ACTG 306 (ACCT 312). Principles of accounting and financial reporting for governmental units and other non-profit organizations.

UG 420 (ACCT 422) Cost Management Accounting II 3 cr. Offered intermittently. Prereq., senior standing in Business and ACTG 410 (ACCT 421) or consent of instr. Advanced cost management with emphasis on how financial and non-financial information helps managers make better decisions in a wide variety of business and not-for-profit organizations. Current readings in cost management and related topics.

U 432 Income Tax Practicum 1 cr. Offered spring. Prereq., junior standing in Business. Service course that provides free tax preparation to low income taxpayers and students, in conjunction with the IRS. Students apply their knowledge of tax law to the preparation and e-filing of income tax returns under the direction of a practicing CPA. Designated as a service learning course. Graded credit/no credit only.

U 461 Accounting Leadership 1-6 cr. (R-6) Offered intermittently. Prereq., junior standing in Business and consent of instr. Leadership training for students holding positions of responsibility in professional accounting organizations to include conducting meetings, delegation, committees, motivating others, following through on assignments and evaluating performance.

UG 491 (ACCT 495) Special Topics Variable cr.(R-9) Offered intermittently. Prereq., junior standing in Business and consent of instr. Experimental offerings of visiting

professors, experimental offerings of new courses, or one-time offerings of current topics.

U 492 (ACCT 496) Independent Study Variable cr. (R-6) Offered every term. Prereq., junior standing in Business and consent of inst.

UG 494 Seminar Variable cr. (R-6) Offered intermittently. Prereq., junior standing in Business and consent of instr.

U 498 Accounting Internship Variable cr. Offered every term. Prereq., junior standing in Business and consent of instr. Students are placed with private or governmental organizations to receive on-the-job training. Written reports are required. A maximum of 6 credits of Internship (198, 298, 398, 498) may count toward graduation.

G 509 Financial Reporting and Control 3 cr. Offered spring. Prereq., admission to M.B.A. or M.Acct. program or graduate standing with consent of graduate business program director. Reporting and using financial information of an enterprise, with a focus on internal and external decision-making. Topics include analysis and recording financial transactions, understanding how these events affect financial statements, and using quantitative tools for internal decision-making.

G 605 Administrative Controls 2 cr. Offered autumn. prereq., admission to the M.B.A. program. Not open to M.Acct. students. The application of accounting information to managerial and/or financial decision making. G 611 Consolidated Financial Statements 2 cr. Offered autumn or spring. Prereq., cumulative GPA of 3.0 or better in all accounting fundamental courses taken to date, Business core, accounting core, admission to M. Acct. program or consent of accounting graduate director. The equity method of accounting for investments, accounting for acquisitions, non-controlling interest, intercompany transfers, intercompany debt and other consolidation issues.

G 611 Consolidated Financial Statements 2 cr. Offered autumn or spring. Prereq: cumulative GPA of 3.0 or better in all accounting fundamental courses taken to date, Business core, accounting core, admission to M.Acct program or consent of accounting grad director. The equity method of accounting for investments, accounting for acquisitions, non-controlling interest, intercompany transfers, intercompany debt and other consolidation issues.

G 615 Accounting Theory 3 cr. Offered autumn or spring. Prereq., cumulative GPA of 3.0 or better in all accounting fundamental courses taken to date, Business core, accounting core, and admission to M. Acct. program or consent of accounting graduate director. A critical analysis of the concepts underlying the development and application of financial accounting in the United States. Coverage of current accounting standards as well as other current topics in financial accounting.

G 631 Advanced Tax 3 cr. Offered autumn or spring. Prereq., cumulative GPA of 3.0 or better in all accounting fundamental courses taken to date, ACTG 401 (ACCT 431), admission to M. Acct. program or consent of accounting graduate director. The application of the federal income tax law to corporations and partnerships, and special problems associated with taxation of trusts, estates and gifts.

G 632 Advanced Tax Practicum 1 cr. Offered spring. Prereq., graduate student in business or consent of business graduate director and instr. Service course that provides free tax preparation to low income taxpayers and students, in conjunction with the IRS. Graduate students apply their knowledge of tax law to the preparation and e-filing of income tax returns under the direction of a practicing CPA, review the work of



undergraduate preparers, and assist in the organization and training of undergraduate prepares. Designated as a service-learning course. Grade option credit/no credit only.

G 641 Advanced Auditing 3 cr. Offered autumn or spring. Prereq., cumulative GPA of 3.0 or better in all accounting fundamental courses taken to date, ACTG 411 (ACCT 441), graduate student in business or consent of accounting graduate director. Research cases in auditing and coverage of contemporary topics in auditing, typically including attestation standards, other reports and services, legal and ethical environment, and fraud detection.

G ACTG 643 Fraud and Forensic Accounting 2-3 cr. Offered intermittently. Prereq: admission to M.Acct , with ACTG 321 and 411 (ACCT 310 and 441) or equivalents, or consent of M.Acct director. A study of fraud motivations, techniques, prevention, and detection. Includes the study of forensic accounting using forensic science, information security, and other forensic auditing/investigation tools and techniques, as they apply in various fraud and financial contexts.

G 656 Accounting Information Systems Topics 1-3 cr.(R- 3) Offered intermittently. Prereq., graduate student in business. Selected topics addressing information systems issues as they relate to accounting. Selected topics may include systems auditing, expert systems, databases, specific accounting applications, report design, electronic transactions, and internal controls.

G 661 Accounting Law and Ethics 3 cr. Offered autumn or spring. Prereq., cumulative GPA of 3.0 or better in all accounting fundamental courses taken to date, Business core, admission to M. Acct. program or consent of accounting graduate director. Legal issues from the common law and appropriate statutes applicable to the public practice of accounting. The professional responsibilities and ethics of a practicing CPA.

