

investment goals in light of risk-return tradeoffs. Key factors that determine the composition of the individual or institutional portfolios emphasized. Prerequisite: FNCE . Spring

FNCE ( )

Intermediate Business Finance

A study of more advanced topics in corporate finance and an application of previously covered topics with the use of cases.

Prerequisite: FNCE . Spring

FNCE Alt ( )

International Finance

The financial management of international enterprises. Short- and long-term capital sources and uses. Capital budgeting in changing foreign exchange conditions. Exchange exposure coverage, taxation impacts, and global-risk diversification. Prerequisite: FNCE . Fall

## SCHOOL OF BUSINESS ADMINISTRATION

Major Group B electives—

Electives may be selected from ACCT, ECON, FNCE, INFS or MKTG courses

BBA core—

BBA cognates—

Electives—

General Education requirements—

TOTAL CREDITSfor the BBA—

Since management is a broad field, variation is allowed in academic programs. Management majors are urged to focus their course work in an area of concentration. Also available are double degrees (BA/BBA) in International Business and Language (see p. ).

### Minor in Management

Required courses—

BSAD , , , ; MKTG

A minimum of a "C" letter grade must be earned in BSAD .

Minor electives—

Choose two courses from any courses in the School of Business Administration

TOTAL CREDITSfor the Minor—

### Marketing

Organizations from every area of business are driven by marketing and its concepts. Marketing monitors and investigates the changing needs of businesses and non-profit organizations. Marketers then create a product/service designed to meet these needs including determining the price, distribution pattern and promotional plan. Marketing provides a well-rounded business education for those considering opening their own business or for careers in areas such as advertising and promotion, retail or marketing management, marketing research, sales, or international business. The marketing curriculum helps students attain general marketing skills as well as those needed for developing marketing strategies and policies.

All marketing majors must obtain a C ( . ) minimum grade in ACCT , and a C ( . ) minimum grade in MKTG .

### BBA in Marketing

Required courses in major—

MKTG , , ,

Elective major courses

Major Group A electives—

Choose four courses from the following: MKTG , , , , ; BSAD ,

Major Group B elective—

One appropriate upper division elective approved by advisor.

BBA core—

BBA cognates—

Electives—

General Education requirements—

TOTAL CREDITSfor the BBA—

### Minor in Marketing

Required courses—

MKTG , , ,

A minimum of a "C" letter grade must be earned in MKTG .

Minor electives—

Choose three courses from the following: MKTG , , , , (with statistics background), ; BSAD

TOTAL CREDITSfor the Minor—

### Information Systems

Information Systems (IS) combine computer hardware, software and telecommunication networks with people who use them. It is the link between the technical specialist and specialists in the field where the technology is applied. Communication skills and a good understanding of management, organizational behavior and business practices are critical in designing and maintaining a successful information systems.

The Information Systems major is designed to produce graduates equipped with the ability to integrate information systems into the business environment, to explore methods of leveraging business functions through information systems, and to function in entry-level, information systems positions with a basis for continued career growth. The curriculum reflects input from both industry and universities and responds to industry requests for increased emphasis in technical orientation and improved skills for managers in strategic uses of information systems.

### BBA in Information Systems

Required major courses—

INFS , , , , ,

Elective major courses—

INFS , , BSAD

BBA core—

BBA cognates—

Electives—

General Education requirements—

TOTAL CREDITSfor the BBA—

### Minor in Information Systems

Required courses—

INFS , , , ,

Electives—

INFS , ,

TOTAL CREDITSfor the Minor—

### Courses

(Credits)

See inside front cover for symbol code.

#### Business Administration

BSAD

(-)

Introduction to Business

The nature of the American business system, including the role of business in society, examination of the functions of a business enterprise, contemporary problems, and future challenges. Career decision-making in terms of business careers. Does not apply towards management major during junior and senior years.

BSAD

( )

Small Business Management

A practical course on the principles and problems of organizing



BSAD ( )  
Business Strategy and Decisions  
The goal of this interdisciplinary course is to enable students to develop and/or fine tune skills in the analysis of strategic and organizational problems and issues. Prerequisites: BSAD previously completed. All other core BBA courses must be completed or concurrently enrolled.

