COLLEGE OF BUSINESS

College of Business
443 Austin Hall
Corvallis, Oregon 97331-2603
541-737-2551
Website: http://business.oregonstate.edu/

Student Services

Advising and Services,
541-737-3716,
studentservices@oregonstate.edu
(studentservices@bus.oregonstate.edu)

Career Success Center,
541-737-8957,
csc@oregonstate.edu (csc@bus.oregonstate.edu)

Graduate Business Programs,
541-737-5510,
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College of Business

The College of Business provides nationally recognized research-based education that prepares profession-ready graduates who can excel in an innovative knowledge-based economy. The undergraduate and graduate programs in business and the undergraduate program in accounting are all accredited by the Association to Advance Collegiate Schools of Business.

The information below refers only to the undergraduate/graduate business-specific majors offered by the college.

The College of Business offers nine undergraduate degree programs and four graduate degree programs. Curricula lead to bachelor of arts (BA), bachelor of science (BS), masters of accountancy (MAC), master of business administration (MBA), master of science in business (MSB), and doctor of philosophy (PhD) in business administration degrees. For advanced degrees, see the Graduate School section of this catalog.

Students wanting to earn a bachelor of arts degree in the College of Business will need to:

1. Demonstrate proficiency through the second year of a foreign language (foreign language is defined as completing the 213 level of that language with a C or better or getting a signed letter from the School of Language, Culture, and Society that states they have determined the student has that level of proficiency without needing the course work), and
2. Demonstrate cultural awareness by either:
   1. Completing 6 credits of upper-division course work focusing on the culture of regions that commonly use the foreign language in which the student is proficient, or
   2. Successfully complete a study abroad, global internship, or research experience of at least 10 weeks in a non-English speaking foreign country while enrolled at OSU. This experience must be clearly documented for audit purposes.

The Bachelor of Arts and Bachelor of Science degrees in Business Administration offer options in Dean's Academy, Digital Marketing, Entrepreneurship for Business Majors, Family Business, General Business, Hospitality Management, International Business, Marketing, Merchandising Management, Retail Management, Supply Chain and Logistics Management.

Bachelor of Arts and Bachelor of Science degrees are also available in Business Information Systems, Design and Innovation Management, Finance, Hospitality Management, Management, Marketing, and Merchandising Management. The Accountancy degree is only a Bachelor of Science.

College of Business undergraduate students have the opportunity to participate in student exchange programs around the world. The College of Business encourages experiential learning through its Arthur Stonehill International Exchange Program, InnovationX, Austin Family Business Program, Close to Customer (C2C) Marketing Project, student clubs, and internships.

High School Preparation

The following high school courses are recommended for students planning to enroll in the College of Business: English, four years; mathematics, four years; history and social studies, three years; foreign language, two years; natural science, two years. In addition, competence in microcomputer word processing, spreadsheet, and database software is recommended.

Transfer Students

Students planning to transfer into the College of Business should do so as early as possible. Those planning to transfer from a community college should consult with an advisor at the community college to determine the most appropriate courses to complete prior to transfer. An advisor in the College of Business should also be contacted for advice.

Advising and Experiential Learning

The College of Business has experienced advisors available to assist students in all academic matters, as well as in the areas of major concentrations.
of career choice, internships, and other experiential learning opportunities. The resources of the Career Development Center (http://career.oregonstate.edu) and College of Business Career Success Center (http://business.oregonstate.edu/careers) (Austin Hall 102) are available to all students seeking information concerning career development and interviews with visiting firms.

Concurrent Degrees
Students who wish to earn an undergraduate degree from the College of Business combined with another OSU degree may enroll in a concurrent degree program. Some degrees must be completed in conjunction with a primary degree (see the International Studies major in International Programs (https://catalog.oregonstate.edu/college-departments/international-programs), the Sustainability major in the Department of Forest Ecosystems and Society (https://catalog.oregonstate.edu/college-departments/forestry/forest-ecosystems-society), or the Education major in the College of Education (https://catalog.oregonstate.edu/college-departments/education) for more information.) The requirements for earning two degrees are listed under Earning a Degree at OSU (https://catalog.oregonstate.edu/earning-degrees). Students who intend to obtain one of their degrees from the College of Business should see an advisor in the College of Business as soon as possible.

Minor Programs
The College of Business offers multiple transcript-visible minor for students majoring in other disciplines. More information may be obtained from the College of Business Advising Office, Austin Hall 122, 541-737-3716.

The Arthur Stonehill International Business Exchange Program
The College of Business administers the largest international business exchange program in the state. This opportunity allows qualified students to study abroad in one of 13 carefully selected and approved programs. Successful completion of course work enables students to earn their option in International Business through this one term of study. Current programs are available in Austria, Australia (I.B. option not available here), Chile, Czech Republic, Denmark, Germany, Hong Kong, Netherlands, Norway, Singapore, Spain, Sweden, and Thailand. A one-credit orientation class is required the term prior to departure, and a reflection paper is due upon return. All courses are taught in English and focus on various aspects of international finance, management, and marketing.

InnovationX Program
Audrey Iffert-Saleem, Director

InnovationX is Oregon State's hub for student entrepreneurs, innovators and changemakers. We support students who have ideas, who have already started a business or who are simply passionate and drawn to innovation. We provide the resources, education and community that can help students capture, share and test ideas and turn them into reality. Please see URL entrepreneurship.oregonstate.edu for more information.

Austin Family Business Program
Sherri Noxel, Director

Located within the College of Business since 1985, the Austin Family Business Program fosters family businesses through workshops, checklists, videos, academic courses, and internet resources. The program helps business-owning families manage day-to-day operations and plan for future generations.

C2C Marketing Lab
Amanda Terhes, Director

The C2C Marketing Lab provides professional market research and consulting services in order to provide insight into markets, businesses, and today's consumers.

Our teams are led by marketing faculty who mentor teams of students in the field and in the classroom. In doing that, the C2C Marketing Lab brings faculty expertise and research experience into the business community and provides students with experiential learning opportunities that prepare them for marketing careers. Through these efforts, we support the College of Business, Oregon State University, and Oregon's economic development.

Graduate Program
Master of Business Administration

The Master of Business Administration program features an innovative, advanced business curriculum that ties together the functional disciplines of business. It is open to both business and non-business undergraduates. Core courses include business law, accounting, finance, operations, management and marketing.

The program provides the knowledge and skills that effective leaders need—preparing graduates to create, build and manage global enterprises that are socially responsible. Sustainable businesses operate deftly to simultaneously meet economic, social and environmental challenges. That’s why applied projects are woven into our curriculum—so our graduates are ready to make smart, bold moves that solve complex problems and make a positive impact on the world.

The MBA program is a place for students to pursue their dreams and push their boundaries. Students learn to build and lead teams, integrate disciplines, work under pressure and multitask—the same skills they will rely on when they leave campus.

Undergraduate Programs
Majors

• Accountancy (http://catalog.oregonstate.edu/college-departments/business/accountancy-bs-hbs)

Options:
• Accounting Information Systems (http://catalog.oregonstate.edu/college-departments/business/accountancy-bs-hbs/accounting-information-systems-option)
• Dean's Academy (http://catalog.oregonstate.edu/college-departments/business/accountancy-bs-hbs/deans-academy-option)
• International Business (http://catalog.oregonstate.edu/college-departments/business/accountancy-bs-hbs/international-business-option)
• Apparel Design (http://catalog.oregonstate.edu/college-departments/business/school-design-human-environment/apparel-design-bs-hbs)
• Business Administration (http://catalog.oregonstate.edu/college-departments/business/business-administration-bs-bs-hba-bs-hbs)

Options:
• Dean’s Academy (http://catalog.oregonstate.edu/college-departments/business/business-administration-ba-bs-hba-hbs/deans-academy-option)
• Digital Marketing (http://catalog.oregonstate.edu/college-departments/business/business-administration-ba-bs-hba-hbs/digital-marketing-option)
• Entrepreneurship for Business Majors (http://catalog.oregonstate.edu/college-departments/business/business-administration-ba-bs-hba-hbs/entrepreneurship-business-majors-option)
• General Business (http://catalog.oregonstate.edu/college-departments/business/business-administration-ba-bs-hba-hbs/general-business-option)
• Hospitality Management (http://catalog.oregonstate.edu/college-departments/business/business-administration-ba-bs-hba-hbs/hospitality-management-option)
• International Business (http://catalog.oregonstate.edu/college-departments/business/business-administration-ba-bs-hba-hbs/international-business-option)
• Marketing (http://catalog.oregonstate.edu/college-departments/business/business-administration-ba-bs-hba-hbs/marketing-option)
• Merchandising Management (http://catalog.oregonstate.edu/college-departments/business/business-administration-ba-bs-hba-hbs/merchandising-management-option)
• Retail Management (http://catalog.oregonstate.edu/college-departments/business/business-administration-ba-bs-hba-hbs/retail-management-option)
• Supply Chain and Logistics Management (http://catalog.oregonstate.edu/college-departments/business/business-administration-ba-bs-hba-hbs/supply-chain-logistics-management-option)
• Business Information Systems (http://catalog.oregonstate.edu/college-departments/business/business-information-systems-ba-bs-hba-hbs)
Options:
• Dean’s Academy (http://catalog.oregonstate.edu/college-departments/business/business-information-systems-ba-bs-hba-hbs/deans-academy-option)
• International Business (http://catalog.oregonstate.edu/college-departments/business/business-information-systems-ba-bs-hba-hbs/international-business-option)
• Hospitality Management (http://catalog.oregonstate.edu/college-departments/business/hospitality-management-ba-bs)
• Innovation Management (http://catalog.oregonstate.edu/college-departments/business/innovation-management-ba-bs-hba-hbs)
• Interior Design (http://catalog.oregonstate.edu/college-departments/business/school-design-human-environment/interior-design-bs-hbs)
• Management (http://catalog.oregonstate.edu/college-departments/business/business-management-ba-bs-hba-hbs)
Options:
• Dean’s Academy (http://catalog.oregonstate.edu/college-departments/business/business-management-ba-bs-hba-hbs/deans-academy-option)
• International Business (http://catalog.oregonstate.edu/college-departments/business/business-management-ba-bs-hba-hbs/international-business-option)
• Marketing (http://catalog.oregonstate.edu/college-departments/business/marketing-ba-bs-hba-hbs)
Options:
• Dean’s Academy (http://catalog.oregonstate.edu/college-departments/business/marketing-ba-bs-hba-hbs/deans-academy-option)
• International Business (http://catalog.oregonstate.edu/college-departments/business/marketing-ba-bs-hba-hbs/international-business-option)
• Merchandising Management (http://catalog.oregonstate.edu/college-departments/business/merchandising-management-ba-bs-hba-hbs)
Options:
• Dean’s Academy (http://catalog.oregonstate.edu/college-departments/business/merchandising-management-ba-bs-hba-hbs/deans-academy-option)
• Pre-Interior Design (http://catalog.oregonstate.edu/college-departments/business/school-design-human-environment/pre-interior-design)

Minors
• Business (http://catalog.oregonstate.edu/college-departments/business/business-minor)
• Business and Entrepreneurship (http://catalog.oregonstate.edu/college-departments/business/business-entrepreneurship-minor)
• Entrepreneurship (http://catalog.oregonstate.edu/college-departments/business/entrepreneurship-minor)
• Family Business (http://catalog.oregonstate.edu/college-departments/business/family-business-minor)
• Finance (http://catalog.oregonstate.edu/college-departments/business/finance-minor)
• Marketing (http://catalog.oregonstate.edu/college-departments/business/marketing-minor)
• Merchandising Management (http://catalog.oregonstate.edu/college-departments/business/merchandising-management-minor)
• Professional Sales (http://catalog.oregonstate.edu/college-departments/business/professional-sales-minor)
Certificates
- Accounting (http://catalog.oregonstate.edu/college-departments/business/accounting-certificate)

Graduate Programs
Majors
- Business Administration (http://catalog.oregonstate.edu/college-departments/business/business-administration-mba-phd)
  
Options:
  - Accounting
  - Business Analytics (http://catalog.oregonstate.edu/college-departments/business/business-administration-mba-phd/business-analytics-option)
  - Corporate Finance
  - Innovation Management
  - Human Resource Management
  - Marketing
  - Organizational Leadership
  - Strategy, Entrepreneurship, and Innovation
  - Supply Chain and Logistics Management
- Business Administration and Accountancy (http://catalog.oregonstate.edu/college-departments/business/business-administration-accountancy-mbaa)

Minors
- Business Administration (http://catalog.oregonstate.edu/college-departments/business/business-administration-graduate-minor)

Certificates
- Business Analytics (http://catalog.oregonstate.edu/college-departments/business/business-analytics-graduate-certificate)
- Business Fundamentals (http://catalog.oregonstate.edu/college-departments/business/business-fundamentals)
- Financial Planning (http://catalog.oregonstate.edu/college-departments/business/financial-planning-graduate-certificate)
- Supply Chain and Logistics Management (http://catalog.oregonstate.edu/college-departments/business/supply-chain-logistics-mgmt)

College of Business Academic and Professional Standards
The standards set forth below apply to all students enrolled in the College of Business (COB) and are in addition to those standards applicable to all students in the university. Students are responsible for satisfying these requirements.

Prerequisite Grade Requirements
A grade of C– or better is required for all classes within a College of Business degree program. A higher grade is required in some classes as noted in the catalog.

Academic Progression Standards
Academic progression standards specify the requirements a student must meet in order to graduate with a degree from the College of Business. OSU has minimum GPA standards. The College of Business (COB) has additional GPA requirements and standards. Students must satisfy both OSU and COB standards to earn their business degree.

The COB Progression Standards require that students:
- Achieve a minimum grade of C– or better in all classes used to complete their degree program.
- Maintain a minimum 2.5 GPA over all course work completed within their degree program.
- Complete over fifty percent of the degree program and discipline course work at OSU.
- Resolve all incomplete (I) grades in any classes within the degree program within one year, or prior to graduation, whichever occurs first.
- Make satisfactory progress toward the completion of the degree program in a timely fashion.

The College of Business degree program includes all COB classes (ACTG, BA, DSGN, FIN, MGMT, MRKT) taken for major and elective credit and non-College classes that are part of the degree requirements (see table below). Any course used to satisfy COB degree requirements must be taken using the A–F grade mode. The Satisfactory/Unsatisfactory (S/U) grade basis may not be used.

Transfer grades in COB degree program classes may be used to satisfy course work requirements but are not used in the overall COB GPA calculation used to determine graduation. They are, however, used in the All Inclusive Business GPA. Thus, if a course is completed at OSU and must be repeated to earn a higher grade, then the course must be repeated at OSU for the grade to be included in the GPA calculation.

Lower-division classes (100–200 level) completed at any accredited college or university with a grade of C– or higher may be used to satisfy lower-division core requirements, but will not be included in the overall COB GPA calculation. These transfer courses will be used in the All Inclusive Business GPA.

Upper-division classes (300-level and above) completed with a grade of C– or higher at school(s) accredited by the Association to Advance Collegiate Schools of Business may be used to satisfy upper-division core and discipline-specific course work requirements, but will not be included in the overall COB GPA calculation. These transfer courses will be used in the All-Inclusive Business GPA.

<table>
<thead>
<tr>
<th>Progression Group</th>
<th>BA Classes</th>
<th>Non-BA Class</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lower-division</td>
<td>BA 160, BA 161, BA 162, WR 222/323/327,</td>
<td></td>
</tr>
<tr>
<td>Business Core</td>
<td>BA 211, BA 213, BA 223, MTH 241,</td>
<td></td>
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<tr>
<td></td>
<td>BA 230, BA 240, BA 260, COMM 111/114/218,</td>
<td></td>
</tr>
<tr>
<td></td>
<td>BA 270, BA 275, BA 281, ECON 201, ECON 202</td>
<td></td>
</tr>
<tr>
<td></td>
<td>BA 282, BA 283, BA 284</td>
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</tr>
</tbody>
</table>
We dedicate ourselves to create and nurture a culture of innovation, and to act in an ethically proper manner in our dealings with others. All members of the College of Business community are intended to support and implement the values held by the institution. Those standards follow fiscal integrity, academic integrity, and ethics. You are expected to comply with the law as well as all university regulations and policies that apply to you. Those university policies include, but are not limited to, the University Student Conduct Regulations, the university’s Discrimination and Harassment Policies, or the university’s Policy on Acceptable Use of Computing Resources. As is the case for all students, College of Business students are also subject to the University’s Student Conduct Regulations and the procedures for enforcement of those regulations.

The students, faculty, administrators and staff of the College of Business are committed to fostering and creating a positive, professional learning environment. These goals will be pursued by conduct that is honest, civil, courteous and responsible.

### College of Business Corrective Actions for Failure to Meet Academic or Professional Standards

The College of Business Corrective Actions govern the college’s response to a student’s failure to progress adequately academically in the college or a violation of the law or University regulations and policies that apply to the student, including the Guiding Professional Standards of the college, the university Student Conduct Regulations, the university’s Discrimination and Harassment Policies, or the university’s Policy on Acceptable Use of Computing Resources. As is the case for all students, College of Business students are also subject to the University’s Student Conduct Regulations and the procedures for enforcement of those regulations.