G 675 Contemporary Accounting Problems 4 cr. Offered first summer session. Prereq. or coreq., cumulative GPA of 3.0 or better in all accounting fundamental courses taken to date, student must be in good academic standing, ACTG 611, 615, 631, 641, and 661 (615, 615, 631, 641). Integration of accounting theory and practice. Primarily for the student preparing to take the uniform CPA examination. Graded only credit/no credit.

G 694 Seminar 3 cr. (R-15) Offered intermittently. Prereq., graduate student in business or consent of business graduate director. Selected topics in accounting.

G 696 Independent Study Variable cr. (R-9) Offered every term. Prereq., graduate student in business or consent of business graduate director and consent of instr. Directed study of individual or small groups of students in topics not available in scheduled classes.

G 698 Internship Variable cr. (R-6) Offered every term. Prereq., graduate student in business or consent of business graduate director and consent of instr. Placements with private or governmental organizations for practical training. Written reports required.

G 699 Thesis Variable cr. (R-6) Offered every term. Prereq., graduate student in business or consent of business graduate director. Grade option credit/no credit only.

### **Business Administration (BADM)**

U 100S Introduction to Business 3 cr. Offered every term. Nature of business enterprise; role of business in society; problems confronting business management; career opportunities in business. Open to non-business majors and business majors of freshman or sophomore standing only. Business majors are advised to register for the

course their freshman year. Credit allowed for only one of MIS 100S, IS 100S, BADM 100S and BUS 103S.

U 195 Special Topics Variable cr. (R-6) Offered intermittently. Experimental offerings of visiting professors, experimental offerings of new courses, or one-time offerings of current topics.

U 196 Independent Study Variable cr. (R-6) Offered intermittently.

U 257 Business Law 3 cr. Offered every term. An analysis of the legal and ethical implications of domestic and international commercial transactions. Credit allowed for only one of BADM 257, BUS 135T, IS 257, MIS 257.

U 295 Special Topics 1-6 cr. (R-6) Offered intermittently. Experimental offerings of visiting professors, experimental offerings of new courses, or one-time offerings of current topics.

UG 495 Special Topics Variable cr. (R-9) Offered intermittently. Prereq., junior standing in Business and consent of instr. Experimental offerings of visiting professors, experimental offerings of new courses, or one-time offerings of current topics.

## **Finance (FIN)**

U 228 Personal Financial Planning and Investment 3 cr. Offered intermittently. Concepts, strategies and techniques in analyzing financial situations and investment opportunities from the individual's perspective.

U 298 Internship Variable cr. (R-3) Offered every term. Extended classroom experience which provides practical application of classroom learning during placements within the business community. The student must complete a learning agreement with a faculty member, relating the placement opportunity to his or her field of study. A maximum of 6 credits of Internship (198, 298, 398, 498) may count toward graduation.

UG 301 Analysis of Financial Statements 3 cr. Offered intermittently. Prereq., junior standing in Business. Analysis of balance sheets, income and cash flow statements and statements of owners' equity in terms of structure, strategy and performance of the company being analyzed. Emphasis is on the use rather than preparation of financial statements.

U 322 Business Finance 3 cr. Offered every term. Prereq., junior standing in Business. The methodology and practice of business financial decisions.

U 394 Undergraduate Seminar Variable cr. (R-6) Offered intermittently. Prereq., junior standing in Business and consent of instr.

U 395 Special Topics Variable cr. (R-9) Offered intermittently. Prereq., junior standing in Business and consent of instr. Experimental offerings of visiting professors, experimental offerings of new courses, or one-time offerings of current topics.

U 396 Independent Study Variable cr. (R-6) Offered every term. Prereq., junior standing in Business and consent of instr.

UG 410 \$50,000 Portfolio 3 cr. Offered autumn. Prereq., junior standing in Business, grade of C or better in FIN 322, and consent of department chair. Under the guidance of a broker, students manage a diversified investment portfolio for a semester. Students analyze and discuss investment opportunities and implement their decisions.

UG 415 Real Estate Investment and Analysis 3 cr. Offered spring. Prereq., junior standing in Business and FIN 322. Introduction to real estate focusing on investment, market analysis, appraisal, and mortgage finance. Includes developing valuation and decision making skills to make effective business/investment decisions in real estate and understanding the activities, roles, and participants in the business of real estate.

UG 420 Investments 3 cr. Offered autumn. Prereq., junior standing in Business, grade of C or better in FIN 322 or consent of instr. Principles, practices and methodology in investment analysis and portfolio management.

UG 424 Financial Markets 3 cr. Offered spring. Prereq., junior standing in Business, grades of C or better in FIN 322 and M 162 (MATH 150), or consent of instr. Operations and analysis of the national and international money and capital markets, and financial institutions. It is strongly recommended that students take this course after they have completed another 400-level finance course.

UG 429 Financial Management I: Theory and Analysis 3 cr. Offered spring. Prereq., junior standing in Business, grade of C or better in FIN 322 or consent of instr. Understanding the practice of business investment and working capital decisions. Computer models and cases used to demonstrate the management process.

UG 439 Financial Management II: Analysis and Problems 3 cr. Offered autumn. Prereq., junior standing in Business, grade of C or better in FIN 322 or consent of instr. Raising capital, capital structure issues and debt and equity markets. UG 450 Banking 3 cr. Offered autumn or spring. Prereq., junior standing in Business, grade of C or better in FIN 322, or consent of instr. The financial management of banking institutions including financial analysis, interest rate risk and loan portfolio management. Students manage a bank within a simulated bank community.

UG 450 Banking 3 cr. Offered autumn or spring. Prereq., junior standing in Business, grade of C or better in FIN 322, or consent of instr. The financial management of banking institutions including financial analysis, interest rate risk and loan portfolio management. Students manage a bank within a simulated bank community.