BSAD (-)  
Advanced Topics in \_\_\_\_\_  
Topics of current interest in the sub-discipline area noted not ordinarily covered in depth in other courses. Repeatable in different topics with the approval of the department. Permission of the instructor required.

BSAD (-)  
Independent Readings/Study in \_\_\_\_\_  
Directed study or readings under the guidance of the instructor. Oral and reading reports may be required. Graded S/U. Permission of the dean required. Prerequisite: previous upper-division work in the discipline; minimum cumulative GPA of . and minimum GPA of . in business subjects.

BSAD (-)  
Independent Research in \_\_\_\_\_  
Study under the supervision of the instructor. Permission of the dean required. Prerequisites: previous upper division work in the discipline; minimum cumulative GPA of . and a minimum GPA of . in business subjects.

BSAD ( )  
Survey of Management  
Introduces concepts of effective management in organizational settings. Not available for MBA program.

BSAD ( )  
Survey of Operations Management  
Quantitative and computer-based methods of planning and controlling operations in manufacturing and service organizations are explored. Topics covered include forecasting, production planning, quality, operations scheduling, layout, inventory control, queuing, decision theory, and linear programming. Not available for the MBA program. Prerequisites: STAT .

BSAD ( )  
Survey of Business Law  
This course examines basic legal principles that govern business conduct. Topics include the legal environment, contracts, commercial transactions, business organizations, and major legal problems encountered by business managers. Not available for the MBA program.

BSAD D ( )  
Organizational Behavior  
Application of behavioral sciences to management. The examination of contemporary theories and principles of human behavior. Topics include perception, personality, attitudes, emotions, motivation, group dynamics, decision making, communication, organizational design, and organizational development.

BSAD D ( )  
 Christian Ethics, Service & Society  
 An exploration of the interrelationship among business, government and society. Stakeholder management, the analysis of the legal and regulatory environment, and the responsiveness of business in its service to society. A study of ethical problems encountered in business and the management of moral dilemmas.

development of interactive web pages. Students also gain an understanding of organizational systems, planning, the decision process, and decision support technologies. Prerequisite: INFS . Fall, Spring

BSAD (variable)  
 Workshop

INFS ( )  
 Information Technology Hardware and Software  
 Provides the hardware/software technology background to enable systems development personnel to understand tradeoffs in computer architecture of effective use in a business environment. Single-user, central, and networked computing systems; single and multi-user operating systems are all examined Spring

BSAD ( )  
 MBA Extension Program Continuation

INFS ( )

BSAD D ( )  
 Human Resources Seminar  
 Topics may include human resources planning, job analysis and design, recruitment, screening and selection, training and career development, performance evaluation, compensation and rewards, affirmative action, discipline, unions, grievances, and conflict resolution. Emphasis on cases, projects, and research. Prerequisite: BSAD or permission of instructor.

Business Programming  
 Explores programming, computer concepts and the design of business applications using both object-oriented and procedural programming. Corequisite: INFS 101 (or INFS 102) or permission of instructor. Fall, Spring, Summer

BSAD ( )  
 Strategic Management  
 Requires that students integrate relevant knowledge gleaned from previous core business-course experiences. Extensive case work and library research are demanded. Students work with a real organization to develop a comprehensive strategic plan. Assumes that the student has completed all MBA core requirements or is currently enrolled in the remaining courses. Summer

BSAD (-)  
 Independent Readings  
 Designed for the individual needs of a student. Oral/written reports may be required. Graded S/U. Permission of the dean required. Prerequisite: Completion of graduate business credits with a cumulative GPA of at least . .

BSAD (-)  
 Independent Research  
 Designed to fit the individual needs of the student. Permission of the dean required. Prerequisite: Completion of graduate business credits with a cumulative GPA of at least . .