A failure by the student to progress adequately academically or a violation by the student of any of the College or University standards or policies listed in the above paragraph may result in the pursuit of one or more of the actions detailed below, including dismissal of the student from the College. The College will notify a student against whom it pursues such action with information about the effect of the action on the student’s status in the College and information regarding how the student may respond to or appeal the action.

### Guidance Professional Standards for the College of Business Community

As a member of the College of Business community, you should strive to:

- treat others with honesty, respect, and courtesy;
- maintain the highest levels of academic integrity;
- act in accordance with ethical and social responsibilities;
- foster a professional learning environment; and
- act in a professional manner.

You are also expected to comply with the law as well as all university regulations and policies that apply to you. Those university policies include, but are not limited to, the University Student Conduct Regulations, the university’s Discrimination and Harassment Policies and the university’s Policy on Acceptable Use of Computing Resources. Failure to comply with these laws, regulations, and policies may result in the pursuit of disciplinary action by the college, as detailed further below.

### General Statement on Professional Conduct and Academic Integrity

The Guiding Professional Standards for the College of Business community, subscribed to by all members of the College of Business community, are intended to support and implement the values held by the college. Those values encompass the pursuit of excellence in teaching, learning and scholarship. All members of the College of Business community accept our responsibility to strive to meet those standards and to act in an ethically proper manner in our dealings with others. We dedicate ourselves to create and nurture a culture of innovation, cooperation, diversity and mutual respect within the College of Business while recognizing and pursuing the social responsibilities imposed by these values.

A reputation for personal integrity is valuable in the business and broader world. A good reputation is created through personal behavior and performance over time that is observed by friends, colleagues, and business associates, both superiors and subordinates.

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A student against whom the College pursues such action will be issued one of the following notices, depending on the student’s academic status or the severity or frequency of the behavior resulting in the action:

### Warning For Academic and Professional Behavior

“Warning” status is cautionary and is issued for one or more of the following academic reasons:

- Earning a ‘D’ or ‘F’ grade in a COB degree program class.
- A small deviation below the minimum 2.50 COB GPA requirement.
- Failure to complete COB degree program coursework in a timely fashion.

A "Warning" may also be issued to identify student behavior, which may place a student’s enrollment status in the College at risk. The warning status may be removed following satisfactory resolution of behavioral concerns, as determined by the College.

### Probation for Academic and Professional Behavior

If a student has larger deviations from the COB academic progression standards than those defined for a warning, or if the student continues to be out of compliance with any of the COB academic progression standards following a Warning, the student may be placed on probation and may be required to take specific action to correct the problem(s).

Student behavior that is a significant departure from the law, College or University regulations and policies that apply to the student may also result in "Probation" status. Such behavior includes, but is not limited to,

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<table>
<thead>
<tr>
<th>Upper-Division Business Core</th>
<th>BA 311, BA 312, BA 313, BA 347, BA 352, BA 354, BA 357, BA 370 or ACTG 378, BA 375, BA 411, BA 412, BA 413, BA 466</th>
</tr>
</thead>
<tbody>
<tr>
<td>Discipline-Specific Course Work</td>
<td>All ACTG, BA, DSGN, FIN, HM, MGMT, MRKT courses completed as part of the business degree</td>
</tr>
</tbody>
</table>

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<tr>
<th>Progression Group</th>
<th>BA Classes</th>
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</thead>
<tbody>
<tr>
<td>Lower-division Design Core</td>
<td>DSGN 226 or DSGN 276 or DSGN 287</td>
<td>ART 101, ART 204/205/206, COMM 111/114/218, ECON 201, MTH 111, ST 201, WR 121, WR 222/323/327</td>
</tr>
<tr>
<td>Upper-Division Design Core</td>
<td>BA 315, BA 352, BA 354, BA 390, DSGN 341, MGMT 364, MRKT 492, MRKT 495</td>
<td>ART 367</td>
</tr>
<tr>
<td>Discipline-Specific Course Work</td>
<td>All ACTG, BA, DSGN, FIN, MGMT, MRKT courses completed as part of the design degree</td>
<td></td>
</tr>
</tbody>
</table>

### Course Work

- **Discipline-Specific Core**
  - BA 311, BA 312, BA 313, BA 347, BA 352, BA 354, BA 357, BA 370 or ACTG 378, BA 375, BA 411, BA 412, BA 413, BA 466

- **Upper-Division Design Core**
  - BA 315, BA 352, BA 354, BA 390, DSGN 341, MGMT 364, MRKT 492, MRKT 495

- **Discipline-Specific Course Work**
  - All ACTG, BA, DSGN, FIN, MGMT, MRKT courses completed as part of the business degree
academic dishonesty, criminal violations, repeated or intentional violation of University policies, or significant breaches of the University Student Conduct Regulations, the University’s Policy on Discrimination and Harassment or the University’s Policy on Acceptable Use of Computing Resources.

A student on probation status must follow recommendations of the college in order to avoid suspension or dismissal. Students on probation status should meet with an advisor each term to review their progress and standing in the college until the probation status is removed. Students who successfully fulfill the recommendations will be removed from probation status. Students who fail to follow recommendations from advisors or are unsuccessful in correcting deficiencies will be placed on suspension and evaluated for dismissal from the college.

Probation may also be continued if a student is still out of compliance with academic or behavioral requirements but is taking steps to correct the problem(s) identified.

**Suspension for Academic and Professional Behavior**

A student may be placed on suspension and be evaluated for dismissal from the College if the student does not take steps to become compliant with the College’s academic progression standards (such as retaking a class the student has failed), or the student is not making adequate progress in correcting the student’s academic problems.

A student may be placed on suspension and evaluated for dismissal from the College if the student’s behavior is a sufficiently severe and significant departure from the law, College or University regulations and policies that apply to the student, or the student fails to constructively address previous behavioral concerns after College actions.

In the event of a second instance of academic dishonesty, the student will be suspended and evaluated for dismissal from the College.

A student placed on suspension status for academic or behavioral reasons will not be allowed to progress in the College.

**Dismissal from the College**

Students placed on Suspension status will be evaluated for Dismissal from the College. The College will review the student’s record, including any interim proof of progress. After review, the College may recommend immediate Dismissal from the College, recommend that the student be continued on Suspension status pending receipt of additional information, or prescribe a plan to address specific concerns that resulted in the student’s Suspension status. If a plan for progression is developed by the College, the student will be placed on Probation status pending satisfactory progress.

If Dismissed from the College, the student must wait a minimum of one term before reapplying for admission to the College and must meet current criteria for admissions to the College.

If the student was Dismissed and later qualifies for readmission, the student must start in the Pre-Professional program and reapply to the Professional Program when eligible. If the College’s academic standards or requirements have changed since the student was last a College of Business major, the student will be subject to the more recent standards or requirements.

**Appeal of Academic or Corrective Status**

Students engaged in an appeal of their Dismissal from the College will remain on Suspension status pending resolution of their appeal.

1. Any student who wishes to challenge the student’s academic or corrective status at the College must submit an appeal in writing to the Dean of the College within seven (7) calendar days following the issuance of a notice from the College identifying the student’s status. The request for an appeal must include specific justification, including errors, failure to consider all of the evidence presented, or any other action, including any new evidence not known at the time of the original meeting, that may change the outcome. The Dean may refer the issue back to the College’s Standing Committee for review, if warranted. Following the review, the Dean will notify the affected student of his or her decision by mail or email.

2. The student may appeal the Dean’s decision to the Oregon State University Provost in writing within seven (7) calendar days following the issuance of a decision by the Dean. The Provost's decision on the appeal is the University’s final decision.

**Accounting**

Professors Graham, A. Rose, J. Rose
Associate Professors Frischmann, Moore
Assistant Professors Akroyd, Obermire, Steele
Senior Instructors Bourne, Fudge
Instructors Perez, Rush

**BUSINESS INFORMATION SYSTEMS**

Professor Reitsma
Associate Professors Coakley, Marshall, Zhu
Assistant Professor Shaokun
Senior Instructors Raja, Smouse
Instructor Arora

**Design and Innovation management, Merchandising Management**

Professor Marks
Associate Professors Chen, Lee, Mullet, Read
Assistant Professor Reynolds-McInlay
Senior Instructors Desai, Dickson
Instructors Beyer, Cluver, Vong

**Engagement**

Senior Instructors Lewis, Swift
Instructors Caruso, Flores, Hodges, Lingo, McCauley, Neubaum, Neuman, Salchenberg, Trinidad, Villalobos, Young

**Finance**

Professors Elston, J. Yang
Associate Professors Becker-Blease, Berger, He, Mathew
Assistant Professors Kalodimos, Shao, S. Yang
Instructors Adams, Leong, Varadarajan

**Global Business Analysis**

Professor Hsieh, Wu
Associate Professor Kim
Assistant Professors Chang, Lee, Ribbink
Senior Instructors Olstad, Smith
Instructors Baldovieso, Micheau, Tyler, Vester

**Hospitality Management**

Instructors McNeil, Montgomery, Perle

**Management**

Professor Balbridge
**Marketing**

**Professor** McAlexander

**Associate Professor** Barnhart, Bee, Huff, Koenig

**Assistant Professor** Stornelli, Watson

**Instructors** Broome, Chen, Toombs, Van Order

**Strategy and Entrepreneurship**

**Professor** Arthurs

**Associate Professors** Barden, J. Chen

**Assistant Professors** Cho, Gerasymenko, Hoehn-Weiss, Joshi, Murnieks

**Instructors** Cassidy, L. Martin, Mentler, Morris, Noxel, Tripathi

**Accounting**

**ACTG 317. EXTERNAL REPORTING I. (4 Credits)**

Examines the theory and practice of financial accounting, the processing and controls phases of the accounting system, and reporting to external parties. Emphasis is placed on the accounting cycle and financial statement structure and content. The emphasis on the accounting cycle includes the processing and tracing of transaction data from source documents to financial statements.

**Prerequisites:** ACTG 317 with C or better

**Equivalent to:** ACTG 318

**ACTG 318. EXTERNAL REPORTING II. (4 Credits)**

Continuation from ACTG 317 and the theory and practice of financial accounting and the reporting to external parties. Covers financial reporting objectives to provide information that is useful in investment and credit decisions, in assessing cash flow prospects, and about company resources and claims to those resources.

**Prerequisites:** ACTG 317 with C or better

**Equivalent to:** ACTG 319

**ACTG 319. EXTERNAL REPORTING III. (4 Credits)**

Continuation from ACTG 318 and the theory and practice of financial accounting and the reporting to external parties. Covers financial reporting objectives to provide information that is useful in investment and credit decisions, in assessing cash flow prospects, and about company resources and claims to those resources.

**Prerequisites:** ACTG 318 with C or better

**Equivalent to:** ACTG 320

**ACTG 321. COST MANAGEMENT I. (4 Credits)**

Reinforces and builds on the language and concepts of management accounting. Emphasizes different models for product costing and examines their effects on profit planning, budgeting, motivation, and control.

**Prerequisites:** ACTG 317 with C or better

**Equivalent to:** ACTG 321

**ACTG 326. ACCOUNTING RESEARCH METHODS AND TOPICS. (2 Credits)**

Covers the theory and practice of corporate financial reporting. It highlights the development of generally accepted accounting principles (GAAP) and accounting policy choices from two perspectives. First, it examines accounting policy making at the macro (standard setter) level, as well as to examine the past, present, and future role of standard setters in formulating accounting policy. Second, from the micro or company level, it will use cases involving decisions in financial reporting to evaluate accounting conventions, particularly with regard to how those decisions reflect economic reality and the quality of earnings. It will also conduct applied accounting research.

**Prerequisites:** ACTG 318 with C or better and ACTG 378 [C] and (BA 211 with C or better or BA 211H with C or better) and (BA 213C [C] or BA 213H [C])

**Equivalent to:** ACTG 378H

**ACTG 378H. ACCOUNTING INFORMATION MANAGEMENT. (4 Credits)**

Introduces students to the field of information management. Topics include information systems technology, the strategic role of IT, the business applications of networks, databases and Internet technologies, the system life cycle model, systems analysis and design methodologies, and the development and implementation of information systems. Lec/rec.

**Prerequisites:** ACTG 213 with C or better and BA 302 [C] and (BA 275 [C] or BA 276 [C])

**Equivalent to:** ACTG 378

**ACTG 379. ACCOUNTING ANALYTICS. (4 Credits)**

Covers the analysis of data as it pertains to accounting professionals. The focuses include analytic techniques for decision making and the examination of “big data” involving accounting information. Hands-on experiences will develop skills with select software tools used in data analytics for accounting professionals.

**Prerequisites:** ACTG 318 with C or better and ACTG 378 [C]

**ACTG 414. FORENSIC ACCOUNTING. (2 Credits)**

Explores the forensic accountant’s role in today’s economy. Topics covered include fraud detection and fraud investigation techniques, valuation of closely held businesses, lost profits analyses, and various types of litigation support services. Fundamental legal concepts governing expert witness testimony are also examined, and students are required to quantify economic damages in cases.

**Prerequisites:** ACTG 319 with C or better

**ACTG 415. GOVERNMENTAL AND NOT-FOR-PROFIT. (2 Credits)**

Introduction to accounting and financial reporting for governmental and not-for-profit organizations. Topics include state, local and federal governmental accounting, including fund accounting and reporting, and accounting for not-for-profit hospitals, universities, and health/welfare organizations.

**Prerequisites:** ACTG 319 with C or better
ACTG 416. ACCOUNTING RESEARCH AND ANALYSIS. (2 Credits)
Covers the theory and practice of corporate financial reporting. It highlights the development of generally accepted accounting principles (GAAP) and accounting policy choices from two perspectives. First, it examines accounting policy making at the macro (standard setter) level as well as to examine the past, present, and future role of standard setters in formulating accounting policy. Second, from the micro or company level it will use cases involving decisions in financial reporting to evaluate accounting conventions, particularly with regard to how those decisions reflect economic reality and the quality of earnings. It will also conduct applied accounting research.
Prerequisites: ACTG 319 with C or better

ACTG 417. ADVANCED ACCOUNTING. (4 Credits)
An advanced course in financial accounting theory. Covers corporate combinations, consolidated financial statements, and government and not-for-profit accounting.
Prerequisites: ACTG 319 with C or better
Equivalent to: BA 417

ACTG 418. ACCOUNTING CODES OF PROFESSIONAL CONDUCT AND ETHICAL BEHAVIOR. (2 Credits)
Explores ethical reasoning, integrity, objectivity, independence and other core values as defined by the American Institute of Certified Public Accountants.
Prerequisites: ACTG 319 with C or better

ACTG 419. MULTINATIONAL ACCOUNTING AND ANALYSIS. (2 Credits)
Examines the managerial and financial accounting function from an international perspective. Focuses on the flow of information in multiple currencies and compliance with reporting requirements in the United States, Europe and Japan.
Prerequisites: ACTG 319 with C or better

ACTG 420. IT AUDITING. (4 Credits)
Explores key information systems issues such as planning, acquisition, delivery, and monitoring from a risk and control perspective. Students learn to use IT audit standards, guidelines, and frameworks and build data analysis tool skills.
Prerequisites: (ACTG 319 with C or better or BA 372 with C or better) and ACTG 378 [C]
Equivalent to: BA 420

ACTG 422. STRATEGIC COST MANAGEMENT. (4 Credits)
Continuation of concepts and processes of management accounting. Emphasizes relevant costs, cost accumulation and allocation, segment performance measurement and control and quantitative techniques.
Prerequisites: ACTG 319 with C or better and ACTG 321 [C] and BA 357 [C]
Equivalent to: BA 422

ACTG 424. INTRODUCTION TO TAXATION. (4 Credits)
Meets two major objectives. First, it is a technical introduction to U.S. income tax with emphasis on general and business related topics. Second, it provides a framework for students to launch further study in the tax area. Students will be encouraged to supplement text materials with readings from the Internal Revenue Code and Regulations as well as secondary tax research services.
Prerequisites: ACTG 319 with C or better

ACTG 425. ADVANCED TAXATION. (4 Credits)
Examination of the federal tax system as it applies to corporations, partnerships, and estates and trusts. Emphasis is placed on understanding tax planning for business owners and refining the ability to research tax issues.
Prerequisites: ACTG 325 with C or better or ACTG 424 with C or better
Equivalent to: BA 425

ACTG 427. ASSURANCE AND ATTESTATION SERVICES. (4 Credits)
Assertions of enterprises gain credibility when examined by an independent third party. Assurance and attestation provide credibility. Coverage includes ethics, risk, materiality, internal control, evidence and reporting.
Prerequisites: ACTG 319 with C or better
Equivalent to: BA 427

ACTG 428. ADVANCED AUDIT ANALYTICS. (4 Credits)
An advanced four-credit course covering audit theory, current audit practice and auditor professional skills. The equivalent of three credits (30 hours) relates to in-class activities, readings, presentations, research and group discussions of relevant advanced audit topics. The equivalent of one credit (10 hours) relates to understanding the use and future of data analytics in the audit profession. Theory, current audit practice and auditor professional skills.
Prerequisites: ACTG 427 with C or better

ACTG 429. TOPICS IN ACCOUNTING. (1-4 Credits)
Analysis of current topics in accounting. Topics will vary from term to term.
Equivalent to: BA 429

ACTG 516. ACCOUNTING RESEARCH AND ANALYSIS. (3 Credits)
Emphasis on financial accounting, tax and auditing research and analysis and communication of conclusions in the context of accounting case studies.