UG 473 Multinational Financial Management and Accounting 3 cr. Offered autumn. Prereq., junior standing in Business, grade of C or better in FIN 322, or consent of instr. Students are strongly encouraged to complete MGMT 368 prior to FIN 473. Financial skills required of corporate executives in international business. Topics may include differences in global accounting practices and the resulting effects on multinational corporations.

UG 494 Seminar Variable cr. (R-6) Offered intermittently. Prereq., junior standing in Business and consent of instr.

UG 495 Special Topics Variable cr. (R-9) Offered intermittently. Prereq., junior standing in Business and consent of instr. Experimental offerings of visiting professors, experimental offerings of new courses, or one-time offerings of current topics.

U 496 Independent Study Variable cr. (R-6) Offered every term. Prereq., junior standing in Business and consent of instr.

U 498 Finance Internship Variable cr. Offered every term. Prereq., junior standing in Business and consent of instr. Students are placed with private or governmental organizations to receive on-the-job training. Written reports are required. A maximum of 6 credits of Internship (198, 298, 398, 498) may count toward graduation.

G 522 Principles of Financial Analysis 3 cr. Offered summer. Prereq., admission to M.B.A. or M.Acct. program or graduate standing with consent of graduate business program director; grade of B or better in ACTG 509 (ACCT 509). Introduction to principles of microeconomics and financial management and the application of these principles to business decisions. Topics include supply and demand, market demand, theory of the firm, theories of competition, financial analysis, time value of money, theories of risk and return, stock and bond valuation and capital budgeting.

G 681 Financial Management 2 cr. Offered spring. Prereq., admission to the M.B.A. and ACTG 605 (ACCT 605) or admission to the M.Acct. programs. Advanced theory and analysis in corporate financial management.

G 694 Seminar Variable cr. (R-15) Offered intermittently. Prereq., graduate student in business or consent of business graduate director. Selected topics in finance.

### **Management Information Systems (MIS)**

U 100S Introduction to Business 3 cr. Same as BADM 100S. Offered every term. Nature of business enterprise; role of business in society; problems confronting business management; career opportunities in business. Open to non-business majors and business majors of freshman or sophomore standing only. Business majors are advised to register for the course their freshman year. Credit allowed for only one of MIS 100S, IS100S, BADM 100S and BUS 103S.

U 195 Special Topics 1-6 cr. (R-6) Offered intermittently. Experimental offerings of visiting professors, experimental offerings of new courses, or one-time offerings of current topics.

U 196 Independent Study 1-3 cr. (R-3) Offered every term. Prereq., consent of instr.

U 257 Business Law 3 cr. Offered every term. An analysis of the legal and ethical implications of domestic and international commercial transactions. Credit allowed for only one of BUS 135T, IS 257, MIS 257 and BADM 257.

U 270 Management Information Systems 3 cr. Offered every term. Prereq., CSCI 172 (CS 172). Introduces the development, use, and management of computer-based information systems.

U 296 Independent Study 1-3 cr.(R-3) Offered every term. Prereq., consent of instr.

U 298 Internship 1-3 cr. (R-3) Offered every term. Extended classroom experience which provides practical application of classroom learning during placements within the business community. The student must complete a learning agreement with a faculty member, relating the placement opportunity to his or her field of study. A maximum of 6 credits of Internship (198, 298, 398, 498) may count toward graduation.

U 341 Operations Management 3 cr. Offered every term. Prereq., junior standing in Business. A survey of the processes that organizations, public or private, use to produce goods and services. Includes management science topics.

UG 370 Database Management Systems 3 cr. Offered autumn and spring. Prereq., junior standing in Business. Information systems design and implementation within a database management system environment. Topics include data models, structured and object design, relational, hierarchical, network and object-oriented models.

U 371 Business Application Development 3 cr. Offered autumn and spring. Prereq., junior standing in Business. Provides an understanding of algorithm development,

programming, computer concepts and the design and application of data and file structures.

U 372 Telecommunications Management 3 cr. Offered spring. Prereq., junior standing in Business. Provides in-depth knowledge of data communications and networking requirements including telecommunications technologies, hardware and software. Emphasis on the analysis and design of networking applications in business.

UG 373 Business Systems Analysis and Design 3 cr. Offered autumn. Prereq., junior standing in Business. Provides an understanding of the systems development and modification process, including requirements determination, logical design, physical design, test planning, implementation planning and performance evaluation.

U 394 Undergraduate Seminar Variable cr. (R-3) Offered intermittently. Prereq., junior standing in Business and consent of instr.

U 395 Special Topics 1-9 cr. (R-9) Offered intermittently. Prereq., junior standing in Business or consent of instr. Experimental offerings of visiting professors, experimental offerings of new courses, or one-time offerings of current topics.

U 396 Independent Study 1-6 cr. (R-6) Offered every term. Prereq., junior standing in Business and consent of instr.

UG 448 Management Game 3 cr. Offered intermittently. Prereq., senior standing in Business, all business core, or consent of instr. Simulation of a large business organization in which students make executive-level decisions in the areas of production, marketing, finance, human resources and organization.

UG 453 Manufacturing Planning and Control Systems 3 cr. Offered intermittently. Prereq., MIS 341, junior standing in Business, or consent of instr. Principles and techniques of production scheduling and inventory control. Systems for setting strategic and tactical objectives, accomplishing detailed material and capacity plans, and establishing and executing shop floor priorities.

UG 471 Fundamentals of Network Management 3 cr. Offered intermittently. Prereq., junior standing in Business and MIS 372. Current topics will focus on the design, installation, configuration, and operation of local area networks. Includes a hands-on lab to demonstrate the concepts.

UG 472 Advanced Network Management 3 cr. Offered intermittently. Prereq., junior standing in Business, MIS 372, and MIS 471. Focuses on network security, directory services, and network infrastructure. Includes a hands-on lab to demonstrate the concepts.