## Information Systems

INFS ( )  
 Foundations of Information Technology  
 Explores computing history, software, web technologies, basic network security, ethics, and future trends in information technology. Labs are modularly designed to meet specific academic program needs which include Windows, Mac OSX, presentations, wordprocessing, spreadsheets, databases, use of online resources and basic web development. Recommended math placement exam score of M or better, or MATH or higher. Prerequisites: Familiarity with wordprocessing and keyboarding skills of wpm. Credit for this class cannot be obtained by CLEP test. Fall, Spring, Summer

INFS ( )  
 Information Systems Theory and Application  
 Focuses on extending the students skills in applications and explores information systems theory. Applications focused on include advanced spreadsheet, PC database usage, and the

INFS ( )

Project Management

Covers the factors necessary for successful management of system development or enhancement projects. Both technical and behavioral aspects of project management are discussed. Focus is on management of development for enterprise-level systems.

Prerequisite: INFS . Fall

INFS ( )

Certification Support

Provides background and support necessary for students to pursue various software certification exams such as the MCSE series and the CNE exams. Prerequisite: INFS Spring

INFS ( )

Advanced Topics in \_\_\_\_\_

Topics of current interest in the sub-discipline area noted not ordinarily covered in depth in other courses. Repeatable in different topics with the approval of the department. Prerequisite: Permission of the instructor.

INFS ( )

Management Information Systems

Covers current issues that effective managers must address as their organizations grow increasingly dependent on information technologies. Topics include hardware, software, telecommunications, networking and the management challenges involving these technologies. Extensive use of case studies. Word processing and spreadsheet skills are assumed.

Marketing

MKTG ( )

Principles of Marketing

A general survey of the major marketing methods, institutions, and practices examined from the viewpoint of their effects on exchange transactions linking producers with consumers. Assumes a working knowledge of micro-economics Fall, Spring

MKTG ( )

Consumer Behavior

An integration of the various disciplines in the behavioral sciences with marketing theory to understand, explain, and predict consumer decisions. Explores both the theoretical and practical implications of individual behavioral variables, group influences, and consumer decision processes. Prerequisite or corequisite: MKTG . Fall

MKTG ( )

Advertising and Promotion

Focuses on the role of promotion and communication in the marketing mix. Explores the nature and types of promotion, including advertising and point-of-purchase display, the steps in developing an advertising campaign, and measures of advertising effectiveness. Explores the management of the promotion and advertising functions in an organization. Prerequisite: MKTG . Spring

MKTG  
d n a G T K ing M

in non-profit institutions such as hospitals, schools, public agencies, foundations, and churches. The role of activities such as marketing research, product development, pricing, advertising, publicity, personal selling, and marketing control are examined in the non-profit sector. Prerequisite: MKTG or permission of instructor.

MKTG D ( )

#### Marketing Strategy

Designed to help students think like a marketing strategist—to recognize marketing problems, analytically evaluate possible alternatives, and creatively institute strategic solutions. Analysis of contemporary marketing problems, currently corporate marketing strategies and case analysis are used to achieve course objectives. Spring

The prerequisite courses provide an introduction to the broad field of business administration. Such courses must be taken by the time the student has completed no more than 50% of his/her course work for the master's degree. The following courses constitute the prerequisites for the MBA degree: ACCT , Ir0tBDC <0003>Tj

## Graduate Programs

### Faculty

#### Accounting, Economics & Finance

Leonard K. Gashugi,Chair

Ann M. Gibson

Alan Kirkpatrick

LeRoy Ruhupatty

Carmelita Troy

#### Management, Marketing & Information Systems

Robert C. SchwabChair

José R. Goris

William Greenley

Ben Maguad

Allen F. Stembridge

Jacquelyn Warwick

W. Bruce Wrenn

## Master of Business Administration (MBA)

### Mission

The mission of the MBA program is to prepare students from many cultural backgrounds for responsible positions in domestic and international business, in government, and in not-for-profit organizations. The program emphasizes the integration of business principles with Christian principles and philosophy to prepare students for leadership roles which require clear and critical thinking, wise judgment, effective communication, integrity in all actions, and recognition of opportunities for service.

### MBA Program

With the appropriate business background, the MBA at Andrews University can be completed in three semesters. However, the MBA is also designed for students with any bachelor's degree. Students who enter the program without prior course work in business must take a two-year (4-semester) degree program, as prerequisites in the common body of knowledge are required to bring the student up to the minimum expectations of our graduate faculty. These prerequisite courses may be waived for students with appropriate undergraduate course work from an accredited institution. If the prerequisite courses are more than five years old or the grades earned are below C, students may be required to repeat these courses.