ACTG 517. ADVANCED ACCOUNTING. (4 Credits)
An advanced course in financial accounting theory. Corporate combinations, consolidated financial statements, foreign operations and subsidiaries, partnerships, and sole proprietorships; contemporary issues in financial accounting.
Equivalent to: BA 517

ACTG 518. ACCOUNTING THEORY AND PRACTICE I. (3 Credits)
Expands and integrates knowledge of US and international generally accepted accounting principles (GAAP) in a rigorous study of the design, selection, and consequences of various models of financial reporting.
Prerequisites: (ACTG 516 with C or better and ACTG 517 [C])

ACTG 519. ACCOUNTING THEORY AND PRACTICE II. (3 Credits)
Study of the design, selection, and consequences of various models of financial reporting. Research accounting treatments for complex facts and circumstances with ambiguous accounting guidance. Build on financial reporting models to develop in-depth understanding and application of accounting practice.
Prerequisites: ACTG 518 with C or better

ACTG 520. IT AUDITING. (4 Credits)
Explores key information systems issues such as planning, acquisition, delivery, and monitoring from a risk and control perspective. Students learn to use IT audit standards, guidelines, and frameworks and build data analysis tool skills.

ACTG 522. STRATEGIC COST MANAGEMENT. (4 Credits)
Continuation of concepts and processes of management accounting. Emphasizes relevant costs, cost accumulation and allocation, segment performance measurement and control and quantitative techniques.
ACTG 524. INTRODUCTION TO TAXATION. (4 Credits)
Meets two major objectives. First, it is a technical introduction to U.S. income tax with emphasis on general and business related topics. Second, it provides a framework for students to launch further study in the tax area. Students will be encouraged to supplement text materials with readings from the Internal Revenue Code and Regulations as well as secondary tax research services.
Prerequisites: BA 528 with C or better

ACTG 525. ADVANCED TAXATION. (4 Credits)
Examination of the federal tax system as it applies to corporations, partnerships, and estates and trusts. Emphasis is placed on understanding tax planning for business owners and refining the ability to research tax issues.

ACTG 527. ASSURANCE AND ATTESTATION SERVICES. (4 Credits)
Assertions of enterprises gain credibility when examined by an independent third party. Assurance and attestation provide credibility. Coverage includes ethics, risk, materiality, internal control, evidence and reporting.
Equivalent to: BA 527

ACTG 529. TOPICS IN ACCOUNTING. (1-4 Credits)
Analysis of current topics in accounting. Topics will vary from term to term.
Equivalent to: BA 529

ACTG 620. FOUNDATIONS OF ACCOUNTING RESEARCH. (3 Credits)
Introduces first-year doctoral students to accounting research by discussing the development of modern accounting theory, relating it to theories in economics and finance, and exposing students to the different areas of and methodologies used in accounting research. Also begins a survey of classic and contemporary literature in the area of financial accounting research. Specific financial accounting topics may change from quarter to quarter, but sample topics include earnings management, earnings quality, and voluntary disclosure.

ACTG 621. FINANCIAL ACCOUNTING RESEARCH. (3 Credits)
Surveys classic and contemporary research in the area of financial accounting. Specific topics may change from quarter to quarter, but sample topics include the value relevance of accounting information, post earnings announcement drift, the residual income model, analysts' use accounting information, and market-based assessments of the usefulness and limitations of alternative accounting measurements and disclosures.

ACTG 622. ACCOUNTING, JUDGMENT AND ACCOUNTABILITY. (3 Credits)
Surveys classic and contemporary research in areas related to management, judgment, and accountability in accounting. Specific topics may change from quarter to quarter, but sample topics include research on management incentives and compensation, performance measurement, auditing, corporate governance, and research using behavioral methods.

ACTG 623. TAX RESEARCH. (3 Credits)
Surveys classic and contemporary research in the area of taxation. Specific topics may change from quarter to quarter, but sample topics include tax vs. nontax costs in business decisions, book-tax differences, taxes and financial reporting, multijurisdictional tax issues, and tax avoidance.

Business Administration

BA 101. BUSINESS NOW. (6 Credits)
Presents an integrated view of both established and entrepreneurial business organizations by studying their common processes and characteristics. Introduces theory and develops basic skills in the areas of management, finance, accounting and marketing. Lec/lab/rec.

BA 140. FINANCIAL LITERACY FOR COLLEGE LIFE. (2 Credits)
Helps you learn the fundamentals of personal finance. It is crucial you are prepared to be prudent managers of your financial resources, enabling you to achieve long- and short-term financial goals and security. In addition, this course will examine how your background experiences, values, goals, and decisions can impact your financial future.

BA 150. EXPLORING ENTREPRENEURSHIP. (1 Credit)
Participants are challenged with economic concepts and projects. Inspirational speakers address key topics concerning all aspects of business and leadership development. Students must be registered for Young Entrepreneurs Business Week Camp to receive credit for the course. Graded P/N.

BA 151. EXPLORING INVESTING. (1 Credit)
Students participating in Investing Week will learn about basic investment vehicles and the principles of evaluating a potential investment. Students will also learn how to understand the financial market system and how it affects their personal and business life. Students will be assigned a role as a junior analyst with Toots, Toots and Peabody, and critically assess the benefits and strengths of individual investment vehicles. Graded P/N.

BA 152. EXPLORING SOCIAL ENTREPRENEURSHIP. (1 Credit)
Provides an immersive experience regarding responsible business practices. In addition, from an entrepreneurial prospective, students have the opportunity to explore ways in which real social change is being conducted worldwide. Graded P/N.

BA 160. B-ENGAGED. (3 Credits)
Understand and accomplish college-level academic work and explore OSU resources and options that will enhance your college experience and success. Opportunity to connect with faculty and peers with common interests in a supportive learning environment.
Equivalent to: BA 160H

BA 160H. B-ENGAGED. (3 Credits)
Understand and accomplish college-level academic work and explore OSU resources and options that will enhance your college experience and success. Opportunity to connect with faculty and peers with common interests in a supportive learning environment.
Attributes: HNRS – Honors Course Designator
Equivalent to: BA 160

BA 161. INNOVATION NATION—AWARNESS TO ACTION. (3 Credits)
First course in a two-course sequence. Begins a conversation on self-management, offering opportunities for active reflection on critical skill sets necessary for success in today’s global market. Builds a foundation of entrepreneurial knowledge and gaining a competitive edge while becoming aware of your role in managing your own career.
Equivalent to: BA 161H
BA 161H. INNOVATION NATION—AWARENESS TO ACTION. (3 Credits)
First course in a two-course sequence. Begins a conversation on self-management, offering opportunities for active reflection on critical skill sets necessary for success in today's global market. Builds a foundation of entrepreneurial knowledge and gaining a competitive edge while becoming aware of your role in managing your own career.
Attributes: HNRS – Honors Course Designator
Equivalent to: BA 161

BA 162. INNOVATION NATION—IDEAS TO REALITY. (3 Credits)
Second course in a two-course sequence. Topics include evaluating entrepreneurial capabilities, creativity and innovation, opportunity recognition, impression management, and responsible business practices. Continues a conversation on self-management, offering opportunities for active reflection on critical skill sets necessary for success in today's global market.
Prerequisites: BA 161 with C- or better or BA 161H with C- or better
Equivalent to: BA 162H

BA 162H. INNOVATION NATION—IDEAS TO REALITY. (3 Credits)
Second course in a two-course sequence. Topics include evaluating entrepreneurial capabilities, creativity and innovation, opportunity recognition, impression management, and responsible business practices. Continues a conversation on self-management, offering opportunities for active reflection on critical skill sets necessary for success in today's global market.
Attributes: HNRS – Honors Course Designator
Prerequisites: BA 161 with C- or better or BA 161H with C- or better
Equivalent to: BA 162

BA 170. BUSINESS INSIGHTS. (2 Credits)
The first term within a new university and/or major is a critical time for college students. Business Insights was developed to help you transition to the OSU College of Business academic community and learning expectations. Business Insights will help you understand and accomplish college-level academic work and explore OSU resources and options that will enhance your college experience and success. Additionally, Business Insights is your opportunity to connect with a faculty member and peers with common interests in a supportive learning environment.
Equivalent to: BA 280

BA 182. FIRST-YEAR PERSONAL PROFESSIONAL LEADERSHIP DEVELPOMENT I. (1 Credit)
BA 182 – BA 184 is a series of three one-credit courses taken during a student’s first year. These courses, along with the respective 2nd to 4th year one-credit courses, are designed to help the student navigate college successfully and develop lifelong skills that are practical, meaningful, and useful. These courses revolve around personal, professional and leadership development, and the first-year series provides incoming first-year students with the skills to be successful during college.
BA 182 covers personal development skills; BA 183 covers professional development skills; and BA 184 covers leadership development skills.
BA 183. FIRST YEAR PERSONAL PROFESSIONAL LEADERSHIP DEVELOPMENT II. (1 Credit)
BA 182 – BA 184 is a series of three one-credit courses taken during a student’s first year. These courses, along with the respective 2nd to 4th year one-credit courses, are designed to help the student navigate college successfully and develop lifelong skills that are practical, meaningful, and useful. These courses revolve around personal, professional and leadership development, and the first-year series provides incoming first-year students with the skills to be successful during college.
BA 182 covers personal development skills; BA 183 covers professional development skills; and BA 184 covers leadership development skills.

BA 184. FIRST-YEAR PERSONAL PROFESSIONAL LEADERSHIP DEVELOPMENT III. (1 Credit)
BA 182 – BA 184 is a series of three one-credit courses taken during a student’s first year. These courses along with the respective 2nd to 4th year one-credit courses are designed to help the student navigate college successfully and develop lifelong skills that are practical, meaningful, and useful. These courses revolve around personal, professional and leadership development, and the first-year series provides incoming first-year students with the skills to be successful during college.
BA 182 covers personal development skills; BA 183 covers professional development skills; and BA 184 covers leadership development skills.

BA 199. SPECIAL STUDIES. (1-6 Credits)
This course is repeatable for 12 credits.

BA 210. INTERNSHIP. (1-6 Credits)
Planned and supervised work experience at selected cooperating business firms. Supplementary training, conference, reports, and appraisals. Graded P/N.
This course is repeatable for 16 credits.

BA 211. FINANCIAL ACCOUNTING. (4 Credits)
Accounting information from the perspective of external users, principally investors and creditors. Emphasis on the preparation and interpretation of financial statements, income recognition and determination, and asset valuation.
Prerequisites: (MTH 111 with C- or better or MTH 241 with C- or better or MTH 251 with C- or better or MTH 251H with C- or better) or Math Placement Test with a score of 24 or Math Placement - ALEKS with a score of 060
Equivalent to: BA 211H

BA 211H. FINANCIAL ACCOUNTING. (4 Credits)
Accounting information from the perspective of external users, principally investors and creditors. Emphasis on the preparation and interpretation of financial statements, income recognition and determination, and asset valuation.
Attributes: HNRS – Honors Course Designator
Prerequisites: MTH 111 with C- or better or MTH 241 with C- or better or MTH 251 with C- or better or MTH 251H with C- or better or Math Placement Test with a score of 24 or Math Placement - ALEKS with a score of 60
Equivalent to: BA 211

BA 213. MANAGERIAL ACCOUNTING. (4 Credits)
Accounting information from the perspective of management users with an emphasis on data accumulation for product costing, planning, and performance evaluation and control.
Prerequisites: BA 211 with C- or better or BA 211H with C- or better

BA 213H. MANAGERIAL ACCOUNTING. (4 Credits)
Accounting information from the perspective of management users with an emphasis on data accumulation for product costing, planning, and performance evaluation and control.
Attributes: HNRS – Honors Course Designator
Prerequisites: BA 211 with C- or better or BA 211H with C- or better
Equivalent to: BA 213
BA 215. FUNDAMENTALS OF ACCOUNTING. (4 Credits)
Looks at how the accounting model reflects business transactions and events. Students are introduced to both financial and managerial accounting and the creation, interpretation, and analysis of financial statements. In addition, students obtain an understanding of the determination, organization, and management of costs and revenues including management decisions based upon this information.
Equivalent to: BA 315

BA 223. PRINCIPLES OF MARKETING. (4 Credits)
Covers concepts and principles used by marketing professionals. Designed explicitly for business majors, it's an introduction to the relationships between customers, products, and companies in a competitive and dynamically evolving marketplace.
Prerequisites: ECON 201 with C- or better or ECON 201H with C- or better
Equivalent to: BA 390, BA 390H

BA 230. BUSINESS LAW I. (4 Credits)
Nature and function of law in our business society. Obligations arising out of agency, contract formation and breach, crimes, torts, warranty, regulation of competition, and international aspects thereof.
Equivalent to: BA 230H, BA 330

BA 230H. BUSINESS LAW I. (4 Credits)
Nature and function of law in our business society. Obligations arising out of agency, contract formation and breach, crimes, torts, warranty, regulation of competition, and international aspects thereof.
Attributes: HNRS – Honors Course Designator
Equivalent to: BA 230

BA 233. LEGAL ENVIRONMENT OF BUSINESS. (2 Credits)
Equivalent to: BA 233H

BA 233H. LEGAL ENVIRONMENT OF BUSINESS. (2 Credits)
Attributes: HNRS – Honors Course Designator
Equivalent to: BA 233

BA 240. FINANCE. (4 Credits)
Introduces basic tools of finance and applications of financial theory in use today. These tools include rates of return, the time value of money, those that can be applied to capital budgeting decisions, and the logic and fundamentals of financial statements. It is designed to enhance a student’s approach to financial decision-making and emphasizes quantitative approaches to decision making. This course will also introduce students to equity and debt markets and securities, and serves as a stepping stone to advanced courses in finance.
Prerequisites: (BA 211 with C- or better or BA 211H with C- or better) and (ECON 201 [C-] or ECON 201H [C-])
Equivalent to: BA 360, BA 360H

BA 240H. FINANCE. (4 Credits)
Introduces basic tools of finance and applications of financial theory in use today. These tools include rates of return, the time value of money, those that can be applied to capital budgeting decisions, and the logic and fundamentals of financial statements. It is designed to enhance a student’s approach to financial decision-making and emphasizes quantitative approaches to decision making. This course will also introduce students to equity and debt markets and securities, and serves as a stepping stone to advanced courses in finance.
Prerequisites: (BA 211 with C- or better or BA 211H with C- or better) and (ECON 201 [C-] or ECON 201H [C-])
BA 253. PROFESSIONAL DEVELOPMENT. (4 Credits)
Designed to improve the ability of students to describe their accomplishments and sell their ideas in situations like professional networking, company meetings, response to proposals for services, and interviews. It teaches writing skills and workplace integration for new jobs. Particular emphasis is put on verbal communication and preparation for verbal communication. Students will learn to create career plans that require them to research career options and potential employers, and prepare a developmental roadmap that will lead them to success within the chosen profession.
Prerequisites: (BA 101 with C- or better or BA 162 with C- or better or DHE 160 with C- or better) and (WR 222 [C-] or WR 323 [C-] or WR 327 [C-] or WR 327H [C-])
Equivalent to: BA 253H, BA 281, BA 281H, BA 353

BA 253H. PROFESSIONAL DEVELOPMENT. (4 Credits)
Designed to improve the ability of students to describe their accomplishments and sell their ideas in situations like professional networking, company meetings, response to proposals for services, and interviews. It teaches writing skills and workplace integration for new jobs. Particular emphasis is put on verbal communication and preparation for verbal communication. Students will learn to create career plans that require them to research career options and potential employers, and prepare a developmental roadmap that will lead them to success within the chosen profession.
Attributes: HNRS – Honors Course Designator
Prerequisites: (BA 101 with C- or better or BA 162 with C- or better or DHE 160 with C- or better) and (WR 222 [C-] or WR 323 [C-] or WR 327 [C-] or WR 327H [C-])
Equivalent to: BA 253, BA 281, BA 281H, BA 353, BA 381

BA 260. INTRODUCTION TO ENTREPRENEURSHIP. (4 Credits)
Topics include evaluating entrepreneurial capabilities, creativity, business plan creation, opportunity assessment and feasibility analysis, business implementation, new product introduction, and seeking funds.
Equivalent to: BA 260H

BA 260H. INTRODUCTION TO ENTREPRENEURSHIP. (4 Credits)
Topics include evaluating entrepreneurial capabilities, creativity, business plan creation, opportunity assessment and feasibility analysis, business implementation, new product introduction, and seeking funds.
Attributes: HNRS – Honors Course Designator
Equivalent to: BA 260
BA 270. BUSINESS PROCESS MANAGEMENT. (4 Credits)
Introduces and integrates some core concepts from Operations Management (OM) and Business Information System (BIS) disciplines by introducing a process-oriented view of the flows of materials, information, products and services through and across organizational functions. Helps students to: identify information-bearing events and actors, model and analyze business processes, assess and improve process efficiency, recognize probabilistic components of business processes and understand the interactions between human behavior and process design. Hands-on, case-based assignments allow for practicing some principles and concepts addressed in the course.
Prerequisites: BA 275 with C- or better or BA 275H with C- or better
Equivalent to: BA 302, BA 302H

BA 272. BUSINESS APPLICATION DEVELOPMENT. (4 Credits)
Introduction to business programming with C#.NET. Beginning programming skills and concepts, .NET programming environment, object-oriented and event-oriented models, and console applications.