UG 474 Quality Management Systems 3 cr. Offered intermittently. Prereq., junior standing in Business. Focus on the primary objectives of world class organizations, i.e., teamwork, customer focus and continuous improvement. TQM, JIT, and SPC are discussed in detail.

UG 475 Advanced Technology Support 3 cr. Offered intermittently. Prereq., junior standing in Business and consent of instr. Project oriented class covering varying aspects of technical support in a business environment. Topics may include hardware and software support, helpdesk operations, operating systems, AS400 operations, and local and wide area networking.

UG 476 Project Management 3 cr. Offered every term Prereq., junior standing in Business and MIS 370, 371 and 373. Emphasis on project planning, team selection

models, and project management techniques. A software package is used to demonstrate how projects are planned, managed, monitored, and controlled.

UG 477 Multimedia Development for Business 3 cr. Offered intermittently. Prereq., junior standing in Business and consent of instr. Focus on high-tech multimedia tools to develop marketing and promotional materials for a business or organization.

UG 478 Electronic Commerce 3 cr. Offered intermittently. Prereq., junior standing in Business. Focuses on the capabilities of the Internet to support and enable commerce. Provides a managerial perspective on topics including effective web site design, emerging technologies, business models, infrastructure architectures, and security.

U 491 Information Systems Practicum 3 cr. Offered every term. Prereq., junior standing in Business and consent of instr. Practical hands-on experience with area organizations. Provides application of classroom learning.

UG 494 Seminar 1-6 cr. (R-6) Offered intermittently. Prereq., junior standing in Business and consent of instr.

UG 495 Special Topics 1-9 cr. (R-9) Offered autumn and spring. Prereq., junior standing in Business or consent of instr. Experimental offerings of visiting professors, experimental offerings of new courses, or one-time offerings of current topics.

U 496 Independent Study 1-6 cr. (R-6) Offered every term. Prereq., junior standing in Business and consent of instr.

U 498 Information Systems Internship 1-6 cr. (R-6) Offered every term. Prereq., junior standing in Business and consent of instr. Extended classroom experience which provides practical application of classroom learning during placements off campus. Prior approval must be obtained from the faculty supervisor and the Internship Services office. A maximum of 6 credits of Internship (198, 298, 398, 498) may count toward graduation.

G 541 Systems and Operations 3 cr. Offered spring. prereq., admission to M.B.A. or M.Acct. program or graduate standing with consent of graduate business program director; grade of B or better in MKTG 560. Design and use of information systems to meet the tactical and strategic needs of an enterprise, particularly within the operations function. Topics include systems analysis, data and process modeling, database designs, manufacturing planning and control, forecasting, and quality management.

G 571 Enterprise Modeling 2 cr. Offered autumn. Prereq., graduate standing. Explores knowledge management systems, data warehouses, data mining, ERP, SANS, and data distribution. Focuses on management; does not require a technical background.

G 572 IT Strategy and Leadership 2 cr. Offered autumn. Prereq., graduate standing. Explores how alignment of IT infrastructure and capabilities can achieve competitive advantage with an industry. Includes the role of IT management in leading change, managing decisions and integrating information systems across the organization. Focuses on management; does not require a technical background.

G 573 Business Processes and Security 2 cr. Offered summer. Prereq., graduate standing. Analyzes business processes and the security challenges created from the emergence of new technology. Includes the effect of legal, regulatory and security technology on policy development. Focuses on management; does not require a technical background.

G 574 Management of Information Systems 2 cr. Offered autumn. Prereq., admission to the M.B.A. or M.Acct. program and MGMT 604 or IS 571 and 572. The

tactical/operational responsibilities and roles of the CIO. Includes governance issues, supporting the learning organization, managing the technologies, and managing the development of systems. Focuses on management; does not require a technical background.

G 575 Fundamentals of Consulting 2 cr. Offered spring. Prereq., graduate standing. The technical, interpersonal, and consulting skills necessary to effectively work with clients. Focuses on management; does not require a technical background.

G 650 Quantitative Analysis 2 cr. Offered spring. Prereq., admission to the M.B.A. or M.Acct. programs. Quantitative methods supporting managerial decision-making. Theory and logic underlying such methods as linear programming and simulation. Solution of complex problems and practice of interpersonal skills in team projects.

## **Management (MGMT)**

U 101S Introduction to the Entertainment Business 3 cr. Offered autumn and spring. Open to non-business majors. Designed to provide basic distinctions and concepts necessary for understanding various business aspects that underpin the business of entertainment as well as most other businesses, regardless of context.

U 195 Special Topics Variable cr. (R-6) Offered intermittently. Experimental offerings of visiting professors, experimental offerings of new courses, or one-time offerings of current topics.

U 196 Independent Study Variable cr. (R-3) Offered every term. Prereq., consent of instr.

U 295 Special Topics 1-6 cr. (R-9) Offered intermittently. Experimental offerings of visiting professors, experimental offerings of new courses, or one-time offerings of current topics.

U 296 Independent Study Variable cr. (R-3) Offered every term. Prereq., consent of instr.

U 298 Internship Variable cr. (R-3) Offered every term. Extended classroom experience which provides practical application of classroom learning during placements within the business community. The student must complete a learning agreement with a faculty member, relating the placement opportunity to his or her field of study. A maximum of 6 credits of Internship (198, 298, 398, 498) may count toward graduation.

U 320E Business Ethics 3 cr. Offered autumn and spring. Prereq., junior standing in Business. Business organizations and their relationship to the external environment and various stakeholders. Focuses on responsibilities to society and their impact on decision making, with particular emphasis on business ethics and values.

U 340S Management and Organizational Behavior 3 cr. Offered every term. Prereq., junior standing in Business. An intensive examination of the fundamentals of management and organization supported by the application of behavioral science principles to the management of people in organizations.