BA 275. FOUNDATIONS OF STATISTICAL INFERENCE. (4 Credits)
An introductory course on statistical inference with an emphasis on business applications. Coverage includes descriptive statistics, random variables, probability distributions, sampling and sampling distributions, statistical inference for means and proportions using one and two samples, and linear regression analysis.
Prerequisites: MTH 111 with C- or better or MTH 241 with C- or better or MTH 251 with C- or better or MTH 251H with C- or better or Math Placement - ALEKS with a score of 046
Equivalent to: BA 275H, BA 276

BA 275H. FOUNDATIONS OF STATISTICAL INFERENCE. (4 Credits)
An introductory course on statistical inference with an emphasis on business applications. Coverage includes descriptive statistics, random variables, probability distributions, sampling and sampling distributions, statistical inference for means and proportions using one and two samples, and linear regression analysis.
Attributes: HNRS – Honors Course Designator
Prerequisites: MTH 241 with C- or better or MTH 251 with C- or better or MTH 251H with C- or better or MTH 111 with C- or better or Math Placement - ALEKS with a score of 046
Equivalent to: DSGN 281

BA 276. INTRODUCTION TO STATISTICAL INFERENCE. (2 Credits)
An introductory level statistics course on data analysis and statistical inference with an emphasis on business applications. Coverage includes descriptive statistics, random variables, probability distributions, sampling and sampling distributions, statistical inference for means and proportions using one and two samples. It serves as a prerequisite to BA 376.
Prerequisites: MTH 245 with C- or better or MTH 251 with C- or better or MTH 251H with C- or better
Equivalent to: BA 275, BA 275H

BA 280. BUSINESS INSIGHTS. (2 Credits)
Connect with faculty and peers and explore OSU resources designed to enhance your college experience and success. Engage in professional development activities and cultivate the soft skills employers are looking for in their future employees.
Equivalent to: BA 170

BA 281. PROFESSIONAL DEVELOPMENT. (3 Credits)
Designed to give students an early start on the process of career planning and development. The process involves thoughtful self-assessment, career exploration, planning and follow-through with preliminary employment strategies.
Prerequisites: (BA 101 with C- or better and BA 280 [C-]) or BA 162 [C] or BA 162H [C-
Equivalent to: BA 253, BA 253H, BA 281H, BA 353

BA 281H. PROFESSIONAL DEVELOPMENT. (3 Credits)
Designed to give students an early start on the process of career planning and development. The process involves thoughtful self-assessment, career exploration, planning and follow-through with preliminary employment strategies.
Attributes: HNRS – Honors Course Designator
Prerequisites: (BA 101 with C- or better and BA 280 [C-]) or BA 162 [C] or BA 162H [C-
Equivalent to: BA 253, BA 253H, BA 281, BA 353, BA 381

BA 282. PERSONAL, PROFESSIONAL AND LEADERSHIP DEVELOPMENT I. (1 Credit)
BA 282, taken during fall term of the second year, helps students develop lifelong skills that are practical, meaningful, and useful. These skills and the understanding developed through this course strengthens the student’s ability to adapt career goals to changing market conditions, make good decisions in difficult situations, and set financial goals. CROSSLISTED as DSGN 282.
Prerequisites: BA 101 with C- or better or BA 162 with C- or better or BA 162H with C- or better
Equivalent to: DSGN 282

BA 283. PERSONAL, PROFESSIONAL AND LEADERSHIP DEVELOPMENT II. (1 Credit)
BA 283, taken during winter term of the second year, helps students develop lifelong skills that are practical, meaningful, and useful. These skills and the understanding developed through this course strengthens the student’s ability to adapt career goals to changing market conditions, make good decisions in difficult situations, and set financial goals. CROSSLISTED as DSGN 282.
Prerequisites: BA 101 with C- or better or BA 162 with C- or better or BA 162H with C- or better
Equivalent to: DSGN 283

BA 284. PERSONAL, PROFESSIONAL AND LEADERSHIP DEVELOPMENT III. (1 Credit)
BA 284, taken during spring term of the second year, helps students develop lifelong skills that are practical, meaningful, and useful. These skills and the understanding developed through this course strengthens the student’s ability to adapt career goals to changing market conditions, make good decisions in difficult situations, and set financial goals. CROSSLISTED as DSGN 282.
Prerequisites: BA 101 with C- or better or BA 162 with C- or better or BA 162H with C- or better
Equivalent to: DSGN 284

BA 290. INTRODUCTION TO CAREERS IN MARKETING. (3 Credits)
Explores marketing through the perspectives of current marketing professionals. Introductory language and principles of marketing are introduced and examined through real world examples. Presents various careers within marketing.
BA 302. BUSINESS PROCESS MANAGEMENT. (4 Credits)
Integrates core concepts from Business Information Systems (BIS) with those of Operations Management and introduces a process-oriented view of the flows of materials, information and services through and across organizations. The course helps students identify information-bearing events, assess and improve process efficiency, learn to model and analyze business processes, and understand the interactions between human behavior and process design. Hands-on, case-based assignments and labs allow students to practice the principles addressed.
Prerequisites: BA 275 with C- or better or BA 276 with C- or better
Equivalent to: BA 270, BA 302H

BA 302H. BUSINESS PROCESS MANAGEMENT. (4 Credits)
Integrates core concepts from Business Information Systems (BIS) with those of Operations Management and introduces a process-oriented view of the flows of materials, information and services through and across organizations. The course helps students identify information-bearing events, assess and improve process efficiency, learn to model and analyze business processes, and understand the interactions between human behavior and process design. Hands-on, case-based assignments and labs allow students to practice the principles addressed.
Prerequisites: BA 275 with C- or better or BA 276 with C- or better
Equivalent to: BA 302

BA 311. THIRD-YEAR PERSONAL PROFESSIONAL LEADERSHIP DEVELOPMENT I. (1 Credit)
BA 311 – BA 313 is a series of three one-credit courses taken during a student’s third year. These courses, along with the respective 1st, 2nd and 4th year one-credit courses, are designed to help students navigate college successfully, and develop lifelong skills that are practical, meaningful, and useful. These courses revolve around personal, professional and leadership development, and the third-year series provides students with skills related to team work and team leadership. BA 311 focuses on diversity and inclusion; BA 312 focuses on teamwork and career preparation; and BA 313 focuses on team leadership.

BA 312. THIRD-YEAR PERSONAL PROFESSIONAL LEADERSHIP DEVELOPMENT II. (1 Credit)
BA 311 – BA 313 is a series of three one-credit courses taken during a student’s third year. These courses, along with the respective 1st, 2nd and 4th year one-credit courses, are designed to help students navigate college successfully, and develop lifelong skills that are practical, meaningful and useful. These courses revolve around personal, professional and leadership development, and the third-year series provides students with skills related to team work and team leadership. BA 311 focuses on diversity and inclusion; BA 312 focuses on teamwork and career preparation; and BA 313 focuses on team leadership.

BA 313. THIRD-YEAR PERSONAL PROFESSIONAL LEADERSHIP DEVELOPMENT III. (1 Credit)
BA 311 – BA 313 is a series of three one-credit courses taken during a student’s third year. These courses, along with the respective 1st, 2nd and 4th year one-credit courses, are designed to help students navigate college successfully, and develop lifelong skills that are practical, meaningful and useful. These courses revolve around personal, professional and leadership development, and the third-year series provides students with skills related to team work and team leadership. BA 311 focuses on diversity and inclusion; BA 312 focuses on teamwork and career preparation; and BA 313 focuses on team leadership.

BA 314. SUSTAINABLE BUSINESS OPERATIONS. (4 Credits)
Operations are the processes by which an organization transforms inputs (e.g., labor, material, and knowledge) into outputs (products and services). Operations managers are responsible for designing, running and improving the processes and systems to efficiently accomplish this for production or service businesses. This course focuses on the concepts and tools employed by operations managers to provide their organization a competitive advantage. Topics include statistical tools and quantitative methods (descriptive statistics, probabilities, sampling, interval estimation and hypothesis testing) and operations management concepts (strategies, forecasting, process design, capacity utilization, quality systems, supply chain management, inventory management, resource planning, sustainability and lean systems.)
Prerequisites: MTH 111 with C- or better

BA 315. ACCOUNTING FOR DECISION MAKING. (4 Credits)
Looks at how the accounting model reflects business transactions and events. Students are introduced to both financial and managerial accounting and the creation, interpretation, and analysis of financial statements. In addition, students obtain an understanding of the determination, organization, and management of costs and revenues including management decisions based upon this information.

BA 330. LEGAL ENVIRONMENT OF BUSINESS. (4 Credits)
Nature and function of law in our business society. Obligations arising out of agency, contract formation and breach, crimes, torts, warranty, regulation of competition, and international aspects thereof.
Equivalent to: BA 230, BA 230H

BA 333. LEGAL AND ETHICAL BUSINESS SOLUTIONS. (2 Credits)
Legal and ethical regulations of U.S. and global business organizations including financial, human resources, operations and marketing functions. Emphasizes legal and ethical strategies for entrepreneurs including business entity selection, raising capital and managing intellectual property.
Prerequisites: (BA 230 with C- or better or BA 233 with C- or better) and (ECON 201 [C-] or ECON 201H [C-])
Equivalent to: BA 333H

BA 333H. LEGAL AND ETHICAL BUSINESS SOLUTIONS. (2 Credits)
Legal and ethical regulations of U.S. and global business organizations including financial, human resources, operations and marketing functions. Emphasizes legal and ethical strategies for entrepreneurs including business entity selection, raising capital and managing intellectual property.
Attributes: HNRS – Honors Course Designator
Prerequisites: (BA 230 with C- or better or BA 233 with C- or better) and (ECON 201 [C-] or ECON 201H [C-])
Equivalent to: BA 333

BA 347. INTERNATIONAL BUSINESS. (4 Credits)
Integrated view of international business including current patterns of international business, socioeconomic and geopolitical systems within countries as they affect the conduct of business, major theories explaining international business transactions, financial forms and institutions that facilitate international transactions, and the interface between nation states and the firms conducting foreign business activities.
Prerequisites: ECON 202 with C- or better or ECON 202H with C- or better
Equivalent to: BA 347H
BA 347H. INTERNATIONAL BUSINESS. (4 Credits)
Integrated view of international business including current patterns of international business, socioeconomic and geopolitical systems within countries as they affect the conduct of business, major theories explaining international business transactions, financial forms and institutions that facilitate international transactions, and the interface between nation states and the firms conducting foreign business activities.
Attributes: HNRS – Honors Course Designator
Prerequisites: ECON 202 with C- or better or ECON 202H with C- or better
Equivalent to: BA 347

BA 348. INTERNATIONAL EXCHANGE ORIENTATION. (1 Credit)
Consists of large-group sessions as well as small-group break-out sessions for each country individually. It is vital to attend all sessions as valuable information pertaining to your study abroad opportunity will be presented. Graded P/N.

BA 349. IMPACT OF CULTURE ON BUSINESS. (1 Credit)
A requirement of all students participating in a College of Business-approved international exchange program and for completing the College of Business International Business option. The major emphasis is for students to reflect on their experience while studying, living and traveling in a foreign culture and for them to determine how the foreign culture impacts how they would conduct business in that country. Graded P/N.
Prerequisites: BA 348 (may be taken concurrently) with C- or better

BA 351. MANAGING ORGANIZATIONS. (4 Credits)
A systems perspective to understanding the management functions of planning, organizing, leading and controlling. Ethical and diversity issues are addressed as they are relevant in entrepreneurial and established ventures.

BA 352. MANAGING INDIVIDUAL AND TEAM PERFORMANCE. (4 Credits)
Diagnose individual and small-group behavior and develop skill in improving individual and small-group performance in entrepreneurial and established ventures. Emphasis on professional skill development and the practical application of theory and research. Concepts of ethics, diversity and cross-cultural relations are integrated throughout the course.
Prerequisites: COMM 111 with C- or better or COMM 111H with C- or better or COMM 114 with C- or better or COMM 114H with C- or better
Equivalent to: BA 352H

BA 352H. MANAGING INDIVIDUAL AND TEAM PERFORMANCE. (4 Credits)
Diagnose individual and small-group behavior and develop skill in improving individual and small-group performance in entrepreneurial and established ventures. Emphasis on professional skill development and the practical application of theory and research. Concepts of ethics, diversity and cross-cultural relations are integrated throughout the course.
Attributes: HNRS – Honors Course Designator
Prerequisites: COMM 111 with C- or better or COMM 111H with C- or better or COMM 114 with C- or better or COMM 114H with C- or better
Equivalent to: BA 352

BA 353. *PROFESSIONAL DEVELOPMENT. (4 Credits)
Designed to improve the ability of students to describe their accomplishments and sell themselves in situations like professional networking, company meetings, response to proposals for services, and interviews. Emphasizes writing skills, workplace integration, verbal communication, and preparation of developmental roadmaps that will lead students to success within their chosen profession. (Writing Intensive Course)
Attributes: CWIC – Core, Skills, WIC
Prerequisites: (COMM 111 with C- or better or COMM 111H with C- or better or COMM 114 with C- or better or COMM 114H with C- or better and (WR 222 [C-] or WR 323 [C-] or WR 327 [C-])
Equivalent to: BA 253, BA 253H, BA 281, BA 281H

BA 354. *MANAGING ETHICS AND CORPORATE SOCIAL RESPONSIBILITY. (4 Credits)
Introduces contemporary issues that business professionals face making ethical and socially responsible decisions in an increasingly fast-paced, transparent, and global environment. (Writing Intensive Course)
Attributes: CWIC – Core, Skills, WIC
Prerequisites: (COMM 111 with C- or better or COMM 111H with C- or better or COMM 114 with C- or better or COMM 114H with C- or better and (WR 222 [C-] or WR 323 [C-] or WR 327 [C-] or HC 199 [C-])
Equivalent to: BA 354H, MGMT 459

BA 354H. *MANAGING ETHICS AND CORPORATE SOCIAL RESPONSIBILITY. (4 Credits)
Introduces contemporary issues that business professionals face making ethical and socially responsible decisions in an increasingly fast-paced, transparent, and global environment. (Writing Intensive Course)
Attributes: CWIC – Core, Skills, WIC; HNRS – Honors Course Designator
Prerequisites: (COMM 111 with C- or better or COMM 111H with C- or better or COMM 114 with C- or better or COMM 114H with C- or better and (WR 222 [C-] or WR 323 [C-] or WR 327 [C-] or HC 199 [C-])
Equivalent to: BA 354, MGMT 459

BA 357. OPERATIONS MANAGEMENT. (4 Credits)
Decision making in managing the production of goods and services: product planning, process planning, facility planning, control of quantity, cost and quality. Special emphasis on exponential forecasting, inventory management, work methods, project management, productivity improvement, and international comparisons.
Prerequisites: BA 275 with C- or better or BA 275H with C- or better or BA 276 with C- or better
Equivalent to: BA 357H

BA 357H. OPERATIONS MANAGEMENT. (4 Credits)
Decision making in managing the production of goods and services: product planning, process planning, facility planning, control of quantity, cost and quality. Special emphasis on exponential forecasting, inventory management, work methods, project management, productivity improvement, and international comparisons.
Attributes: HNRS – Honors Course Designator
Prerequisites: BA 275 with C- or better or BA 275H with C- or better or BA 276 with C- or better
Equivalent to: BA 357
BA 360. INTRODUCTION TO FINANCIAL MANAGEMENT. (4 Credits)
Explore the issues facing a financial manager in new business ventures, small businesses, and corporations. Focus on the role of the financial manager in business settings, explores the functions of a financial manager in financial analysis, forecasting, planning, and control; asset and liability management; capital budgeting; and raising funds for new business ventures, small businesses, and corporations.
Prerequisites: (BA 213 with C- or better or BA 213H with C- or better or BA 215 with C- or better or BA 215H with C- or better or BA 315 with C- or better) and (ECON 201 [C-] or ECON 201H [C-] or AEC 250 [C-] or AEC 250H [C-])
Equivalent to: BA 240, BA 360H
BA 360H. INTRODUCTION TO FINANCIAL MANAGEMENT. (4 Credits)
Explore the issues facing a financial manager in new business ventures, small businesses, and corporations. Focus on the role of the financial manager in business settings, explores the functions of a financial manager in financial analysis, forecasting, planning, and control; asset and liability management; capital budgeting; and raising funds for new business ventures, small businesses, and corporations.
Attributes: HNRS – Honors Course Designator
Prerequisites: (BA 213 with C- or better or BA 213H with C- or better or BA 215 with C- or better or BA 215H with C- or better or BA 315 with C- or better) and (ECON 201 [C-] or ECON 201H [C-] or AEC 250 [C-] or AEC 250H [C-])
Equivalent to: BA 240, BA 360
BA 362. SOCIAL ENTREPRENEURSHIP AND SOCIAL INITIATIVES. (4 Credits)
The core concepts of entrepreneurship, using entrepreneurship to craft innovative responses to social problems. Entrepreneurial skills are as valuable in the social sector as they are in business. Includes both profit and non-profit firms that have programs designed to create social value.
BA 363. TECHNOLOGY AND INNOVATION MANAGEMENT. (4 Credits)
Introduces students to the fundamentals of managing innovation and technology toward the production of intellectual assets; how innovations are created, evaluated and leveraged within business strategy; and how innovation is managed within various business environments.
Prerequisites: BA 260 with C- or better or BA 260H with C- or better
BA 365. FAMILY BUSINESS MANAGEMENT. (4 Credits)
Focuses on the opportunities and the problems characteristic of family businesses: entrepreneurship, management succession, transfer of ownership, mixing family and business roles, family conflicts, personnel issues, non-family employees, and outside advisors.
Equivalent to: BA 463
BA 367. LAUNCH ACADEMY. (3 Credits)
The Oregon State Launch Academy is an incubator for student entrepreneurs who want to be immersed in an innovative, high-energy environment that promotes the creation, evolution and implementation of business ideas. Launch Academy students earn academic credit for working on their businesses and have access to seed funding, prototyping equipment, co-working space, mentoring and training to help them advance their ideas. Launch Academy students learn about developing new products or services, marketing their ideas, building teams and securing funding, among other critical elements of entrepreneurial success.
BA 368. ADVANCED LAUNCH ACADEMY. (1-3 Credits)
The Oregon State Launch Academy is an incubator for student entrepreneurs who want to be immersed in an innovative, high-energy environment that promotes the creation, evolution and implementation of business ideas. Launch Academy students earn academic credit for working on their businesses and have access to seed funding, prototyping equipment, co-working space, mentoring and training to help them advance their ideas. In BA 368 Advanced Launch Academy students/teams will receive coaching from the instructor to move their business ideas forward. Students will secure and engage mentors, complete and test prototypes of their ideas, market their ideas, and prepare to secure funding for their ideas. Graded P/N.
Prerequisites: BA 367 with C- or better
This course is repeatable for 12 credits.
BA 370. BUSINESS INFORMATION SYSTEMS OVERVIEW. (4 Credits)
Introduce students to the field of information management. Topics include information systems technology, the strategic role of IT, the business applications of networks, databases and Internet technologies, and the development and implementation of information systems. Use relational database models to design a real-world case study.
Prerequisites: BA 302 with C- or better
BA 371. BUSINESS INFORMATION SYSTEMS ANALYSIS AND DESIGN. (4 Credits)
Explore systems analysis, logical design and documentation of information system (IS) applications with process-oriented methodologies. Lec/rec.
Prerequisites: BA 272 with C- or better and ACTG 378 [C-]
BA 372. BUSINESS INFORMATION SYSTEMS DESIGN AND DEVELOPMENT. (4 Credits)
Logical and physical design of computer-based information systems; tools and techniques that underlie the design processes. Design of an enterprise information system with CASE tools. Alternative approaches to systems design with emphasis on object-orientation. Lec/rec.
Prerequisites: BA 371 with C- or better
BA 375. APPLIED QUANTITATIVE METHODS. (4 Credits)
Introduces students to the basics of data science and data analytics for handling of large-scale databases. It provides an overview of the main data-analytic techniques and topics including data visualization, linear and nonlinear regression analysis, time series analysis and forecasting, classification, and clustering methods.
Prerequisites: BA 275 with C- or better
Equivalent to: BA 375H
BA 375H. APPLIED QUANTITATIVE METHODS. (4 Credits)
Introduces students to the basics of data science and data analytics for handling of large-scale databases. It provides an overview of the main data-analytic techniques and topics including data visualization, linear and nonlinear regression analysis, time series analysis and forecasting, classification, and clustering methods.
Attributes: HNRS – Honors Course Designator
Prerequisites: BA 275 with C- or better
Equivalent to: BA 375
BA 376. APPLIED QUANTITATIVE METHODS. (2 Credits)
An in-depth discussion on advanced quantitative methods most relevant to business students. Topics may include regression analysis, time series and forecasting, design of experiments, simulations, decision analysis, survey data analysis, data mining and computationally intensive statistical methods.
Prerequisites: BA 276 with C- or better
BA 381. PERSONAL AND PROFESSIONAL DEVELOPMENT. (4 Credits)
Designed to help students transition to the OSU and COB communities, identify and employ academic success strategies, and start the process of career planning and development. Teaches students how to set financial goals. Credit may not be received for equivalent courses BA 353 or BA 253.
Prerequisites: BA 101 with C- or better
Equivalent to: BA 253, BA 281, BA 353

BA 390. MARKETING. (4 Credits)
Consumer and industrial markets, and activities and enterprises involved in distributing products to those markets. Objective is to develop an understanding of distribution processes, marketing problems, and marketing principles.
Prerequisites: ECON 201 with C- or better or ECON 201H with C- or better or AREC 250 with C- or better
Equivalent to: BA 223, BA 390H, MRKT 390

BA 390H. MARKETING. (4 Credits)
Consumer and industrial markets, and activities and enterprises involved in distributing products to those markets. Objective is to develop an understanding of distribution processes, marketing problems, and marketing principles.
Attributes: HNRS – Honors Course Designator
Prerequisites: ECON 201 with C- or better or ECON 201H with C- or better or AREC 250 with C- or better
Equivalent to: BA 223, BA 390, MRKT 390

BA 403. THESIS. (1-16 Credits)
This course is repeatable for 16 credits.

BA 405. READING AND CONFERENCE. (1-16 Credits)
Supervised individual work in some field of special application and interest. Subjects chosen must be approved by professor in charge.
This course is repeatable for 16 credits.

BA 406. PROJECTS. (1-16 Credits)
This course is repeatable for 16 credits.

BA 407. SEMINAR. (1-16 Credits)
Equivalent to: BA 407H
This course is repeatable for 16 credits.

BA 407H. SEMINAR. (1-16 Credits)
Attributes: HNRS – Honors Course Designator
Equivalent to: BA 407
This course is repeatable for 16 credits.

BA 410. BUSINESS INTERNSHIP. (1-12 Credits)
Planned and supervised work experience at selected cooperating business firms. Supplementary training, conference, reports, and appraisals. Graded P/N.
This course is repeatable for 16 credits.

BA 411. FOURTH YEAR PERSONAL PROFESSIONAL LEADERSHIP DEVELOPMENT I. (1 Credit)
BA 411-BA 413 is a series of three one-credit courses taken during a student's fourth year. These courses, along with the respective 1st, 2nd and 3rd year one-credit courses, are designed to help students navigate college successfully, and develop lifelong skills that are practical, meaningful and useful. These courses revolve around personal, professional and leadership development, and the fourth-year series continues to provide students with career-related skills, and provides students with skills to be successful in life. BA 411 focuses on career placement skills; BA 412 focuses on self-leadership; and BA 413 focuses on work-life balance, financial literacy, and networking.

BA 412. FOURTH YEAR PERSONAL PROFESSIONAL LEADERSHIP DEVELOPMENT II. (1 Credit)
BA 411-BA 413 is a series of three one-credit courses taken during a student's fourth year. These courses, along with the respective 1st, 2nd and 3rd year one-credit courses, are designed to help students navigate college successfully, and develop lifelong skills that are practical, meaningful and useful. These courses revolve around personal, professional and leadership development, and the fourth-year series continues to provide students with career-related skills, and provides students with skills to be successful in life. BA 411 focuses on career placement skills; BA 412 focuses on self-leadership; and BA 413 focuses on work-life balance, financial literacy, and networking.

BA 413. FOURTH YEAR PERSONAL PROFESSIONAL LEADERSHIP DEVELOPMENT III. (1 Credit)
BA 411-BA 413 is a series of three one-credit courses taken during a student's fourth year. These courses, along with the respective 1st, 2nd and 3rd year one-credit courses, are designed to help students navigate college successfully, and develop lifelong skills that are practical, meaningful and useful. These courses revolve around personal, professional and leadership development, and the fourth-year series continues to provide students with career-related skills, and provides students with skills to be successful in life. BA 411 focuses on career placement skills; BA 412 focuses on self-leadership; and BA 413 focuses on work-life balance, financial literacy, and networking.

BA 432. ENVIRONMENTAL LAW, SUSTAINABILITY AND BUSINESS. (3 Credits)
Explores fundamental business, legal, and policy issues raised by environmental law, sustainable business practices, and clean energy policies, and their impact on business and management practices.
Attributes: CSGI – Core, Synth, Global Issues

BA 447. TOPICS IN INTERNATIONAL BUSINESS. (1-4 Credits)
Analysis of current topics in international business. Topics will vary from term to term.
Prerequisites: BA 347 with C- or better

BA 451. SUPPLY AND SOURCING MANAGEMENT. (3 Credits)
Focus on effectively using operations and supply chain management to make sourcing and supply decisions in international business contexts. Topics include purchasing/procurement procedures and policy, supply organization, specifications, sourcing strategy, supplier evaluation, competitive bidding, and e-procurement. Global contexts and environmentally and socially responsible supply management are emphasized.
Prerequisites: BA 357 with C- or better

BA 454. LEAN ENTERPRISE MANAGEMENT AND CAPSTONE. (3 Credits)
Analyze business cases that address global value creation and production/delivery systems. Complete integrated business projects to identify critical operations and supply chain management issues, apply multidisciplinary knowledge, analyze and evaluate alternative solutions and write and present reports recommending firm strategies. International business and cross-cultural competencies are emphasized.
Prerequisites: BA 459 with C- or better and MGMT 457 [C-]

BA 458. INNOVATION AND NEW PRODUCT DEVELOPMENT. (4 Credits)
Strategic management of an organization's system and technologies in support of innovation and new product/service development. Application experience with new product/service development process using problem solving skills, information management, and critical thinking.
Prerequisites: BA 223 with C- or better or BA 223H with C- or better or BA 390 with C- or better or BA 390H with C- or better
BA 459. SERVICE OPERATIONS MANAGEMENT. (3 Credits)
Focus on the management of global service operations including designing and managing systems to coordinate global information and material flows within and between firms in a supply chain. Covers planning operations, evaluating system alternatives, designing and researching global supply networks, examining complex adaptive systems and evaluating value stream synchronization.
Prerequisites: (BA 375 with C- or better or BA 375H with C- or better) and BA 451 [C–]

BA 460. VENTURE MANAGEMENT. (4 Credits)
Entrepreneurial and innovation processes applied to new business start-ups, existing small businesses, and new ventures within larger organizations; new venture planning, project management, and productivity improvement. Cases and projects are used to apply concepts and to develop communication skills.
Prerequisites: (BA 260 with C- or better or BA 260H with C- or better) and (BA 351 [C–] or BA 352 [C–] or BA 352H [C–]) and (BA 390 [C–] or BA 390H [C–])

BA 463. FAMILY ENTERPRISE GOVERNANCE. (4 Credits)
Builds on the introductory family business management course to examine the required elements of a successful enterprise, a diversified and multigenerational organization comprised of multiple business lines.
Prerequisites: BA 365 with C- or better

BA 464. NEW VENTURE FINANCING. (4 Credits)
Explore financial issues facing entrepreneurial business ventures: cash flow and budgets, financial analysis, financial statement forecasting, financial controls, asset management, and understanding the funding options at different points in the business life cycle including SBA loans, angel investment, venture capital, bank loans, and going public.
Prerequisites: (BA 260 with C- or better or BA 260H with C- or better) and (BA 340 [C–] or FIN 340 [C–] or BA 340H [C–] or FIN 340H [C–] or BA 360 [C–])

BA 465. *SYSTEMS THINKING AND PRACTICE. (4 Credits)
Hard and soft systems theories examined, methods and techniques for dealing with real-world problems; skills and dialogue techniques to identify mindsets, define problems, and explore alternative pathways for solutions. (Bacc Core Course)
Attributes: CSGI – Core, Synth, Global Issues
Equivalent to: BA 465H, ENGR 465, HORT 490

BA 465H. *SYSTEMS THINKING AND PRACTICE. (4 Credits)
Hard and soft systems theories are examined, including methods and techniques for dealing with real-world problems; skills and dialogue techniques to identify mindsets, define problems, and explore alternative pathways for solutions.
Attributes: CSGI – Core, Synth, Global Issues, HNRS – Honors Course Designator
Equivalent to: BA 465

BA 466. INTEGRATIVE STRATEGIC EXPERIENCE. (4 Credits)
Provides students with an overview of the basic concepts in strategic management. Students learn frameworks and models to understand and analyze a firm’s external environment and internal resources in an effort to create sustainable competitive advantages. Analysis and critique of conventional conceptions of business ethics. Evaluation of ethical issues involving businesses at firm, national, and international levels.
Prerequisites: ((BA 340 with C- or better or BA 340H with C- or better or FIN 340 with C- or better or FIN 340H with C- or better or BA 360 with C- or better) and (BA 352 [C–] or BA 352H [C–]) and BA 357 [C–] and (BA 390 [C–] or BA 390H [C–]))
Equivalent to: BA 466H

BA 466H. INTEGRATIVE STRATEGIC EXPERIENCE. (4 Credits)
Provides students with an overview of the basic concepts in strategic management. Students learn frameworks and models to understand and analyze a firm’s external environment and internal resources in an effort to create sustainable competitive advantages. Analysis and critique of conventional conceptions of business ethics. Evaluation of ethical issues involving businesses at firm, national, and international levels.
Prerequisites: (BA 340 with C- or better or BA 340H with C- or better or FIN 340 with C- or better or FIN 340H with C- or better or BA 360 with C- or better) and (BA 352 [C–] or BA 352H [C–]) and BA 357 [C–] and (BA 390 [C–] or BA 390H [C–])
Equivalent to: BA 466

BA 467. NEW VENTURE LABORATORY. (4 Credits)
Entrepreneurship capstone course. Fully develop a business plan including product specs with prototype, financial analysis, market analysis, marketing plan, management structure and proposed financing.
Prerequisites: BA 363 with C- or better

BA 468. TECHNOLOGY COMMERCIALIZATION. (4 Credits)
"Hands on" class in which students will exercise commercialization concepts on recently awarded Oregon State University patents. Students will learn a process and tools to assess the business viability of a technical idea, and to develop the best business approach for commercialization.
Prerequisites: BA 363 with C- or better

BA 478. SUPPLY CHAIN ANALYTICS. (3 Credits)
Explores modeling methods for design, analysis, execution and integration of supply chains. Introduces students to a variety of modeling and optimization techniques for the analysis of strategic, tactical and operational supply chain problems, including demand forecasting, risk analysis, revenue management, distribution and facility location.
Prerequisites: BA 357 with C- or better and BA 375 [C–]

BA 479. BUSINESS TELECOMMUNICATIONS AND NETWORKING. (4 Credits)
Provide a fundamental understanding of the five-layer Internet model and its effects on the business environment. Planning and managing networks in support of enterprise-wide computing. Assignments involve server hardware and software configurations including DNS/DHCP server configurations, addition of clients to a network, and creating/managing user accounts.
Prerequisites: ACTG 378 with C- or better

BA 480. INFORMATION SYSTEMS SECURITY. (4 Credits)
Course emphasis is on security risk mitigation methods and procedures such as access control, identity management, intrusion prevention and detection, network and physical security, etc. These and other topics will be placed in both the operational and strategic context of the business. The course also addresses several IS governance and IS security frameworks within which the various security concepts, aspects, policies and procedures can be viewed and discussed.
Prerequisites: BA 272 with C- or better and ACTG 378 [C–] and BA 479 [C–]
BA 481. INTRODUCTION TO BUSINESS ANALYTICS. (4 Credits)
How organizations can successfully collect, evaluate and apply information for better decision making. Emerging technologies such as transaction processing systems, RFID, weblogs, social networks, website usage, and online communities have the potential to reveal market trends, suppliers’ preferences, and competitors’ next moves. The success of an organization largely depends on its ability to take advantage of those data sets that are already available to it. The class starts with basic IT strategy concepts for the identification of the opportunities for BI solutions, and ends with hands-on experience using Business Intelligence tools to implement such solutions.
Equivalent to: BA 483

BA 483. BUSINESS ANALYTICS. (4 Credits)
Presents how organizations can successfully “collect, evaluate and apply information” for better decision making. Technologies such as transaction processing systems, RFID, weblogs, social networks, website usage, and online communities have the potential to reveal market trends, suppliers’ preferences, and competitors’ next moves. The success of an organization largely depends on its ability to take advantage of those data sets that are already available to it.
Prerequisites: BA 371 with C- or better and BA 479 [C-]
Equivalent to: BA 481

BA 487. HOSPITALITY FINANCIAL MANAGEMENT. (4 Credits)
Introduces students to the evaluation of investments in competitive products and services as sustainable strategies for the hospitality industry.
Prerequisites: BA 360 with C- or better and BA 486 [C-]

BA 488. ADVANCED HOSPITALITY MANAGEMENT. (4 Credits)
Designed to provide students with an in-depth understanding of the importance of core competencies in the hospitality industry in terms of overall value addition, competitive methods, and competitive advantage, taking into consideration both present and future effects.
Prerequisites: BA 352 with C- or better

BA 501. RESEARCH. (1-16 Credits)
This course is repeatable for 16 credits.