UG 344 Human Resource Management 3 cr. Offered every term. Prereq., junior standing in Business, MGMT 340S; PSYX 100S (PSYC 100S) recommended. Examines the personnel function in business organizations, with emphasis on staffing, equal opportunity employment, job design, training and development, performance

appraisal, compensation, and labor-management relations. Includes case analyses and experiential exercises.

UG 348 Entrepreneurship 3 cr. Offered autumn and spring. Prereq., junior standing in Business, FIN 322, MGMT 340S, MKTG 360. Focuses on starting and managing a growing business. Topics include recognizing business opportunities, setting strategy for the firm, raising capital, marketing new products, and organizing a management team. Students write a business plan for themselves or for a local entrepreneur.

UG 368 International Business 3 cr. Offered every term. Prereq., junior standing in Business. Analysis of business in diverse parts of the globe. Examines the impact of socio-economic, political, legal, educational, and cultural factors on management.

U 394 Undergraduate Seminar Variable cr. (R-3) Offered intermittently. Prereq., junior standing in Business and consent of instr.

U 395 Special Topics Variable cr. (R-9) Offered intermittently. Prereq., junior standing in Business or consent of instr. Experimental offerings of visiting professors, experimental offerings of new courses, or one-time offerings of current topics.

U 396 Independent Study Variable cr. (R-6) Offered every term. Prereq. junior standing in Business and consent of instr.

UG 401 Event Management 3 cr. Offered fall. Prereq., junior standing and consent of instructor; open to non-business majors. Students are introduced to skills that are necessary for managing entertainment events. Topics include: market research; artist research; negotiating events; producing live events; and working with community and non-profit organizations. Students will develop and participate in several live events throughout the semester.

UG 402 Principles of Entertainment Management I 3 cr. Offered spring. Prereq., junior standing and consent of instructor; open to non-business majors. Students are introduced to the fundamental aspects of the entertainment business. Topics include: artist development and management; productions; promotions; and venue management and marketing. Students will produce an artist development plan.

UG 403 Principles of Entertainment Management II 3 cr. Offered spring. Prereq., junior standing, MGMT 402, and consent of instructor; open to non-business majors. Students build on the concepts learned in MGMT 402. Topics include: tour development and marketing; agency relations and responsibilities; and new forms of entertainment media and distribution. Students will produce an event management plan.

UG 420 Leadership and Motivation 3 cr. Offered spring. Prereq., junior standing in Business and MGMT 340S. Study of fundamental concepts, theories, and models of leadership and motivation. Selected topics include: trait and behavioral theories of leadership, charismatic and transformational leadership, power and influence, emotions and justice perceptions in motivation, expectancy and equity theories.

UG 430 Business Negotiations 3 cr. Offered intermittently. Prereq., junior standing in Business. Theories and processes of negotiation in various business settings. Theories and concepts of negotiation presented through illustrative case studies proven to increase the value of negotiated deals. Students become cognizant of their instinctive negotiation styles and build on their accumulative knowledge progressing to sophisticated skills such as multiparty negotiation, mediation and arbitration.

UG 444 Management Communications 3 cr. Offered autumn and spring. Prereq., junior standing in Business. Focuses on internal and external business communications.



Selected topics include: developing communications strategies, designing and conducting communications audits, selecting appropriate message vehicles, orchestrating presentations, and management press relations.

UG 445 Small Business Management and Strategic Planning 3 cr. Offered autumn and spring. Prereq., senior standing in Business, all business core. Application of the concepts of strategic management to small businesses. Integrates the functional areas of management, marketing, finance and accounting. Students work with local businesses in a consulting role and are required to write a consulting report. Credit not allowed for both MGMT 445 and 446.

UG 446 Strategic Management 3 cr. Offered every term. Prereq., senior standing in Business, all business core. Integration of the functional areas of management, marketing, finance and accounting. Heavy case orientation, class discussions. Industry and competitor analysis and strategy formulation. Credit not allowed for both MGMT 446 and 445.

UG 449 Business Plan Implementation 3 cr. Offered intermittently. Prereq., senior standing in Business; MGMT 348 or an MBA seminar in entrepreneurship. Development and implementation of a business plan through the complete sequence of steps required for financing and actual startup of a business enterprise.

UG 457 Entrepreneurship for Non-Business Students 3 cr. Offered intermittently. Prereq., junior standing; open to non-business majors only. Focuses on starting and managing a growing business. Topics include recognizing business opportunities, setting strategy for the firm, raising capital, marketing new products, and organizing a management team. Students write a business plan for starting a business of their choice.

UG 458 Advanced Entrepreneurship Seminar 3 cr. Prereq., junior standing, MGMT 457 for non-business majors, MGMT 348 or concurrent enrollment in MGMT 348 for Business majors. Extends previous course work in entrepreneurship with focus on managing and marketing a growing business, legal and technology issues for entrepreneurs, and financing new ventures. Course utilizes local and regional experts in the field of entrepreneurship to deliver course content under the supervision of UM instructor. Students refine their existing business plan and participate in business plan competition or write case analyses.

UG 465 World Trade and Commerce 3 cr. Offered every term. Prereq., junior standing in Business and consent of instr. A practical hands-on approach to understanding the complexities and intricacies of successfully working in the new global marketplace. Classes are supported by work assignments at the Montana World Trade Center.

UG 480 Cross-Cultural Management 3 cr. Offered autumn. Prereq., junior standing in Business. Study of issues related to cultural diversity within the work force and the problems inherent in the management of a firm's activities on an international scale.

UG 485 Seminar in Contemporary International Issues 3 cr. Offered spring. Prereq., junior standing in Business, MGMT 368; recommended prereq., FIN 473, MGMT 480. Focus on the application, synthesis and integration of business concepts in the international business community.