BA 503. THESIS. (1-16 Credits)
This course is repeatable for 999 credits.

BA 505. READING AND CONFERENCE. (1-16 Credits)
This course is repeatable for 16 credits.

BA 506. PROJECTS. (1-16 Credits)
This course is repeatable for 16 credits.

BA 507. SEMINAR. (1-16 Credits)
This course is repeatable for 16 credits.

BA 510. BUSINESS INTERNSHIP. (1-6 Credits)
Planned and supervised work experience at selected cooperating business firms. Supplementary training, conferences, reports, and appraisals.
This course is repeatable for 16 credits.

BA 512. BUSINESS ANALYSIS AND COMMUNICATION. (6 Credits)
Students will be guided through a process of determining business issues or challenges given specific situations, providing reasons/justifications why these are important, proposing solutions to the identified business problems, and communicating this analysis through in-class discussions and writing.

BA 513. BUSINESS LEGAL ENVIRONMENT. (3 Credits)
Provides the essential legal foundation for business managers in companies operating in the U.S. Effective strategies for managers to prevent and resolve legal disputes will be stressed. Topics include legal issues related to corporate forms, creating and enforcing contracts, reducing exposure to tort liability and the role of employees as agents of a business.

BA 514. OPERATIONS MANAGEMENT. (3 Credits)
Provides a foundation for business managers in statistics and operations management. Emphasis on quantitative tools for sampling, interval estimation and hypothesis testing as well as operations management concepts for processes, quality systems, supply chain management, inventory management, resource planning, and sustainable lean systems.

BA 515. MANAGERIAL DECISION TOOLS. (3 Credits)
Develop business management skills by learning the principles of managerial and financial accounting. Emphasis will be placed on understanding financial statements, cost analysis, and funding decisions. Focuses on integrating the theoretical framework of accounting and finance with the “hands on” technical skills needed to evaluate financial decisions within an organization.

BA 516. CREATING VALUE IN EXCHANGE. (3 Credits)
A graduate-level survey course that provides a foundation for business managers in the concepts of marketing. The student will develop an understanding of marketing principles and an awareness of marketing challenges.

BA 517. MARKETS AND VALUATION. (3 Credits)
Introduces students to the basic questions facing a financial manager and the tools a financial manager uses to find answers to these questions. Introduces the basic tools of finance and applications of financial theory in use today. Students will be introduced to legal, ethical, technology, and global issues facing a financial manager. The course is designed to enhance a student’s approach to financial decision making and emphasizes technical analysis and quantitative approaches to decision making.

BA 518. ADOPTING THE ENTREPRENEURIAL MINDSET. (3 Credits)
Introduces the fundamentals of entrepreneurship and innovation, and exposes the concepts, practice, and tools of the entrepreneurial world.

BA 528. FINANCIAL AND COST ANALYSIS. (3 Credits)
Analysis of the balance sheet and income statement to determine profitability, risk, and rate of return; preparation of pro forma financial statements; cost measurement for products, projects, jobs, customers, and markets; strategic cost decision making for pricing and resource allocation.

BA 531. BUSINESS LAW - TECHNOLOGY/NEW VENTURES. (3 Credits)
An integrative course on managing legal and ethical issues for new ventures. Focuses on business law for founders of start-up companies including formation of new business entities, protecting intellectual property, workforce management and global issues. Topics presented from an entrepreneurial perspective and include technology law, e-commerce law and government regulation. Students develop skills to identify and resolve legal and ethical issues, deal with administrative agencies, and proactively manage legal liability. Considerations of ethics and corporate responsibility are emphasized.

BA 532. ENVIRONMENTAL LAW, SUSTAINABILITY, AND BUSINESS. (4 Credits)
Explores fundamental business, legal, and policy issues raised by environmental law, sustainable business practices, and clean energy policies, and their impact on business and management practices.
BA 533. BUSINESS LAW FOR MANAGERS. (3 Credits)
Develops knowledge and skills about business law used by managers in global organizations. Topics covered include establishing lawful and ethical business practices; preventing and responding to compliance failures, infringement and other legal threats; effective use of contracts; and resolving disputes through litigation and alternative dispute resolution.

BA 540. CORPORATE FINANCE. (3 Credits)
Emphasizes analytical tools to measure and manage firm value, through corporate strategies such as mergers and acquisitions, leveraged buyouts, international expansion, and new venture development.

BA 543. FINANCIAL MARKETS AND INSTITUTIONS. (3 Credits)
Investigates the five major financial markets: common stock, bond, derivatives, mortgage, and currency. The course examines the agents in each of these markets, the rules of trading, and the rationale of the agents participating in the different markets.

BA 550. ORGANIZATION LEADERSHIP AND MANAGEMENT. (3 Credits)
Organization-wide implementation issues driven by change. Provides a balanced view of the structural and human sides of organization design.

BA 552. MANUFACTURING AND SERVICE OPERATIONS. (3 Credits)
Focus on the management of global service operations including designing and managing systems to coordinate global information and material flows within and between firms in a supply chain. Covers planning operations, evaluating system alternatives, designing and researching global supply networks, examining complex adaptive systems and evaluating value stream synchronization.

BA 554. LEAN ENTERPRISE MANAGEMENT AND CAPSTONE. (3 Credits)
Analyze business cases that address global value creation and production/delivery systems. Complete integrated business projects to identify critical operations and supply chain management issues, apply multidisciplinary knowledge, analyze and evaluate alternative solutions and write and present reports recommending firm strategies. International business and cross-cultural competencies are emphasized.

BA 560. VENTURE PLANNING. (3 Credits)
Entrepreneurial and innovation processes applied to new business start-ups, existing small businesses, and new ventures within larger organizations; emphasis on venture planning with project management. Lec/rec.

BA 565. FAMILY ENTERPRISE GOVERNANCE. (4 Credits)
Builds on the introductory family business management course to examine the required elements of a successful enterprise, a diversified and multigenerational organization comprised of multiple business lines.

BA 566. INTEGRATED BUSINESS PROJECT. (3 Credits)
The project requires students to complete a business plan, as a means of directing the development of a business. A business plan can help focus a business idea, chart a course for strategic business development, and facilitate setting objectives and creating evaluative benchmarks of progress. To be taken during the last year of the MBA program.

BA 570. INNOVATION STRATEGY, IP, AND NPD. (3 Credits)
Enables students who are aspiring entrepreneurs forming new ventures or corporate managers leading existing businesses to understand the fundamental drivers of the success or failure of new products, from the perspective of the strategic management of technological innovation.

BA 571. SUPPLY CHAIN MANAGEMENT. (3 Credits)
Covers tools and concepts needed to manage the entire supply chain effectively. Topics include negotiation, purchasing, logistics operations, and applying e-business tools. Emphasis on creating integrated supply chains.

BA 572. ADVANCED INFORMATION SYSTEMS. (3 Credits)
Advanced integrative case-based course on the process of systematically developing and managing firm strategies. Topics are covered from a general management perspective and include setting corporate goals and objectives, analyzing external competitive environments, understanding business models, identifying strategy options, and designing appropriate organization systems and structure for implementation of plans. International and e-business issues are integrated throughout.

BA 580. SELECTED TOPICS IN MANAGEMENT. (0-4 Credits)
Examination of the impact of recent advances in management on contemporary business. Topic will vary from term to term. Lec/rec. This course is repeatable for 16 credits.

BA 588. ADVANCED STRATEGIC MANAGEMENT. (3 Credits)
Advanced integrative case-based course on the process of systematically developing and managing firm strategies. Topics are covered from a general management perspective and include setting corporate goals and objectives, analyzing external competitive environments, understanding business models, identifying strategy options, and designing appropriate organization systems and structure for implementation of plans. International and e-business issues are integrated throughout.

BA 561. SUPPLY CHAIN MANAGEMENT. (3 Credits)
Covers tools and concepts needed to manage the entire supply chain effectively. Topics include negotiation, purchasing, logistics operations, and applying e-business tools. Emphasis on creating integrated supply chains.

BA 562. MANAGING PROJECTS. (3 Credits)
Covers tools and concepts used by managers to plan and initiate business projects. Computer applications, cases and a project.

BA 563. FAMILY ENTERPRISE GOVERNANCE. (4 Credits)
Builds on the introductory family business management course to examine the required elements of a successful enterprise, a diversified and multigenerational organization comprised of multiple business lines.

BA 565. FAMILY ENTERPRISE GOVERNANCE. (4 Credits)
Builds on the introductory family business management course to examine the required elements of a successful enterprise, a diversified and multigenerational organization comprised of multiple business lines.

BA 566. INTEGRATED BUSINESS PROJECT. (3 Credits)
The project requires students to complete a business plan, as a means of directing the development of a business. A business plan can help focus a business idea, chart a course for strategic business development, and facilitate setting objectives and creating evaluative benchmarks of progress. To be taken during the last year of the MBA program.

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BA 571. SUPPLY CHAIN MANAGEMENT. (3 Credits)
Covers tools and concepts needed to manage the entire supply chain effectively. Topics include negotiation, purchasing, logistics operations, and applying e-business tools. Emphasis on creating integrated supply chains.

BA 572. ADVANCED INFORMATION SYSTEMS. (3 Credits)
The development, implementation and management of information technology applications will be addressed. Topics will address the development and application of technology to support linkages within the organization and outside the organization. Projects will be assigned to illustrate the topics.
BA 573. DATA ANALYTICS FOR COMPETITIVE ADVANTAGE. (3 Credits)
Case studies, hands-on data analysis experience, and a class project will introduce basic concepts of data analytics, sketch the lifecycle of a data analytics project, and connect analytics to business consequences. Students will use representative analytic tools to support decision making.

BA 574. DATA MANAGEMENT. (3 Credits)
Familiarize students with the major activities involved in collecting and managing data for a data analytics project, including extracting information from relational databases, mapping organizational requirements into a data design, transforming data into information, exploring data warehouse concepts, and exploring basic concepts underlying Hadoop and other NoSQL data management and analysis methods.
Prerequisites: BA 573 with C or better

BA 575. DATA EXPLORATION AND VISUALIZATION. (3 Credits)
In this course we concentrate on the initial, exploratory phases of business analytic data analysis. We explore different types of data and the types of analysis they allow; aggregating and disaggregating data and issues of validity with both selecting and collecting data. We also start exploring one or more datasets relating to our Integrated Business Analytics Project (BA 577).
Prerequisites: BA 573 with C or better

BA 576. DATA AND TEXT MINING. (3 Credits)
Examine how data/text analysis technologies can be used to improve decision making. The class covers the fundamental principles and techniques of data mining, text analysis, and uses real-world examples and cases to place data-mining techniques in context. Students will have hands-on experience with data/text mining software.
Prerequisites: BA 573 with C or better and BA 575 [C]

BA 577. INTEGRATED BUSINESS ANALYTICS PROJECT. (3 Credits)
Students will integrate what they have learned to solve industry-sponsored problems. The goal of the class is to provide students with opportunities to design, implement, and evaluate analytic solutions for a real-world enterprise. Student teams will examine the data requirements, technical requirements, and organizational requirements necessary for the success of analytical solutions. The project will give students the experience of leading and managing an analytical team, much as a Chief Analytics Officer (CAO) would be expected to do.
Prerequisites: BA 555 with C or better and BA 574 [C] and BA 575 [C]

BA 578. SUPPLY CHAIN ANALYTICS. (3 Credits)
Explores modeling methods for design, analysis, execution and integration of supply chains. Introduces students to a variety of modeling and optimization techniques for the analysis of strategic, tactical and operational supply chain problems including demand forecasting, risk analysis, revenue management, distribution and facility location.
Prerequisites: BA 555 with B- or better

BA 590. MARKETING MANAGEMENT. (3 Credits)
Provides students with an understanding of how a market-orientation can help firms to profitably deliver value to their targeted customers. Through a combination of lectures, in-class exercises, and case discussions, students will learn how to analyze complex marketing challenges, and make strategic decisions based on established marketing management principles.

BA 601. RESEARCH AND SCHOLARSHIP. (1-16 Credits)
Graded P/N.
This course is repeatable for 32 credits.

BA 602. INDEPENDENT STUDY. (1-16 Credits)
This course is repeatable for 32 credits.

BA 603. THESIS/DISSERTATION. (1-16 Credits)
Graded P/N.
This course is repeatable for 999 credits.

BA 605. READING AND CONFERENCE. (1-16 Credits)
This course is repeatable for 32 credits.

BA 607. SEMINAR. (1-16 Credits)
This course is repeatable for 32 credits.

BA 611. TEACHING EFFECTIVENESS. (1-6 Credits)
Provides an overview of a broad range of effective teaching techniques and common issues associated with teaching at the college level (e.g., defining learning outcomes, common pitfalls, assessing of student learning, etc.).
This course is repeatable for 6 credits.

BA 612. FOUNDATIONS OF BUSINESS RESEARCH. (3 Credits)
Introduces first-year business doctoral students to concepts fundamental to conducting research in business as a social science. Specific topics may change from quarter to quarter, but sample topics include the academic environment in business, research paradigms, ethics in research, fundamentals of scientific research, constructs, validity, sampling, and analysis and interpretation.

BA 613. SEMINAR IN BUSINESS RESEARCH METHODS. (3 Credits)
Provides first-year business PhD students with an in-depth introduction to the most common research methodologies used by current business faculty across multiple functional disciplines. Specific research methods covered may change from quarter to quarter, but sample topics include use of basic econometric models for analysis of archival data, experimental methodologies, qualitative research techniques, and survey research.

BA 660. FOUNDATIONS OF ENTREPRENEURSHIP RESEARCH. (3 Credits)
Provides a broad overview of the foundations of entrepreneurship research, including theoretical underpinnings of the field as well as some of the common and/or promising approaches to the study of entrepreneurial phenomena.

BA 661. DOCTORAL SEMINAR IN ORGANIZATIONAL THEORY. (3 Credits)
Surveys research on classic and contemporary developments in basic organizational theory.

BA 662. CORPORATE ENTREPRENEURSHIP AND NEW VENTURES. (3 Credits)
Surveys research in the area of corporate entrepreneurship and venturing, focusing on relevant theoretical underpinnings and core concepts in the corporate entrepreneurship, entrepreneurship, and strategy literatures.

BA 663. STRATEGIC MANAGEMENT. (3 Credits)
Surveys research exploring the central question in strategy: Why do some firms outperform others? The course considers a wide variety of foundational and contemporary issues in the field, and while specific topics may change from quarter to quarter, sample topics include competitive and cooperative interactions, the resource-based view and firm capabilities, organizational learning and adaptation, and industry evolution.

BA 664. TECHNOLOGY AND INNOVATION MANAGEMENT. (3 Credits)
Surveys research on the management of innovation and technology in organizations, focusing on innovation as an outcome (product, service, technology, practice) and on the process of generation, adoption, and implementation of innovation in organizations.
BA 808. WORKSHOPS. (0-16 Credits)
Workshops aimed at practicing professionals in the discipline. Topics may vary.

Finance

FIN 340. FINANCE. (4 Credits)
Role and functions of a financial manager in the modern business environment in which a manager operates; formulation of financial objectives and policies; financial analysis, forecasting, planning, and control; asset management; capital budgeting; acquisition of funds through borrowing, stock issue, and by internal means; dividend policy; and international aspects of finance.
Prerequisites: ((BA 213 with C- or better or BA 215 with C- or better or BA 215H with C- or better) and (ECON 201 [C] or ECON 201H [C-]))
Equivalent to: FIN 340H

FIN 340H. FINANCE. (4 Credits)
Role and functions of a financial manager in the modern business environment in which a manager operates; formulation of financial objectives and policies; financial analysis, forecasting, planning, and control; asset management; capital budgeting; acquisition of funds through borrowing, stock issue, and by internal means; dividend policy; and international aspects of finance.
Attributes: HNRS – Honors Course Designator
Prerequisites: ((BA 213 with C- or better or BA 215 with C- or better or BA 215H with C- or better) and (ECON 201 [C] or ECON 201H [C-]))
Equivalent to: FIN 340

FIN 341. INVESTMENTS. (4 Credits)
Risk and reward characteristics of investments; sources of investment information; domestic and international security markets; investment characteristics of common stocks, debt securities, convertible securities, option contracts, and investment companies; real property investment; economic market analysis; technical market analysis; tax aspects of investments; and investment management.
Prerequisites: BA 240 with C or better or BA 240H with C or better or BA 260 with C or better or BA 360H with C or better or FIN 340 with C or better or FIN 340H with C or better
Equivalent to: BA 341

FIN 342. ADVANCED FINANCIAL MANAGEMENT. (4 Credits)
Capital market theory and the valuation of risky assets, capital budgeting, valuing the firm's securities, capital structure theory, long-term financing alternatives, cost of capital, dividend policy, working capital management, financial analysis and planning, mergers, and takeovers.
Prerequisites: (FIN 340 with C- or better or FIN 340H with C- or better or BA 340 with C- or better or BA 340H with C- or better or BA 360 with C- or better)
Equivalent to: BA 342

FIN 437. APPLIED PORTFOLIO MANAGEMENT. (2 Credits)
Hands-on experience of managing two investment portfolios. Each member in the Oregon State Investment Group (OSIG) should act as a financial analyst to analyze a chosen company by performing the Discounted Cash Flow (DCF) or Residual Income Model (RIM), the relative valuation, and the SWOT analyses. The weekly seminar offers opportunities for students to present their analyses and offer comments and suggestions to other's presentations.
Equivalent to: BA 437

FIN 438. APPLIED PORTFOLIO MANAGEMENT II. (1 Credit)
Each student will act as a financial analyst to analyze a chosen company using models learned in FIN 437. Provides students with an opportunity to practice security valuation and get familiar with the tools. In addition, this course will focus on various measures of portfolio performance.
Prerequisites: FIN 437 with C- or better or BA 437 with C- or better
Equivalent to: BA 438

FIN 439. APPLIED PORTFOLIO MANAGEMENT III. (1 Credit)
Each student will act as a financial analyst to analyze a chosen company using models learned from FIN 437. Provides students additional opportunity to practice security valuation and strengthen their understanding of the tools. In addition, this course will introduce ways to develop an efficient portfolio.
Prerequisites: FIN 437 with C- or better or BA 437 with C- or better
Equivalent to: BA 439

FIN 440. FIXED INCOME SECURITIES. (4 Credits)
Provides students with intermediate knowledge of fixed income assets, interest rate and interest rate theory, the tools for estimating values, and managing portfolios of fixed income assets. The course can also serve as a partial coverage of material expected of applicants planning on seeking the Certified Financial Analyst designation.
Prerequisites: FIN 341 with C or better

FIN 441. FINANCIAL INSTITUTIONS. (4 Credits)
Introduction of markets and institutions that form the economic system of trading financial and real assets both domestically and internationally. The introduction of concepts of financial theory, institutional detail, regulatory environments, and the history of financial markets. Topics include legal, ethical, technological, and global issues facing financial managers, markets, and institutions.
Prerequisites: (BA 341 with C- or better or FIN 341 with C- or better or AREC 465 with C- or better or AEC 465 with C- or better) and (BA 342 [C-] or FIN 342 [C-] or AREC 442 [C-] or AEC 442 [C-])

FIN 442. FINANCIAL STATEMENT ANALYSIS. (4 Credits)
Student develop the understanding and skill to use financial statements for investment decisions, credit decisions, performance analysis, and forecasting. Three main topic areas: analysis overview, accounting analysis, and financial analysis.
Prerequisites: (BA 341 with C- or better or FIN 341 with C- or better and (BA 342 [C-] or FIN 342 [C-] or ACTG 317 [C-])

FIN 443. PORTFOLIO MANAGEMENT. (4 Credits)
An introduction to the construction, revision, and performance evaluation of financial asset portfolios.
Prerequisites: FIN 341 with C- or better or BA 341 with C- or better
Equivalent to: BA 443
FIN 444. FINANCIAL RISK MANAGEMENT. (4 Credits)
Investigation of financial hedging activities for corporations and financial institutions using futures, options, and other derivative securities. Identification of risk attributes, valid hedging rationales, and management of hedging programs.
Prerequisites: (BA 341 with C- or better or FIN 341 with C- or better) and (BA 342 [C-] or FIN 342 [C-])

FIN 445. INTERNATIONAL FINANCIAL MANAGEMENT. (4 Credits)
International monetary environment; foreign exchange risk management; source and availability of funds to finance trade and multinational operations; taxation planning and control; international portfolio diversification; international banking; capital budgeting; political risk evaluation of performance.
Prerequisites: (FIN 342 with C- or better or BA 342 with C- or better) and (BA 347 [C-] or ECON 340 [C-]) and (FIN 441 [C-] or FIN 444 [C-] or BA 441 [C-] or BA 444 [C-])

FIN 499. SELECTED TOPICS IN FINANCE. (1-4 Credits)
Examination of the impact of recent advances in finance on contemporary business. Topic will vary from term to term. This course is repeatable for 16 credits.

FIN 522. INVESTMENTS. (3 Credits)
Introduction to the tools and concepts of security analysis and investments: basic security types, including stocks, bonds, options and futures, respective markets and to how these securities are traded; fundamental valuation techniques and theory for stocks and bonds.

FIN 543. PORTFOLIO MANAGEMENT. (4 Credits)
An introduction to the construction, revision, and performance evaluation of financial asset portfolios.
Prerequisites: FIN 542 with C or better

FIN 544. FINANCIAL RISK MANAGEMENT. (4 Credits)
Investigation of financial hedging activities for corporations and financial institutions using futures, options, and other derivative securities. Identification of risk attributes, valid hedging rationales, and management of hedging programs.

FIN 550. INSURANCE PLANNING AND TAX PLANNING. (4 Credits)
Risk management and insurance planning; tax fundamentals and income tax planning.
Prerequisites: FIN 550 with B- or better

FIN 551. INSURANCE PLANNING AND TAX PLANNING. (4 Credits)
Risk management and insurance planning; tax fundamentals and income tax planning.
Prerequisites: FIN 551 with C or better

FIN 552. FINANCIAL PLANNING II. (3 Credits)
Retirement planning; qualified and non-qualified retirement plans; IRAs; legal, tax, financial and non-financial aspects of estate planning; trusts; wills; wealth transfers.
Prerequisites: FIN 552 with C or better

FIN 553. FINANCIAL PLANNING III. (6 Credits)
Synthesis and integration of financial planning fundamentals to develop a comprehensive financial plan; client communication.
Prerequisites: FIN 553 with C or better

FIN 554. ADVANCED CORPORATE FINANCE. (3 Credits)
The second course in the Corporate Finance sequence. Examines corporate payout policies and capital structure choices, choices in debt financing, financial planning and working capital management, and valuation of projects using a real-options approach.
Prerequisites: BA 540 with B- or better

FIN 549. MERGERS AND ACQUISITIONS. (3 Credits)
Provides an in-depth examination of the theory and practice of the market for corporate control, primarily focusing on mergers and acquisitions (M&A). The objective of the course is to provide an understanding of how to structure, value, and implement an M&A transaction. Students will be expected to apply the appropriate tools and skills to evaluate M&A transactions.
Prerequisites: FIN 546 with B- or better

FIN 555. FOUNDATIONS OF FINANCIAL RESEARCH. (3 Credits)
Provides an in-depth introduction to the foundations of financial research with an emphasis on theoretical developments and empirical research methods. Specific topics may change from quarter to quarter, but sample topics include theory of the firm, capital structure theory, dividend policy, and event study methodology.

FIN 560. FOUNDATIONS OF FINANCIAL RESEARCH. (3 Credits)
Provides an in-depth introduction to the foundations of financial research with an emphasis on theoretical developments and empirical research methods. Specific topics may change from quarter to quarter, but sample topics include theory of the firm, capital structure theory, dividend policy, and event study methodology.

FIN 640. CAPITAL MARKETS. (3 Credits)
Survey classic and contemporary research in the area of corporate finance. Specific topics may change from quarter to quarter, but sample topics include capital structure, dividend policy, agency theory, adverse selection and signaling, and non-cooperative games with and without complete information.

FIN 641. CORPORATE FINANCE SEMINAR. (3 Credits)
Survey classic and contemporary research in the area of corporate finance. Specific topics may change from quarter to quarter, but sample topics include capital structure, dividend policy, agency theory, adverse selection and signaling, and non-cooperative games with and without complete information.

FIN 642. ADVANCED TOPICS IN FINANCE. (3 Credits)
Investigation of financial hedging activities for corporations and financial institutions using futures, options, and other derivative securities. Identification of risk attributes, valid hedging rationales, and management of hedging programs.

FIN 643. FINANCIAL PLANNING III. (6 Credits)
Synthesis and integration of financial planning fundamentals to develop a comprehensive financial plan; client communication.
Prerequisites: FIN 643 with C or better

FIN 644. FINANCIAL RISK MANAGEMENT. (4 Credits)
Investigation of financial hedging activities for corporations and financial institutions using futures, options, and other derivative securities. Identification of risk attributes, valid hedging rationales, and management of hedging programs.

FIN 645. INTERNATIONAL FINANCIAL MANAGEMENT. (3 Credits)
The goal of this course is to teach students how to become an effective global financial manager. To achieve this goal, the course focuses on important topics that include the fundamentals of the macroeconomic environment of international financial management, the financial environment in which a multinational firm and its managers must function, and the foreign exchange management and financial management in a multinational firm. Students will be exposed to business-related global issues, processes, trends, and systems inside and outside the classroom.
Prerequisites: BA 540 with B- or better

FIN 646. ADVANCED CORPORATE FINANCE. (3 Credits)
The second course in the Corporate Finance sequence. Examines corporate payout policies and capital structure choices, choices in debt financing, financial planning and working capital management, and valuation of projects using a real-options approach.
Prerequisites: BA 540 with B- or better

FIN 649. MERGERS AND ACQUISITIONS. (3 Credits)
Provides an in-depth examination of the theory and practice of the market for corporate control, primarily focusing on mergers and acquisitions (M&A). The objective of the course is to provide an understanding of how to structure, value, and implement an M&A transaction. Students will be expected to apply the appropriate tools and skills to evaluate M&A transactions.
Prerequisites: FIN 546 with B- or better

FIN 650. FUNDAMENTALS OF FINANCIAL PLANNING. (4 Credits)
Professional conduct and regulation, general financial planning principles, and education planning.

FIN 651. INSURANCE PLANNING AND TAX PLANNING. (4 Credits)
Risk management and insurance planning; tax fundamentals and income tax planning.
Prerequisites: FIN 550 with B- or better

FIN 652. INSURANCE PLANNING AND TAX PLANNING. (4 Credits)
Risk management and insurance planning; tax fundamentals and income tax planning.
Prerequisites: FIN 553 with C or better

FIN 653. FINANCIAL PLANNING III. (6 Credits)
Synthesis and integration of financial planning fundamentals to develop a comprehensive financial plan; client communication.
Prerequisites: FIN 552 with C or better

FIN 640. FOUNDATIONS OF FINANCIAL RESEARCH. (3 Credits)
Provides an in-depth introduction to the foundations of financial research with an emphasis on theoretical developments and empirical research methods. Specific topics may change from quarter to quarter, but sample topics include theory of the firm, capital structure theory, dividend policy, and event study methodology.

FIN 641. CORPORATE FINANCE SEMINAR. (3 Credits)
Survey classic and contemporary research in the area of corporate finance. Specific topics may change from quarter to quarter, but sample topics include capital structure, dividend policy, agency theory, adverse selection and signaling, and non-cooperative games with and without complete information.

FIN 642. CAPITAL MARKETS. (3 Credits)
Surveys research on capital markets. Specific topics may change from quarter to quarter, but sample topics include asset pricing models, efficient markets vs behavioral finance, market volatility, volume, new issues market, and emerging markets.

Hospitality Management

HM 101. INTRODUCTION TO HOSPITALITY. (4 Credits)
Introduction to the food-service, lodging, and tourism components of the hospitality industry, and the essential leadership and management skills necessary for success in the field. Background information, current issues, and future challenges in various segments of the industry are included.

HM 210. HOSPITALITY INTERNSHIP. (3 Credits)
Students are required to complete this internship so that OSU and the sponsoring company can offer a platform from where students can apply the management concepts learned in class and acquire the necessary hands-on experience in a hotel, restaurant/food service and/or tourism industry to eventually qualify for a supervisory of managerial level role.
Prerequisites: HM 101 with C- or better
HM 230. LODGING MANAGEMENT. (4 Credits)
Provides a comprehensive introduction to the management of hotels and lodging properties. Focuses on operations, service, management and financials of the lodging industry.
Prerequisites: HM 101 with C- or better

HM 235. HOSPITALITY LAW AND LABOR RELATIONS. (4 Credits)
Provides insight into the laws and regulations governing the hospitality industry with an emphasis on labor relations and human resources best practices. Addresses the general concepts of tort, contracts, liability, risk management, employment practices, licensing and insurance needs. Explores the legal issues that today's hospitality professionals face such as privacy, labor laws, the common law system for innkeepers and newer hospitality products in the shared economy such as AirBnB or VRBO.

HM 240. HOSPITALITY COST CONTROL. (4 Credits)
Introduces the basic techniques and control procedures used in the hospitality industry to maximize profit and minimize costs. Examines and discusses methods employed to protect and uphold the investors/owners strategic financial goals. Students will focus on all aspects of hospitality control objectives; from food and beverage costs, purchasing, labor costs, menu pricing, establishing room rates, cash flow, theft and loss prevention, to computer applications. The principles of effective budgeting, important hospitality financial ratios and the factors that determine hospitality profitability will also be reviewed.

HM 310. INTERNSHIP II. (3 Credits)
Hospitality Internship II builds on the knowledge students have gained from their course work internship (HM 210). Students are required to complete this internship in a hotel, restaurant/food service and/or related hospitality sector. In cooperation with OSU and the sponsoring company, students will apply the HM concepts learned in class to a real-world environment.

HM 320. SERVICE AUTOMATION AND TECHNOLOGY. (4 Credits)
Students discover the basic concepts of hospitality technology and service automation. The hospitality industry continues to see significant changes in all facets of business due to changing customer expectations, new and cheaper technology, and a challenging labor market. The result of these forces has led the hospitality industry to increasingly turn to automation of basic job tasks to stay competitive. Examines new technologies shaping the hospitality industry and how industry leaders are taking advantage of these new technologies to improve efficiency and service.

HM 321. HOSPITALITY TECHNOLOGY LABORATORY. (4 Credits)
Technology is critical to attracting, servicing and retaining hospitality customers. The Hospitality Technology Lab course introduces the student to each facet of technology in the industry. The course provides an opportunity for hands-on practical experience with the latest technology. At the end of the course, the student will have a basic working knowledge of Food 3D printers, hotel property management systems, global distribution systems, booking engines, revenue management solutions and other automation tools like Botlr.

HM 325. ONLINE MARKETING AND REPUTATION MANAGEMENT. (4 Credits)
Students are introduced to Online Internet Marketing techniques in the hospitality industry. The course will focus on online marketing, advertising strategies and the importance of a strong internet presence in order to maximize revenue. The course will show how organizations can encourage & capitalize on customer generated content practices to effectively retain customers and generate recurring revenue streams.

HM 340. VACATION PROPERTY MANAGEMENT. (4 Credits)
The vacation property market is one of the largest segments of the hospitality industry and is forecast to grow further over the next ten years. This course looks at each facet of this market including property development, contracts, management, promotion and financing. The course also explores the additional challenges and opportunities associated with the shared economy such as managing owner relations, homeowner associations, renovations and public policy.

HM 399. SPECIAL TOPICS. (4 Credits)
This course is repeatable for 16 credits.

HM 410. HOSPITALITY INTERNSHIP III. (3 Credits)
Hospitality Internship III builds on the knowledge the students have gained from their course work and their previous internships (HM 210 & HM 310). Students are required to complete this internship in a hotel, restaurant/food service and/or related hospitality sector. In cooperation with OSU and the sponsoring company, students apply the HM concepts learned in class to a real-world environment.
Prerequisites: HM 310 with C- or better

HM 420. REVENUE MANAGEMENT AND PRICING. (4 Credits)
Revenue management is critical to the hospitality industry due to the perishable nature of a service-based product. The fundamental principles and concepts of revenue management covered are capacity management, duration control, demand and revenue forecasting, discounting, overbooking practices, displacement analysis, channel management, and pricing execution.

HM 425. ADVANCED RESTAURANT MANAGEMENT AND OWNERSHIP. (4 Credits)
Covers the principles of hospitality investment and asset management. This course is repeatable for 16 credits.