UG 494 Seminar Variable cr. (R-6) Offered intermittently. Prereq., junior standing in Business and consent of instr.

UG 495 Special Topics Variable cr. (R-9) Offered autumn and spring. Prereq., junior standing in Business or consent of instr. Experimental offerings of visiting professors, experimental offerings of new courses, or one-time offerings of current topics.

U 496 Independent Study Variable cr. (R-6) Offered every term. Prereq., junior standing in Business and consent of instr.

U 498 Management Internship Variable cr. Offered every term. Prereq., junior standing in Business and consent of instr. Extended classroom experience which provides practical application of classroom learning during placements off campus. Prior approval must be obtained from the faculty supervisor and the Internship Services office. A maximum of 6 credits of Internship (198, 298, 398, 498) may count toward graduation.

G 540 Management and the Legal System 3 cr. Offered autumn. Prereq., admission to the M.B.A. or M.Acct. programs or graduate standing with consent of graduate business program director. Basic management principles, exploration of concepts such as strategic planning, goal-setting and giving feedback, leadership, motivation, and reward systems. Law as it relates to doing business in the global environment; ethical dimensions of business decision-making.

G 595 Special Topics 1-9 cr. (R-9) Offered intermittently. Experimental offerings of visiting professors, experimental offerings of new courses, or one-time offerings of current topics.

G 640 Organizational Behavior 2 cr. Offered autumn. Prereq., admission to the M.B.A. or M.Acct. programs. Professionally oriented strategic overview of intrapersonal, interpersonal, and leadership skills for employees, management, and organizational designers. Topics include diversity, communication, motivation, groups/teams, culture and structure.

G 665 Strategic Management Seminar 2 cr. Offered spring. Prereq., admission to the M.B.A. or M.Acct. program and ACTG 605 (ACCT 605), MIS 574, MGMT 604, MGMT 640 and MKTG 660. Analysis of the firm within its industry and the structure of the industry; competitive positioning and competitor analysis; decision-making under conditions of uncertainty; developing a competitive advantage in international markets.

G 685 International Business 2 cr. Offered spring. Prereq., admission to the M.B.A. or M.Acct. programs. Review and analysis of international trade theories and institutions, the role of the multinational enterprise (MNE) in global trade and how the MNEs operate in a global setting.

### **Certificate in entrepreneurship and Small Business Management**

This certificate is offered for students who are interested in launching their own business venture or working in a small-to medium-sized business upon graduation.

Students must complete all requirements for at least one of the School of Business Administration's majors as well as the following required courses: MGMT 348, MGMT 458, and one 498 internship course offered by any of the School of Business Administration's major areas; the internship must be with an entrepreneurial venture. Internships must be approved by the Management & Marketing Department Chair. Also required: six credits from outside major area of study, from the following courses: FIN 301, MIS 478, MGMT 344, MGMT 420, MKTG 362, MKTG 363, MKTG 366, or MKTG 460.

## **Certificate in Entertainment Management**

This certificate is designed to allow students to learn and demonstrate advanced skills in specific areas related to careers in the business of entertainment. Students must be registered with The University of Montana. Required courses: MGMT, 401, MGMT 402, and MGMT 403, and three of the following courses: MAR 11A, R-TV 151, FIN 228, MGMT 295, MGMT 320, MGMT 395, MGMT 420 (prereq: MGMT 340), MGMT 495, MIS 477, MKTG 411 (prereq: MKTG 360), MKTG 412, and MKTG 413.

### **Marketing (MKTG)**

U 195 Special Topics 1-6 cr. (R-6) Offered intermittently. Experimental offerings of visiting professors, experimental offerings of new courses, or one-time offerings of current topics.

U 196 Independent Study 1-3 cr. (R-3) Offered every term. Prereq., consent of instr.

U 296 Independent Study 1-3 cr. (R-3) Offered every term. Prereq., consent of instr.

U 298 Internship 1-3 cr. (R-3) Offered every term. Extended classroom experience which provides practical application of classroom learning during placements within the business community. The student must complete a learning agreement with a faculty member, relating the placement opportunity to his or her field of study. A maximum of 6 credits of Internship (198, 298, 398, 498) may count toward graduation.

U 360 Marketing Principles 3 cr. Offered every term. Prereq., junior standing in Business. The marketing environment, product, price, distribution, and promotion strategies including government regulation and marketing ethics.

UG 362 Consumer Behavior 3 cr. Offered autumn and spring. Prereq., junior standing in Business and MKTG 360; PSYX 100S (PSYC 100S) and 230S (PSYC 240S) recommended. A behavioral analysis of consumer decision making and of the factors influencing consumer decisions, i.e., those decisions directly involved with the obtaining of economic goods and services.

UG 363 Marketing Communications 3 cr. Offered autumn and spring. Prereq., junior standing in Business, MKTG 360. An integrated course in promotion strategy. Topics include advertising message design, media selection, promotions, public relations, personal selling, and other selected topics.

UG 366 Marketing Research 3 cr. Offered autumn and spring. Prereq., junior standing in Business, MKTG 360. Emphasis on data acquisition and analysis for improved decision making in marketing. Topics include problem definition; secondary data; primary data via observation, interrogation and experimentation; data analysis; written and oral reports. May include field project.

U 369 Advertising Competition 3 cr. (R-6) Offered intermittently. Prereq., junior standing in Business, MKTG 360. An experiential course in the strategy, research, and execution of an integrated marketing communications plan. Students' work culminates in the American Association of Advertising's National Student Advertising Competition.

U 394 Undergraduate Seminar 1-3 cr. (R-3) Offered intermittently. Prereq., junior standing in Business and consent of instr.

U 395 Special Topics 1-9 cr.(R-9) Offered intermittently. Prereq., junior standing in Business or consent of instr. Experimental offerings of visiting professors, experimental offerings of new courses, or one-time offerings of current topics.

U 396 Independent Study 1-6 cr. (R-6) Offered every term. Prereq., junior standing in Business and consent of instr.

UG 411 Services and Relationship Marketing 3 cr. Offered intermittently. Prereq., junior standing in Business and MKTG 360. Service marketing integrates marketing concepts and techniques for organizations whose core product is service; topics include quality service delivery, customer attraction and retention, and relationship marketing. Focus is on service fields such as financial, healthcare, and communication services.

UG 412 Nonprofit Marketing 3 cr. Offered intermittently. Prereq., junior standing in Business and MKTG 360. Integration of core concepts of marketing into philanthropic and other nonprofit organizations. Includes strategies for large-scale enterprises such as unions, educational and religious institutions to small organizations that provide local support such as cultural services, human and environmental services. Student work with nonprofit organizations creating marketing communications plans in an experiential learning environment.

U 413 Sports Marketing 3 cr. Offered intermittently. prereq., junior standing in Business, MKTG 360. Examines the marketing of sports products and non-sports products using sports as a platform. Topics include the use of traditional marketing strategies as well as the use of sponsorship strategies including endorsements, venue naming rights, and licensing.

U 450 Marketing Connections 3 cr. Offered intermittently, prerequisites: Marketing major, MKTG 360, MKTG 363 and consent of instructor. This is an experiential course offering designed to allow students to apply marketing concepts and strategy to their career/job aspirations. Principles addressed in previous courses are integrated in this class. The concept of marketing strategy will be applied to the real-world of career development. Students also spend several days meeting business professionals in the region. Upon successful completion of this course each student will have an immediate, actionable plan that will help achieve career aspirations.

UG 460 Marketing of High-Technology Products and Innovations 3 cr. Offered autumn. Prereq., MKTG 360; marketing major or consent of instr. Exploration of concepts and practices related to marketing in fast-paced environment; draws from a range and diversity of industries and contexts including the Internet.

UG 461 Marketing Management 3 cr. Offered autumn and spring. Prereq., senior standing in Business; MKTG 360, 362, 363, 366. Case analysis in marketing management.

UG 494 Seminar 1-6 cr. (R-6) Offered intermittently. Prereq., junior standing in Business and consent of instr.

UG 495 Special Topics 1-9 cr. (R-9) Offered autumn and spring. Prereq., junior standing in Business or consent of instr. Experimental offerings of visiting professors, experimental offerings of new courses, or one-time offerings of current topics.

U 496 Independent Study 1-6 cr.(R-6) Offered every term. Prereq., junior standing in Business and consent of instr.

U 498 Marketing Internship 1-6 cr. Offered every term. Prereq., junior standing and consent of instr. Extended classroom experience which provides practical application

of classroom learning during placements off campus. Prior approval must be obtained from the faculty supervisor and the Internship Services office. A maximum of 6 credits of Internship (198, 298, 398, 498) may count toward graduation.

G 560 Marketing and Applied Business Statistics 3 cr. Offered autumn. Prereq., admission to the M.B.A. or M.Acct. programs or graduate standing with consent of graduate business program director. Introduction to marketing principles to create long-term competitive advantage for an organization. Topics include environmental analysis, marketing planning, segmentation analysis, target marketing, and planning for product, price, promotion and distribution. Business statistics covered including cross-tabs, z-statistics, and the central limit theorem, analysis of variance, regression and correlation analysis.; statistics in context of marketing research and marketing problems.

G 660 Marketing Management 2 cr. Offered autumn. Prereq., admission to the M.B.A. or M.Acct. programs. Marketing decisions faced by managers in a variety of business settings including large corporations, small businesses and not-for-profit organizations.

### **Master of Business Administration (MBA)**

G 601 Career and Leadership Skills Seminar 1 cr. Offered autumn during orientation week. Prereq., admission to the M.B.A. or M.Acct. programs. Provides an intensive orientation and introduction to behavioral skills required to excel in the M.B.A. program and one's business career; structured to create a sense of community among students and faculty and set expectations for future class involvement. Graded only credit/no credit.

G 603 Integrated Project 1 cr. Offered spring. Prereq., admission to the M.B.A. or M.Acct. program and MGMT 665. Provides the opportunity to craft strategy, create business models, and integrate tools from previous courses to establish a sustainable competitive advantage in management simulation experience.

G 645 Interpersonal Perspective Seminar Variable cr. (R- 12) Offered every term. Prereq., admission to the M.B.A. or M.Acct. program. Selected topics covering leadership theory and practice, ethics in the workplace, and managerial processes such as motivation, communication, conflict resolution, negotiations, team building, critical thinking, goal setting, and building workforce commitment.

G 655 Technology Perspective Seminar Variable cr. (R-12) Offered every term. Prereq., admission to the M.B.A. or M.Acct. programs. Contemporary issues in information technology with emphasis on how technology is used in business organizations. Topics vary each term and may include electronic commerce on the Internet, decision support technology, electronic media support, advanced spreadsheet applications, accounting applications and quality control systems.

G 694 Seminar Variable cr.(R-15) Offered every term. Prereq., graduate student in business or consent of business graduate director. Selected topics in business.

G 696 Independent Study Variable cr.(R-9) Offered every term. Prereq., graduate student in business or consent of business graduate director and consent of instr. Directed study of individual or small groups of students in topics not available in scheduled classes.

G 698 Internship Variable cr.(R-6) Offered every term. Prereq., graduate student in business or consent of business graduate director and consent of instr. Placements with

private or governmental organizations for practical training in business. Written reports required. Grade option credit/no credit only.

G 699 Thesis Variable cr.(R-6) Offered every term. Prereq., graduate student in business or consent of business graduate director.