HM 430. SERVICE MANAGEMENT. (4 Credits)
With growing access to information and alternative products, customers can choose where to do business based on the level of service they receive. This course will study and analyze service delivery systems for the hospitality industry with particular emphasis on implementing a consumer driven quality service program. This course will review customer service philosophy and techniques. Quality issues, service design and delivery, customer interaction systems, complaint handling and service recovery are also addressed.

HM 460. HOSPITALITY INVESTMENT AND ASSET MANAGEMENT. (4 Credits)
Covers the principles of hospitality investment and asset management. Provides future hospitality owners/executives with the tools and knowledge to evaluate real estate investments in new hospitality ventures. Tools for financial analysis and assessment, debt and equity financing (public and private), and the use of industry benchmarks are discussed and practiced. Students explore the financial feasibility of a specific hospitality investment while considering financial risk, new income streams, competitor analysis and market forecasting, investment and asset management.

College of Business
HM 470. ADVANCED HOSPITALITY. (4 Credits)
Capstone course for the hospitality management degree. Provides students with an in-depth understanding of the importance of core competencies in the hospitality and tourism industry. A broader interpretation of the hospitality industry is gained and the student will discover new and innovative practices within the industry. Students will apply the knowledge gained in this course and the program as a whole to a capstone project with an industry partner. (Writing Intensive Course)
Attributes: CWIC – Core, Skills, WIC

Management

MGMT 364. PROJECT MANAGEMENT. (4 Credits)
Covers the tools available to project managers, the human and organizational dimensions in different project environments, some computer applications, cases, and a project.
Prerequisites: BA 351 with C- or better or BA 352 with C- or better or BA 352H with C- or better

MGMT 446. CROSS-CULTURAL MANAGEMENT. (4 Credits)
Provides a comprehensive understanding of cross-cultural management issues including leading culturally diverse workforces and managing diversity in the workplace. Students will not only learn theoretical foundations and best practices to address regarding global work practices, but also learn how to transfer and apply the course materials in this course to their own professional experiences.
Prerequisites: BA 352 with C- or better or BA 352H with C- or better

MGMT 448. EMPLOYEE RECRUITMENT AND SELECTION. (4 Credits)
Provides an in-depth coverage of best practices pertaining to the process of attracting, selecting, and hiring new employees in modern organizations. Topics that will be emphasized include recruitment tactics, legal issues related to staffing, the criteria organizations use to make hiring decisions, and the strengths and weaknesses of various techniques used to evaluate prospective applicants. The implications of what we discuss for the organization, the hiring manager, and the job-seeker are considered.
Prerequisites: BA 352 with C- or better

MGMT 449. COMPENSATION MANAGEMENT. (4 Credits)
Students will understand and design methods of compensation aimed at motivating and rewarding employee contributions to the organization. Employee contributions may include behavior, skills, and contributions that employees produce as individuals, teams, business units, projects or organizations. Topics include pay strategies and structures, performance measurement and evaluation, and various non-salary incentives.
Prerequisites: BA 352 with C or better

MGMT 452. LEADERSHIP. (4 Credits)
In-depth study of leadership research, theory and skills. Emphasis on analysis of organizational leadership situations and application of leadership skills in the workplace.
Prerequisites: BA 351 with C or better or BA 352 with C or better or BA 352H with C or better

MGMT 453. HUMAN RESOURCES MANAGEMENT. (4 Credits)
Personnel administration for line supervisors and managers. Integrates systems approach to understanding government regulation of employment, resolution of workplace personnel problems, and performance-based personnel management.
Prerequisites: BA 351 with C- or better or BA 352 with C- or better or BA 352H with C- or better

MGMT 455. INFLUENCE AND NEGOTIATION. (4 Credits)
Focuses on analysis, skill development and application of management research to real-life organizational influence, persuasion, negotiation and conflict management situations.
Prerequisites: BA 352 with C- or better or BA 352H with C- or better

MGMT 456. MANAGEMENT FIELD PRACTICUM. (4 Credits)
An innovative application of key management principles and tools to real-life projects is provided. Students will be responsible for developing, designing, executing, and evaluating projects.
Prerequisites: MGMT 364 with C- or better or BA 364 with C- or better

MGMT 457. SUPPLY CHAIN STRATEGY. (4 Credits)
Covers tools and concepts needed to manage the supply chain effectively. Topics include negotiation, purchasing, logistics operations, and applying e-business tools. Emphasis on creating integrated supply chains.
Prerequisites: BA 357 with C- or better or BA 357H with C- or better

MGMT 459. MANAGING ETHICS AND CORPORATE SOCIAL RESPONSIBILITY. (4 Credits)
Introduces students to contemporary issues managers face making ethical and socially-responsible decisions in an increasingly competitive, transparent, and global environment. Practical examples and cases, as well as contemporary behavioral ethics research and theory are incorporated throughout the course.
Prerequisites: (BA 352 with C- or better or BA 352H with C- or better) Equivalent to: BA 354, BA 354H

MGMT 499. SELECTED TOPICS IN MANAGEMENT. (1-4 Credits)
Examination of the impact of recent advances in management on contemporary business. Topic will vary from term to term.
This course is repeatable for 16 credits.

MGMT 552. ORGANIZATIONAL BEHAVIOR. (3 Credits)
Provides evidence-based study of human behavior within organizations with the goal of applying theories of human behavior to effective organizational administration. Topics include understanding individual differences, employee motivation, job design, the evaluation and motivation of employees, group dynamics and team management, effective communications, conflict management, employee stress, and work-life balance.

MGMT 553. HUMAN RESOURCES MANAGEMENT. (4 Credits)
Personnel administration for line supervisors and managers. Integrates systems approach to understanding government regulation of employment, resolution of workplace personnel problems, and performance-based personnel management.

MGMT 555. INFLUENCE AND NEGOTIATION. (4 Credits)
Focuses on analysis, skill development and application of management research to real-life organizational influence, persuasion, negotiation and conflict management situations.
Prerequisites: BA 516 with C or better
Equivalent to: MGMT 574

MGMT 559. MANAGING ETHICS AND CORPORATE SOCIAL RESPONSIBILITY. (3 Credits)
Introduces students to contemporary issues managers face making ethical and socially-responsible decisions in an increasingly competitive, transparent, and global environment. Practical examples and cases, as well as contemporary behavioral ethics research and theory are incorporated throughout the course.
MGMT 571. ETHICAL LEADERSHIP. (3 Credits)
Students will learn the theoretical paradigms of ethical conduct and decision making and consider the role of business in society.
Prerequisites: BA 550 with C or better

MGMT 572. MANAGING HUMAN RESOURCES. (3 Credits)
Students will learn the theories of human resource management, the legal requirements for human resource practices and the practical skills to execute human resource management activities.

MGMT 574. NEGOTIATIONS. (3 Credits)
Students will learn the theories of negotiation and the techniques to develop an effective negotiation style.

MGMT 575. INTEGRATIVE CAPSTONE I. (3 Credits)
First course in a two-course sequence spanning the final two quarters of the OLMBA program. Students will conduct an extensive analysis of the student’s organization, the industry and external environment, the organization's competitors, internal organization, and business level strategy.
Prerequisites: BA 562 with B or better

MGMT 576. INTEGRATIVE CAPSTONE II. (3 Credits)
Second course in a two-course sequence spanning the final two quarters of the OLMBA program. Students start from the final proposal in MGMT 575 and formulate an integrative project plan through the application of multidisciplinary knowledge.
Prerequisites: MGMT 575 with B or better

MGMT 650. ORGANIZATIONAL BEHAVIOR. (3 Credits)
Surveys research on individual differences, psychological states, and team processes related to work motivation, decision-making and performance.

Marketing

MRKT 390. BUILDING AND MANAGING PRODUCTS, SERVICES, AND BRANDS. (4 Credits)
Covers concepts and principles used by marketing professionals. Designed explicitly for Marketing majors, it is an introduction to the relationships between customers, products, and companies in a competitive and dynamically evolving marketplace.
Prerequisites: BA 223 with C or better or BA 223H with C or better or BA 390 with C or better or BA 390H with C or better
Equivalent to: BA 390, BA 390H

MRKT 396. FUNDAMENTALS OF MARKETING RESEARCH. (4 Credits)
Introduction to the fundamentals of market research. Provides a basic understanding of marketing research and relevant decisions in the process.
Prerequisites: ((BA 275 with C- or better or BA 276 with C- or better or ST 202 with C- or better) and (BA 390 [C-] or BA 390H [C-]))

MRKT 484. DIGITAL MEDIA AND MARKETING INTEGRATION. (4 Credits)
Digital media is a necessary component of marketing in today’s businesses and non-profit organizations. The digital media industry is changing rapidly and transforming the way businesses connect and communicate with their customers. The number of digital marketing platforms, their strengths, weaknesses, and diversity of delivery make digital marketing an exciting opportunity. This course examines the major digital channels and platforms, implementation considerations, and the associated risks and limitations.
Prerequisites: (BA 390 with C- or better or BA 390H with C- or better) or MRKT 390 with C- or better

MRKT 485. SEARCH ENGINE MARKETING. (4 Credits)
Online visibility is driven by the effectiveness of an organization's Search Engine Optimization (SEO) and Search Engine Marketing (SEM). Search Marketing teaches the fundamentals of SEO and SEM and how they can be integrated into an overall marketing strategy to maximize brand visibility and performance.
Prerequisites: BA 390 with C- or better or BA 390H with C- or better or MRKT 390 with C- or better

MRKT 486. CUSTOMER RELATIONSHIP MANAGEMENT. (4 Credits)
An integration of people, process and technology. Students will learn how individuals and companies can gain the return on investment that they expect through technology implementation, service and business process mapping, employee training, customer relationship, customer life time value, technology solutions that track customer data and employee performance.
Prerequisites: BA 396 with C- or better or MRKT 396 with C- or better

MRKT 488. PERSONAL SELLING. (4 Credits)
An introductory course that focuses on two areas: the principles and theory of personal selling, and on understanding and developing the interpersonal communication skills needed for successful personal selling.
Prerequisites: BA 390 with C- or better or BA 390H with C- or better

MRKT 489. PERSONAL SELLING SKILLS AND TECHNIQUES. (4 Credits)
Learn and develop the skills necessary for persuasive encounters in personal selling settings, such as making sales calls, preparing and delivering presentations, writing documents (sales proposals, cover letters, and resumes) and structuring logical, persuasive, prioritized arguments.
Prerequisites: BA 390 with C- or better or BA 390H with C- or better or MRKT 390 with C- or better

MRKT 491. QUALITATIVE RESEARCH METHODS. (4 Credits)
Students will gain an overall understanding of qualitative research and methods such as focus groups, in-depth interviews, and observational research. Explores qualitative research methods through hands-on learning and experiences.
Prerequisites: BA 390 with C- or better or BA 390H with C- or better or MRKT 390 with C- or better

MRKT 492. CONSUMER BEHAVIOR. (4 Credits)
Understanding the processes that lead to purchase, so as to improve decisions on segmentation and the appropriate marketing mix for each segment. How consumers and households make decisions, and why different individuals/groups make different decisions. Application of behavioral science concepts at individual, subcultural and cultural levels. Effects of consumerism and regulation also are considered.
Prerequisites: BA 390 with C- or better or BA 390H with C- or better

MRKT 493. INTEGRATED MARKETING COMMUNICATIONS. (4 Credits)
Analysis of the influence of marketing communications on the attitudes and behaviors of consumer and industrial buyers. Identification and examination of the major decisions made by marketing/advertising managers in implementing the promotional mix.
Prerequisites: BA 390 with C- or better or BA 390H with C- or better or MRKT 390 with C- or better

MRKT 495. RETAIL MANAGEMENT. (4 Credits)
Management of retail business with emphasis on strategic planning, analysis, and control, focused on middle- and upper-middle management decisions.
Prerequisites: BA 390 with C- or better or BA 390H with C- or better
MRKT 496. MARKETING RESEARCH PRACTICUM. (4 Credits)
Provides the student with practical experience in the collection, analysis and interpretation of primary data.
Prerequisites: MRKT 396 with C or better or BA 396 with C or better

MRKT 497. GLOBAL MARKETING. (4 Credits)
Consideration of cultural, political, regulatory, economic and trade barriers in the design of marketing plans for product development, pricing, channels of distribution; and promotion alternatives in a global market.
Prerequisites: (BA 347 with C- or better and (BA 390 [C-] or BA 390H [C-]))

MRKT 498. SERVICES MARKETING. (4 Credits)
Formulation of strategic and tactical marketing plans for organizations (both profit and not-for-profit) in the service sector of the economy. Projects or cases are used to provide a comprehensive experience.
Prerequisites: BA 390 with C- or better or BA 390H with C- or better or BA 590 with C- or better

MRKT 499. MARKETING STRATEGY. (4 Credits)
Market and competitive analysis for developing overall strategies and tactics to achieve the marketing objectives of the business enterprise. Projects or cases are used to provide a comprehensive experience.
Prerequisites: MRKT 396 with C or better or BA 396 with C or better

MRKT 581. APPLIED QUANTITATIVE MARKETING ANALYSIS. (4 Credits)
Includes a comprehensive presentation of quantitative methods used in marketing management. It is designed to prepare students to use quantitative techniques in making marketing decisions. Topics include ANOVA, regression, discriminant and logit analysis, factor analysis, cluster analysis, and structural equation modeling.
Prerequisites: BA 596 with C or better or MRKT 596 with C or better

MRKT 582. APPLIED QUALITATIVE MARKETING ANALYSIS. (3 Credits)
Explores the uses and application of qualitative research methods to inform and improve marketing decision-making. Students will be introduced to such methods as focus group interviews, individual in-depth interviews, observational research methods, participant observation, and ethnographic immersion. Students will learn appropriate analytic strategies and reporting methodologies.
Prerequisites: BA 596 with C or better or MRKT 596 with C or better

MRKT 586. CUSTOMER RELATIONSHIP MANAGEMENT. (4 Credits)
An integration of people, process and technology. Students will learn how individuals and companies can gain the return on investment that they expect through technology implementation, service and business process mapping, employee training, customer relationship, customer life time value, technology solutions that track customer data and employee performance.
Prerequisites: BA 516 with B- or better

MRKT 587. DESIGNING CUSTOMER EXPERIENCES. (3 Credits)
Allows students to explore the process of designing customer experiences in ways that allow firms to successfully deliver value in a complex, dynamic competitive environment. Building on knowledge developed through collaboration, generation of customer insights, and mapping exercises, students will work in teams to design a customer experience for an industry client. Lec/studio.
Prerequisites: BA 590 with B- or better and MRKT 592 [B-]

MRKT 588. PERSONAL SELLING. (4 Credits)
An introductory course that focuses on two areas: the principles and theory of personal selling, and on understanding and developing the interpersonal communication skills needed for successful personal selling.

MRKT 589. PERSONAL SELLING SKILLS DEVELOPMENT. (4 Credits)
Learn and develop the skills necessary for persuasive encounters in personal selling settings, such as making sales calls, preparing and delivering presentations, writing documents (sales proposals, cover letters, and resumes) and structuring logical, persuasive, prioritized arguments.

MRKT 592. CONSUMER BEHAVIOR. (3 Credits)
Understanding the processes that lead to purchase, so as to improve decisions on segmentation and the appropriate marketing mix for each segment. How consumers and households make decisions, and why different individuals/groups make different decisions. Application of behavioral science concepts at individual, subcultural and cultural levels. Effects of consumerism and regulation also are considered.
Prerequisites: BA 516 with B- or better

MRKT 593. INTEGRATED MARKETING COMMUNICATIONS. (3 Credits)
Analysis of the influence of marketing communications on the attitudes and behaviors of consumer and industrial buyers. Identification and examination of the major decisions made by marketing/advertising managers in implementing the promotional mix.
Prerequisites: BA 516 with B- or better

MRKT 595. RETAIL MANAGEMENT. (4 Credits)
Management of retail business with emphasis on strategic planning, analysis, and control, focused on middle- and upper-management decisions.

MRKT 596. MARKETING RESEARCH DESIGN AND METHODS. (3 Credits)
Focuses on articulating research problems, creating appropriate research design to address information needs (i.e., understanding markets, competitors, and customers), ethics (to include IRB training), and the application of diverse data collection methods, including secondary, qualitative, and quantitative methods. Measurement, sampling, and data preparation will also be addressed.

MRKT 597. GLOBAL MARKETING. (4 Credits)
Consideration of cultural, political, regulatory, economic and trade barriers in the design of marketing plans for product development, pricing, channels of distribution; and promotion alternatives in a global market.

MRKT 599. SELECTED TOPICS IN MARKETING. (1-4 Credits)
Concepts and methods in advanced marketing management practice. Latest theoretical developments and quantitative methods in marketing, with particular relevance to managerial applications. Topics will vary from term to term. 
This course is repeatable for 16 credits.

MRKT 690. MARKETING AND COMMERCIALIZATION. (3 Credits)
Surveys marketing research related to innovation. Specific topics may change from quarter to quarter, but sample topics include research on marketing strategy, consumer behavior, brand equity, brand management, and product management, each from the perspective of the consumer and the firm.