### **G Certificate in Entrepreneurship**

This certificate includes courses for the innovative student looking to turn an idea into a successful business venture. Students must complete all MBA degree requirements. Fall: MBA 601, ACTG 605, MGMT 604, MGMT 640, MIS 574, and MKTG 660. Spring: MBA 603, FIN 681, MGMT 665, MGMT 685, and MIS 650. At least two credits in MBA 645, at least 2 credits in MBA 655, and unrestricted elective credits. For the certificate, students must complete MBA 694, Entrepreneurship 1, MBA 694 Entrepreneurship II, MBA 694 Business Plan Workshop, MBA 694 Financing New Ventures, MBA 655 High Tech Legal Issues, MBA 694 Growing & MKTG Small Business, and one entrepreneurial internship for a total of 38 credits.

### **G Certificate in Entertainment Management**

This certificate includes courses for the student interested in management in the entertainment industry. Students must complete all MBA degree requirements (see above). For the certificate, students must also complete MGMT 401, MGMT 402, and MGMT 403 and have a total 38 credits.

## **Faculty**

### **Professors**

Aaron W. Andreason, Ph.D., Brigham Young University, 1975

Teresa K. Beed, Ph.D., University of Colorado, 1981; C.P.A., Montana, 1973 (Director, M.Acct. Program)

Gerald E. Evans, Ph.D., Claremont Graduate School, 1985

Jerry L. Furniss, J.D., University of Idaho, 1980

Larry D. Gianchetta, Ph.D., Texas A & M, 1974 (Dean)

Terri L. Herron, Ph.D., University of Texas at Arlington, 1996; C.P.A. Texas, 1987; C.I.S.A., 2000 (Chair, Department of Accounting and Finance)

Timothy A. Manuel, Ph.D., University of South Carolina, 1988

Jakki J. Mohr, Ph.D., University of Wisconsin-Madison, 1989

Jack K. Morton, J.D., The University of Montana, 1971

Barbara P. Reider, Ph.D., Kent State University, 1991; C.P.A., Washington, 1992; C.M.A., 1992; C.I.A., 1996; C.F.M., 1998; C.G.F.M., 2002

Nader H. Shooshtari, Ph.D., Arizona State University, 1983

Lee N. Tangedahl, Ph.D., University of Colorado, 1976

Klaus Uhlenbruck, Ph.D., University of Colorado, 1999 (Chair, Department of Management and Marketing)

## **Associate Professors**

Patrick M. Barkey, Ph.D., University of Michigan, 1986 (Director, Bureau of Business and Economic Research)

Carol L. Bruneau, Ph.D., University of Arizona, 1997

Barbara Chaney, Ph.D., University of Georgia, 1997; C.P.A., Illinois, 1983

Shawn F. Clouse, Ed.D., University of Montana, 2001

Bruce Costa, Ph.D., Florida State University, 2000

Anthony J. Crawford, Ph.D., Pennsylvania State University, 1993

Scott C. Douglas, Ph.D., Florida State University, 2000

Bambi M. Douma, Ph.D., University of Arizona, 2003 (Director, MBA Program)

David R. Firth, Ph.D., University of California, Los Angeles, 2003

Keith J. Jakob, Ph.D., University of Utah, 2000

Belva L. Jones, Ph.D., Oklahoma State University, 1976 (Chair, Department of Management Information Systems)

Fengru Li, Ph.D., University of Washington, 1996

Clayton A. Looney, Ph.D., Washington State University, 2003

Kenton D. Swift, Ph.D., University of Wisconsin-Madison, 1991; C.P.A., Montana, 1992

## **Assistant Professors**

Michael R. Braun, Ph.D., University of Massachusetts, Amherst 2006

Michael V. Harrington, J.D., The University of Montana, 1990 (Associate Dean)

Joshua Herbold, Ph.D., University of Illinois, Champaign-Urbana, 2005; C.P.A., Illinois, 1995 and Montana, 2009

Emily J. Plant, B.D., University of Kentucky, 2010

Cameron D. Lawrence, Ph.D., London School of Economics, 2005

Ronald F. Premuroso, Ph.D., Florida Atlantic University, 2008; C.P.A. Florida, 1976

Simona Stan, Ph.D., University of Missouri-Columbia, 2001

Susan G. Tilleman, Ph.D., University of Oregon, 2009

## **Emeritus Professors**

Bernard J. Bowlen, Ph.D., Iowa State University, 1954 (Maelstrom Air Force Base)

Michael R. Brown, J.D., The University of Montana, 1969; C.P.A., Montana, 1963

Bruce P. Budge, Ph.D., University of Minnesota, 1968; C.P.A., Idaho, 1973

Mary Ellen Campbell, M.A., University of Illinois, 1969

Gary L. Cleveland, Ph.D., University of Minnesota, 1986

Robert J. Connole, Ph.D., University of Iowa, 1968

Richard T. Dailey, Ph.D., Pennsylvania State University, 1968

Maureen J. Fleming, Ph.D., Southern Illinois University, 1969

Robert W. Hollmann, Ph.D., University of Washington, 1973

Jack J. Kempner, Ph.D., Ohio State University, 1956; C.P.A., Montana, 1957

Clyde W. Neu, Ph.D., University of Minnesota, 1973

Paul E. Polzin, Ph.D., Michigan State University, 1968 (Director Emeritus, Bureau of Business and Economic Research)

Roy W. Regel, Ph.D., University of Colorado, 1985; C.P.A., Colorado, 1973; C.M.A., 1992

Thomas J. Steele, Ph.D., Pennsylvania State University, 1974

Norman E. Taylor, Ph.D., University of Minnesota, 1955

Joseph A. Weber, Ph.D., University of Minnesota, 1983; C.P.A., Montana, 1975

Richard P. Withycombe, Ph.D., University of Oregon, 1972